

Design & Process Improvement of HRD system in KBA



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DEDICATION

This work is dedicated to our Supervisor, family and friends who encouraged us to face any challenge.



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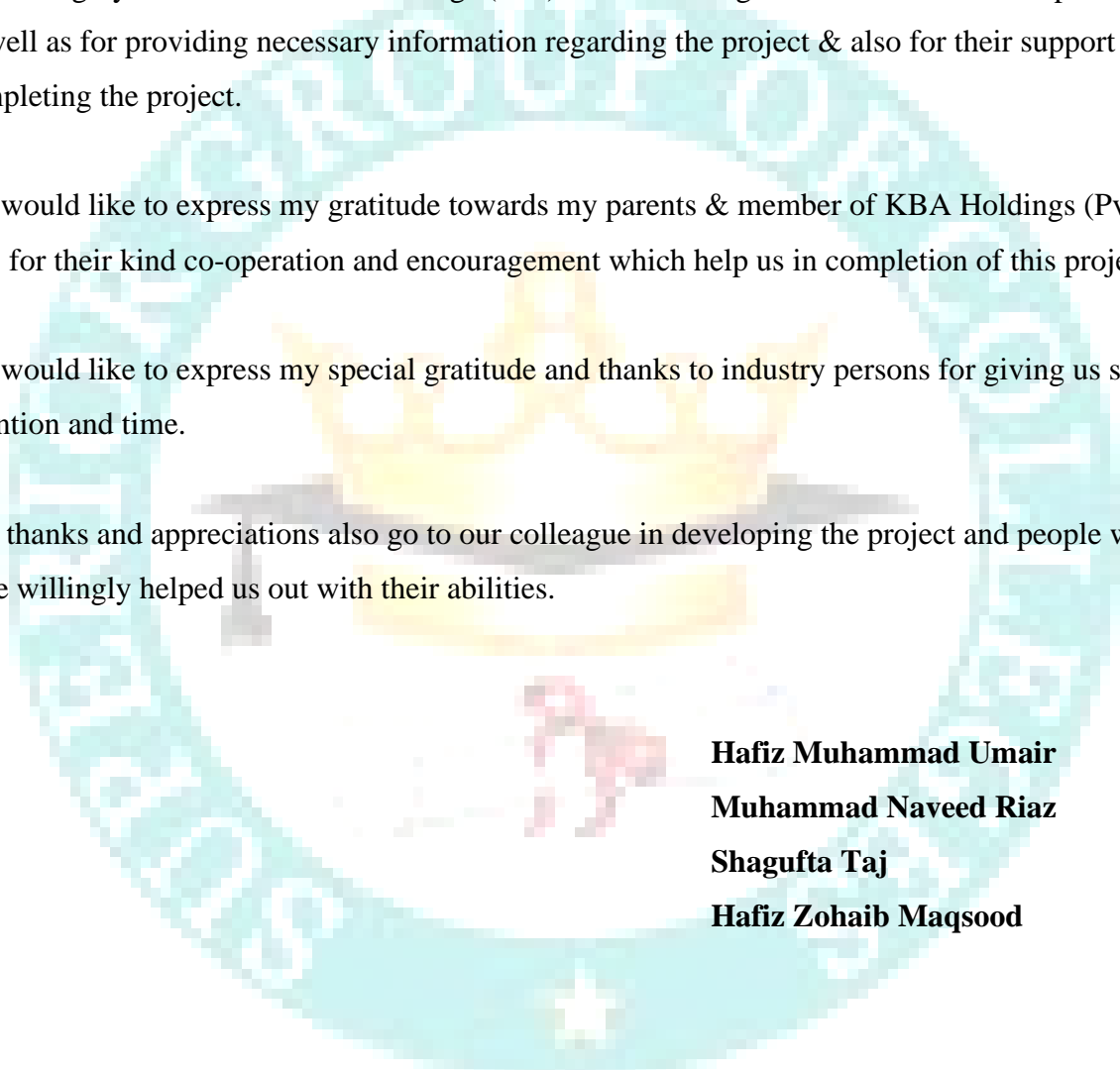
We have taken efforts in this project. However, it would not have been possible without the kind support and help of many individuals and organizations. We would like to extend my sincere thanks to all of them.

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EXECUTIVE SUMMARY

Human resource problem is a worldwide issue that is not facing only small organization but the on the other hand big organization did not escaped from this problem. This study brings the knowledge about the development of HR department in a small or medium organization. Our main objective to solve the basic HR problems like recruiting, selection, performance evaluation nepotism , job insecurity etc. that are not effecting company sales but as well as effecting job turnover, employee relationship with owners in KBA Holdings Pvt. Ltd. The base on our project to implement HRP on KBA for that reason we gave permission to KBA team to implement HRP system that will helpful for solve the basic HR problems as well as create a good image in Public. The company doesn't have any HR system due to that reason the company is facing high turnover and that directly effecting company performance. Further the direct involvement of owner's and higher management in the hiring and firing decision has converted the company culture into nepotism that are also affecting company performance. On the same line, there is no any type of Training and Development mechanism for their employees that are affecting employee performance and are creating hurdle for the employee regarding their professional growth. Job Insecurity on the other hand increasing discouragement among employees that linked to employee motivation and that affects employees to achieve day-to-day tasks. Nowadays the company sales are declining. We investigated the lack of HR system creating facing different for company and is the main hurdle for non-growth. If company comply and implement HR system then it will be able to get growth track. In this project we will try to develop an appropriate HR system for the KBA Holdings Pvt. Ltd that will fulfill his HR objective and as well as give solution of above mentioned problems along with the benefit of minimize its cost that they are facing in the form of non-implementation of HR system. Further, we are also implementing our suggested HR system in KBA for that reason they have given the mandate to OMT that will work with us. In addition, Cost and benefit analysis is also in our project, compare benefits of HR department with cost, which is incurred on development of new department and at the last we will give the conclusion how the proper HR system will affect the company growth in all sector that is not only relate to profitability but also areas of problems.

INTRODUCTION

History

KBA Holdings Pvt. Ltd was born out dream to set in Pakistan an industry of excellence based on Textile Product. In 2006, Mr. Khawaja Bilal Ahmad the former C.E.O of Ammar Textile and former Chairman of SMEDA and now the member of BOD of LUMS formed up an Export based Textile unit in Lahore and appointed his son Mr. Umar Bilal as a C.E.O.

Company Profile

1. Product

Knitted Garments

2. Customer Profile

KBA is proud to work with the world best brands. This exposure to the brand labels has been a continuous learning experience for the entire team. Currently, 85% of production is exported to the Europe while rest 15% to USA.

3. Sales Figures

Year	Sales (USD)
2014-2015	37,224.00
2015-2016	3,057,753
2016-2017	2,573,510
2017 –till November 2017	584349

5. Stitching Diversity

With over 450 stitching machines, KBA is producing about 200,000 pieces per month of fashion garments like Polo, Fleece along with basic garments like Crew Neck Tee, Sweat shirt, Boxer shorts.

6. Experienced Professional Management

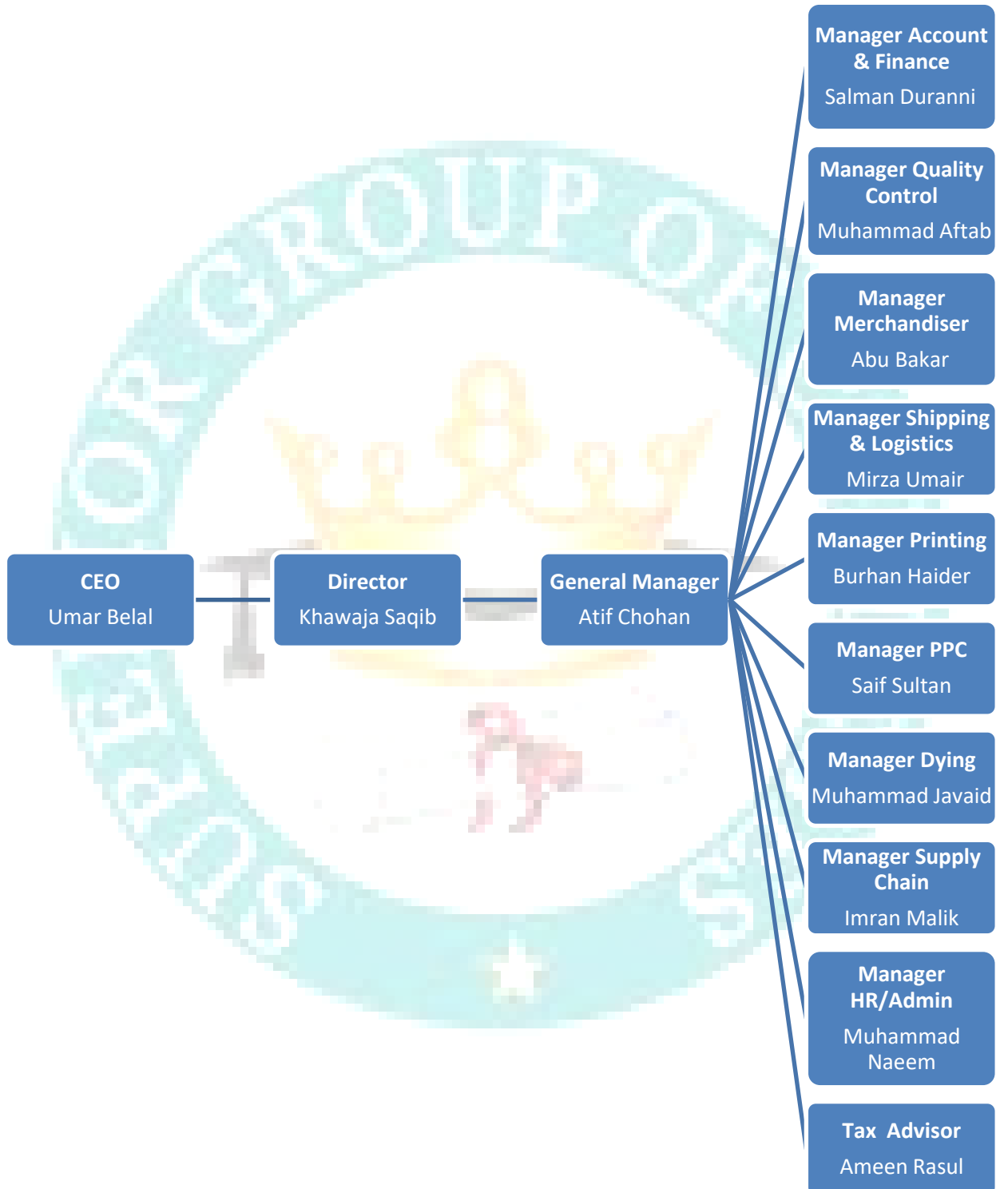
The KBA Team comprises a balanced blend of experienced professionals along with young blood.

7. Major Customer

1. Umbro (UK)
2. Kappa (Denmark)
3. Fila (U.K)
4. Eleese
5. Petrol (Netherland)
6. River Creek (Netherland)
7. Zara (Netherland)
8. Falcon Bay (USA)
9. Uniworth (Pakistan)
10. Leone (Italy)
11. Amazon (Germany)
12. Diek & Dunes (Germany)

In order to fulfill foreign orders, the company actually started his operation in May 2014. Initial Capital was raised from his own sources and different local investor. Over the years, the Company continued to enhance these facilities to meet the growing demands of its foreign buyers. Additional capital was raised from financial Institution and from the private investors.

Company Hierarchy



Problem Statement

The company doesn't have any HR system due to that reason the company is facing high turnover and that directly effecting company performance. Further the direct involvement of owner's and higher management in the hiring and firing decision has converted the company culture into nepotism that are also affecting company performance. On the same line, there is no any type of Training and Development mechanism for their employees that are affecting employee performance and are creating hurdle for the employee regarding their professional growth. Job Insecurity on the other hand increasing discouragement among employees that linked to employee motivation and that affects employees to achieve day-to-day tasks. Nowadays the company sales are declined.

Solution

We investigated the lack of HR system creating above mentioned problems for company and is the main hurdle for non-growth. If company comply and implement HR system then it will be able to get growth track. In this project we will try to develop an appropriate HR system for the KBA Holdings Pvt. Ltd that will fulfill his HR objectives and as well as above mentioned problems along with the benefit of minimize its cost that they are facing in the form of non-compliance of HR system.

Objectives

- All employees are selected and recruited based upon their attitude, skill, competency, and aptitude.
- The philosophy and management style of the partners and senior management staff members are such as to promote and encourage motivation and retention of the best employees.
- Reduce Turnover of employee.
- Professional relationships between staff members are based on mutual trust, fairness and equality of opportunity for all.
- The dignity of all employees is respected by the management team and fellow employees.
- To eliminate owners involvement in Hiring Firing decision.
- No employee is subjected to discrimination or bullying of any kind that may promote nepotism culture in company.
- All employees are trained to carry out their role competently, in compliance with relevant legislation, guidance and regulatory bodies, including promoting and adopting best practice, and are supported to advance their continued professional development.
- Communications between the senior management team and other employees, along with their union representatives, are mutually accepted as open and honest.
- The practice manager is the HR contact at KBA. This person is available to provide professional advice, guidance and practical support to all employees in matters relating to their employment at the Practice.
- Try to eliminate Job insecurity factor among employees.
- To create a proper HRIS system that will fulfill above mentioned objectives and as well as integrate all HR process.
- Employee evaluation should be conducted on regular basis and proper increment will decide on that evaluation.

LITERATURE REVIEW OF HR PRACTICES

Job Design & Analysis

According to Fried & Feriss, (1987); Parkar, Wall, & Corrdary, (2001) Job design has developed a great deal of interest in the area of HRM during the recent decades. Morgason & Campion, (2003) and Parkar & Waall, (1998) have discussed a basic principle in the job design research according to which jobs were stimulated and associated with motivational factors which contributed to the attitudinal and behavioral job performance outcomes. Hackman & Oldham, (1976, 1980) developed Job Characteristics Model (JCM) derived from the modern research on job design.

Statt, (2004) discussed that the job description outlines the job tasks, duties and responsibilities and serves as a guide for the recruitment and selection process going forward. In general, a job description can be seen as relating to all the technical, administrative and managerial aspects of the job, the job title, job summary, job duties, tasks and outputs.

Byars & Rue (2006) further described job description as a written narrative of the tasks to be performed and what it entails.

As defined by Werther & Davis (1993) "Job evaluation is a systematic process used to determine the worth of jobs and creating a link between job worth and salary". Gupta & Chakraborty (1998) further clarified that as the worth of a job is determined, it might be seen in terms of salary and other fringe benefits in accordance with the existing salary structure of the organization. Das & Garcia-Diaz (2001) intimated a widely used method of job evaluation called point based job evaluation method. Further studies of Collans & Muchinsky 1993, Chen *et al.* 1999, Rutt & Doverspikke 1999, Olson *et al.* 2000, Welbourne & Treivor 2000, Arnault *et al.* 2001, Morgeson *et al.* 2001, Rotundo & Sackatt, 2004 have also tested the validity and outcome of the job evaluation system in vogue used for salary determination.

Companies that regularly conduct job analysis possess a much better knowledge of their strengths and limitations, and can take timely corrective action to improve any deficiencies in their skills and job behavior (Clifford, 1994). Brannick and Levine (2002) defined the job analysis as an organized process whereby nature of a job is discovered. Job or task is divided into smaller units. McCormick, studied in 1976 that the collection and processing of job related information and other related tasks and qualifications through job analysis was a base for human resource management (HRM). Job analysis has a vital role. Sanchez and Levine discussed in 2000 that erroneous practice of the job analysis may affect other HR activities based on it. Former research by Mullins & Kimbrough, 1988; Avolio & Waldman, 1989;

Schmitt & Cohen, 1989 and Landy & Vasey, 1991 on job analysis persistent on the variable like demographic in job analysis ratings. Cascio, (1998) and Bowin & Harvey (2001) stressed the significance of job analysis as a strategic HRM practice linked with the organizational performance.

A majority of the research in this context has been accomplished in developed economies. Job Design typically refers to the way that a set of tasks, or an entire position, is organized (Muhammad Zia-ur-Rehman ; National Defence University 2014)The aim is that Company regularly conduct job analysis possess a much better knowledge of their strengths and limitations, and can take timely corrective action to improve any deficiencies in their skills and job behavior and structuring work and designating the specific work activities of an individual or group of individual to achieve certain organizational objectives.

Green Job Design & Analysis

In general, job descriptions can be used to specify a number of environmental protection related task, duties and responsibilities (Wehrmeyer, 1996; Renwick et al, 2008 and 2013). These days, some companies have incorporated environmental and social tasks, duties and responsibilities as far as possible in each job in order to protect the environment. In some companies, each job description includes at least one duty related to environmental protection and also specifically includes environmental responsibilities whenever and wherever applicable. Job descriptions and person (job) specifications may include environmental, social, personal, and technical requirements of the organizations as far as possible. For example, environmental protection duties should be included, along with the allocation of environmental reporting roles and health and safety tasks (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Reville, 2000). In addition, some companies use teamwork and cross-functional teams as job design techniques to successfully manage the environmental issues of the company (May and Flannery, 1995; Florida, 1996; Clement, 1997; Palmer and Andrews, 1997; Beard and Rees, 2000; Griffiths and Petrick, 2001; Daily and Huang, 2001; Govindarajulu and Daily, 2004; Jabbour, Santos, and Nagano, 2010). It is because of the reason that environmental protection task of a company requires or demands multi-disciplinary team works.

Authors	Practices
Wehrmeyer, 1996; Renwick et al, 2008 and 2013	1 Incorporating a number of environmental protection related tasks, duties and responsibilities in each job and put into effect.
Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000	2 Including environmental, social, personal, and technical requirements of the organizations in job descriptions and person (job) specifications as far as possible and put into effect.
May and Flannery, 1995; Florida, 1996; Clement, 1997; Palmer and Andrews, 1997; Beard and Rees, 2000; Griffiths and Petrick, 2001; Daily and Huang, 2001; Govindarajulu and Daily, 2004; Jabbour, Santos, and Nagano, 2010	3 Using teamwork and cross-functional teams as job design techniques to successfully manage the environmental issues of the company.
Opatha, 2013	4 Including environmental dimension as a duty in job description.
Opatha, 2013	5 Including green competencies as a special component in job specification.
	6 Designing and implementing new jobs and positions in order to focus exclusively on environmental management aspects of the organizations.

1. Recruitment

Cloete (2007) stated that recruitment is all about making sure the qualified people are available to meet the job needs of the government. Ineffective recruitment prevents any chance for effective candidate selection because when recruitment falls short, selection must proceed with a pool of poorly qualified candidates. He further opined that the task of recruitment is to generate a sufficient pool of applicants to ensure that there are enough people available with necessary skills and requirements to fill positions.

Leopold (2002) defined recruiting as a “positive process of generating a pool of candidates by reaching the „right“ audience, suitable to fill the vacancy”, he further stated that once these candidates are identified, the process of selecting appropriate employees for employment can begin through the means of collecting, measuring, and evaluating information about candidates“ qualifications for specified vacant positions.

Sangeetha (2010) opined that recruitment process involves the sourcing, advertising and interviewing of future employees, however the selection process entails the staffing and training of new employees on the roll of their new job. Organization needs careful time and consideration to sustain competitive advantage in developing strategy on recruitment and selection process. Decisions made in the recruitment and selection process or stage will impact on the company in the future. Bad decisions made in the selection process can create serious costs for an organization vise versa.

Ongori, Henry and Temtime (2009) stated in their paper that the recruitment and selection practices of small and medium enterprises enable them to improve their human resources

practices and organizational efficiency.

Olatunji and ugoji (2013) in a study of personnel recruitment on organizational development: a survey of selected Nigerian workplace using primary data to study certain recruitment procedures adopted in organizations and revealed that the recruitment procedures used in the organization influence personnel behaviour and performance though the study did not use any variable to measure organizational development or performance rather it measures the perception of male and female toward recruitment.

Several studies have been accomplished in Pakistan which is related to analyze the effectiveness of the fair recruitment and selection procedures in the public sector. However in this study highlighted five different questions an organization has to answer to have an effective recruitment strategy to ensure survival and success. The questions are “Whom to recruit?”, “Where to recruit?”, “What recruitment sources to use?”, “When to recruit?” and “What message to communicate?” the above question is patient to get appropriate answer before establishing recruitment strategy

1.1 Green Recruitment

In general, environment concerned companies have their own environmental policy framework. In materializing the established environmental policies, companies need environmentally oriented workforce. In creating environmental oriented workforce, companies have two options: First is focusing on green recruitment. Second is providing required environmental protection related awareness, education, training and development to the existing workforce. The first option is more proactive and cost effective than the second option. Hence, searching best green recruitment practices is important to organizations. In the recruitment context, what some companies are doing is that they integrate corporate environmental policy and strategies with the recruitment policy of the company. A survey by the British Carbon Trust confirms that most of the employees (more than 75%) considering working for an organisation perceived it as important that they have an active environmental policy to reduce carbon emissions (Clarke, 2006).

On the other hand, potential employees also search and want to work in the environmental concerned organizations. In United Kingdom environmental issues have an impact on organizations’ recruitment efforts, and according to a survey high-achieving graduates judge the environmental performance and reputation of a company as a criterion for decisionmaking when applying for job vacancies (Wehrmeyer, 1996; Oates, 1996). The Chartered Institute of Personnel and Development (CIPD) believe in that becoming a green employer may improve

employer branding, company image and is a useful way to attract potential employees who have environmental orientation (CIPD, 2007).

Authors	Practices
Clarke, 2006; Wehrmeyer, 1996; Oates, 1996 CIPD, 2007; Renwick et al, 2008; Jackson et al, 2011; Phillips, 2007; Stringer, 2009; Renwick et al, 2013	1 Indicating or making transparent about organization's environmental performance (past and current) when communicating recruitment messages. 2 Becoming a green employer or green employer of choice.
Opatha, 2013	3 Including environmental criteria in the recruitment messages.
Opatha, 2013	4 Communicating the employer's concern about greening through recruitment efforts. 5 Reflecting environmental policy and strategies of the organization in its recruitment policy. 6 Expressing certain environmental values (e.g. be a part of the green team of ABC.. Or we are a socially an environmentally responsible employer) in the job advertisements of the company. 7 Expressing the preference of the organization to recruit candidates who have competency and attitudes to participate in corporate environmental management initiatives too in the recruitment messages.

2. Employee Selection

Selection is the second step in the process of man power planning and acquisition. It is the process of choosing the appropriate candidate that matches the job requirements in the organization. Selection process in large organizations may be lengthy and will be wider for manufacturing organizations and differs from one industry to other depending on the task and competitiveness of the industry. The end result of every selection process is divided into two classes as selected and not selected while the selected will move ahead for placement the later will be rejected.

Neeraj (2012) defined selection as the process of picking individuals who have relevant qualifications to fill jobs in an organization. It is much more than just choosing the best candidate. "It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires". Selecting the right employees is important for three main reasons: performance, costs and legal obligations (Neeraj 2012).

The essentials and Prerequisites for Selection include picking individuals possessing relevant qualifications, matching job requirements with the profile of the candidates, using a multiple tools and techniques to find the most suitable candidate who is the most suitable of achieving success on the job.

Adeyemi, Dumade and Fadare (2015) in the study of the influence of recruitment and selection on organizational performance using questionnaire to study a sample of only twenty respondents of Access Bank branch. The study indicated that, advertising of job vacancies to general public, use of employment agent(s), and the study also show that employee referrals are mostly the mode for recruiting potential employees, it was also realized that the method used in the recruiting and selection process was very effective. The study made use of a very small sample which cannot be generalized to represent the entire access bank employees.

Jonathan et al (2012) in their study of the effect of recruitment and selection of employees on the performance of small and medium enterprises in Kisumu Municipality- Kenya the study showed a significant effect between recruitment/selection and SMEs performance, that recruitment and selection accounts for 72.4% of the variance in the performance of the SMEs and the better the recruitment and selection, the higher the performance of the SMEs.

2.2 Green selection

In the selection context, when making selection for the job vacancies some companies consider candidates' environmental concern and interest as selection criteria. When interviewing candidates or evaluating them for selection, environmental-related questions are asked by those companies (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000). Really, these are some of the good green selection practices any organisation can adopt to select environmental friendly people in addition to the normal selection criteria relating to the specific duties of the job being concerned. Table 4 shows a list of the existing HRM practices under the green selection.

Authors	Practices
Renwick et al, 2008; Renwick et al, 2013	1 Considering candidates' environmental concern and interest as selection criteria.
Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000	2 When interviewing candidates or evaluating them for selection, to ask environment-related questions.
Opatha, 2013	3 Selecting applicants who are sufficiently aware of greening to fill job vacancies.
Opatha, 2013	4 Selecting applicants who have been engaging in greening as consumers under their private life domain.

3. Green Induction

Induction for new employees seems to be needed to ensure they understand and approach their corporate environmental culture in a serious way (Wehrmeyer, 1996). Companies can

adopt two approaches in respect of green induction. They are general green induction and job specific green induction. Some companies practice general green induction. After selecting the candidates for the posts, these companies provide necessary basic information about the corporate environmental management policy, system and practices. In some instances, certain organizations do specific green induction as well to their new recruits. They induct new employees about environmental orientation programs specific to their jobs. In general, these two green induction practices are important for any organization nowadays. Organizations should ensure that new recruits understand their environmental responsibilities, become familiar with health and safety arrangements, appreciate the corporate environmental culture, adopt the company's environmental policy and practices, and know given relevant contact persons within the organisation (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000; Renwick et al, 2008; Renwick et al, 2013). Table 5 shows a listing of the existing HRM practices under the green induction.

Authors	Practices
Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000; Renwick et al, 2008; Renwick et al, 2013; Opatha, 2013	1 Providing general green induction.
Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000; Renwick et al, 2008; Renwick et al, 2013; Opatha, 2013	2 Providing job specific green induction.
Opatha, 2013	3 Making new employees familiar with greening efforts of the organization and encourage them to engage in green interpersonal citizenship behaviour.
Opatha, 2013	4 Developing induction programs showing green citizenship behaviour of current employees.

4. Performance Evaluation

There are several theories on how the concept of performance measurement appeared. Morgan (2004) believes that modern performance measurement appeared in Venice in the fifteenth century, with the appearance of the double entry accounting. Another view is that of the authors 754 Johnson and Kaplan (1987) that consider that performance measurement appeared during the industrial revolution. Either way we can say with fair certainty that performance management has emerged as the dominant research area in the early '50s, when academics and practitioners have become interested in the need to measure performance and measurement

consequences (Argyris, 1952, Ridgway, 1956). Interest in management and performance measurement has increased considerably in the last 20 years (Taticchi, 2008). Number of publications on this topic has grown significantly over the last decade (Beamon 1999, Lohman et al. 2004, Gunasekaran et al. 2004). We believe that this is mainly due to a fundamental change in business. Furthermore, performance is not a subject easily addressed. It is clear the need to study and rethink the concept and, in this context, to rethink how performance measurement it is done. According to Atkinson et al. (1997) performance measurement should help the economic entity to understand and assess the value received from suppliers and employees, the value provided by the stakeholders and the effectiveness of processes implemented in the economic entity and its strategic properties. Therefore, we can say that performance measurement plays the role of coordination, monitoring and diagnosis of economic entity's activities. Marr (2004) distinguishes the following activities in the process of measuring performance: (1) building a model of performance for each business separately, (2) data collection, (3) data analysis and interpretation, (4) retrieval and communication information. Such a definition of performance measurement is more comprehensive than those mentioned above. Thus, Marr manages to emphasize that performance measurement is a structured process, focused on results. Another answer to the question "What is performance evaluation?" is provided by Maria Niculescu in "Global Strategic Diagnostics", where it considers that "performance measurement is a process that allows you to connect an abstract concept to empirical indicators" (Niculescu 2005). So, performance measurement tools are established to be the indicators. The economic literature can account for dozens of definitions of indicators. Un indicator is an element or a set of information elements, representative in relation to a concern or an objective, resulted from tangible measuring or observing a state of a phenomenon or an output (Boldeanu, 2008). Since the performance of an economic entity is influenced by various factors we consider that the indicators used to assess the performance have to cover all performance determinants and their influence on performance by highlighting the quantifiable aspects and also the unquantifiable ones. The measure "financial" or "non-financial" has not such a great importance and there is no strict rule on the matter. Relevant criteria are different (strategic relevance, operational efficiency) and can be met, as appropriate, by the financial indicators and / or non-financial (Lorino 2002). The so-called "non-financial indicators", even if they can't always be expressed in monetary units, their effect is reflected in other indicators of economic and financial dimension whose size is easily translated in monetary units. Improving the quality of the entity's activity is acting on the entity's image (non-financial indicator), but

also on the size of turnover. Currently performance measures should meet the following requirements (Maskell 1992) to use primarily the non-financial techniques; to vary from one location to another, from one region to another; to change over time, as entity needs change and to improve performance, not just monitor performance.

Performance evaluation of an economic entity requires approaching several criteria, such as industry and economic entity type, managerial and entrepreneurial strategy, competitive environment, human and material resources available, using a system of appropriate performance indicators for this purpose (Petrescu 2008).

Although there are many purposes of evaluation across organization, the structure of the organization dictates the system of evaluation to be carried out. Performance evaluation system is an element that can assess and suggest the improvements in employee productivity. The importance of evaluation in an organization cannot be over emphasized. There are many researches in Pakistan on performance evaluation so the purpose is that emphasize on performance evaluation in this organization

4.4 Green Performance Evaluation

Measuring employee green performance of job is one of the key functions in green HRM. Without this practice any organization cannot ensure the realistic environmental performance (firm level) in long term basis. Evaluation of green performance of employee must be done separately or at least as a part of the performance evaluation system of the organization. The measurement criteria of employee green performance of job must be carefully aligned with the organization's criteria of environmental performance.

In order to sustain good environmental performance, organizations must establish Environmental Management Information Systems (EMIS) and environmental audits. Many organizations have established environmental management information systems (Wells et al, 1993), and environmental audits (Carpenter, 1994). Schwalm (1994) states that the aim of an environmental management information system is to effectively monitor the large number of pollution, resource usage, energy and regulatory requirements an organization encounters. Milliman and Clair (1996) state that when an EMIS has been developed, it is important that it is not just used for reporting purposes, but should also be integrated with performance appraisals of managers as well as employees. Incorporating corporate environmental management objectives and targets with the performance evaluation system of the organization is a must for any organization nowadays. Organizations must include environmental issues as well as environmental incidents, take-up of environmental

responsibilities and the success of communicating environmental concerns and policy within the performance evaluation system of the company (Wehrmeyer, 1996)

Installing corporate-wide environmental performance standards is also a must in the green performance evaluation context. Firms like Amoco in the United States (U.S.) have tackled them by installing corporate-wide environmental performance standards (which cover on-site use, waste management, environmental audits, and the reduction of waste) to measure environmental performance standards, and developing green information systems and audits (to gain useful data on managerial environmental performance). The Union Carbide Corporation is a wholly owned subsidiary of The Dow Chemical Company, that includes a green audit programme that contains field audits – which are seen as important, as they can give employees a mechanism by which they can raise any recurring problems, and gain information and feedback on past and future environmental performance of their firm (Milliman and Clair, 1996)

Authors	Practices
Wells et al, 1993; Carpenter, 1994; Schwalm, 1994; Milliman and Clair, 1996	1 Establishing environmental management information system (EMIS) and environment audits.
Wehrmeyer, 1996	2 Incorporating corporate environmental management objectives and targets with the performance evaluation system of the organization.
Milliman and Clair, 1996; Renwick et al, 2008; Renwick et al, 2013	3 Installing corporate-wide environmental performance standards.
Renwick et al, 2008; Renwick et al, 2013; Opatha, 2013	4 Integrating green criteria in appraisals or evaluating employee's job performance according to green-related criteria.
Opatha, 2013	5 Including a separate component for progress on greening in the performance feedback interview.
Opatha, 2013	6 Setting green targets, goals and responsibilities.
Renwick et al, 2008; Renwick et al, 2013; Opatha, 2013	7 Providing regular feedback to the employees or teams to achieve environmental goals or improve their environmental performance.
	8 Introducing or formally evaluating all employees' green job performance (as far as possible).

5. Training and Development

According to the Michel Armstrong, “Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job”. (Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th Ed., 2001)

According to the Edwin B Flippo, “Training is the act of increasing knowledge and skills of an employee for doing a particular job.” (Source: Personnel Management, McGraw Hill; 6th Edition, 1984) The term ‘training’ indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. ‘Successful candidates placed on the jobs need training to perform their duties effectively’. (Source: Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata McGraw-Hill Publishing Company Limited, 2000, p.189)

Human resource is the very important and the backbone of every organization and it is also the main resource of the organization. So organizations invest huge amount on the human resource capital because the performance of human resource will ultimately increase the performance of the organization. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2000) .As the Mwita (2000) explains that performance is the key element to achieve the goals of the organization so to performance increase the effectiveness and efficiency of the organization which is helpful for the achievement of the organizational goals.

But the question arise that how an employee can work more effectively and efficiently to increase the growth and the productivity of an organization (Qaiser Abbas and Sara Yaqoob). There are many factors which improves the work of the employee such as flexible scheduling, training etc. It is very necessary for the organization to design the training very carefully (Michael Armstrong, 2000). The design of the training should be according to the needs of the employees (Ginsberg, 1997). Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001). It seems that Training design plays a very vital role in the employee as well as organizational performance. a bad training design is nothing but the loss of time and money (Tsaor and Lin, 2004). On the job training helps employees to get the knowledge of their job in a better way (Deming, 1982).

People learn from their practical experience much better as compare to bookish knowledge. On the job training reduces cost and saves time (Flynn et al., 1995; Kaynak, 2003; Heras, 2006). It is better for the organizations to give their employees on the job training because it is cost effective and time saving (Ruth Taylor et al., 2004). It is good for organization to give their employees on the job training so that their employees learnt in a practical way (Tom Baum et al., 2007). Delivery style is a very important part of Training and Development (Carlos A. Primo Braga, 1995). Employees are very conscious about the delivery style Michael Armstrong, 2000).

If someone is not delivering the training in an impressive style and he is not capturing the attention of the audience it means he is wasting the time (Mark A. Griffin et al., 2000). It is very necessary for a trainer to engage its audience during the training session (Phillip seamen et al., 2005). Delivery style means so much in the Training and Development. It is very difficult for an employee to perform well at the job place without any pre-training (Thomas N. Garavan, 1997). Trained employees perform well as compared to untrained employees (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001). It is very necessary for any organization to give its employees training to get overall goals of the organization in a better way (Flynn et al., 1995; Kaynak, 2003; Heras, 2006). Training and development increase the overall performance of the organization (Shepard, Jon et al., 2003). Although it is costly to give training to the employees but in the long run it give back more than it took (Flynn et al., 1995; Kaynak, 2003; Heras, 2006). Every organization should develop its employees according to the need of that time so that they could compete with their competitors (Carlos A. Primo Braga, 1995).

According to Casse and Banahan (2007), the different approaches to training and development need to be explored. It has come to their attention by their own preferred model and through experience with large Organizations. The current traditional training continuously facing the challenges in the selection of the employees, in maintaining the uncertainty related to the purpose and in introducing new tactics for the environment of work and by recognizing this, they advising on all the problems, which reiterates the requirement for flexible approach.

Usually the managers have the choice to select the best training and development programme for their staff but they always have to bear in mind that to increase their abilities several research have been conducted in developing country like Pakistan the aim of this study Creating environmental awareness among the workers through conducting the seminars and workshops Now a day's the best ever factor in the world of business is training because training not only enhance the effectiveness and efficiency of employees but also increases the organizations performance². The performance of the employee depends upon many factors but the best factor is training because it increase the skill of the individual, which can be helpful in future to get promotion and also a valuable asset of the organization (Siddique, Rehman, Jafri and UVAS, Lahore 2013).

5.5 Green Training and Development

Providing environmental training to the organizational members (non-managerial employees and managers) to develop required skills and knowledge is an important function of green HRM. This will be helpful to implement corporate environmental management programs of the company (Cook and Seith, 1992). Providing training to encourage recycling and waste

management, supporting flexible schedules and telecommuting, and reducing long-distance business travel (Jackson et al, 2011) are very useful to reduce the negative environmental impacts of the organizations.

Creating environmental awareness among the workforce by conducting seminars and workshops at organizational level is also important to achieve good environmental performance. Providing environmental education that will result in a change of attitude and behaviour among managers and non-managerial employees (North, 1997) is also needed to the organizations. For example, in Fuji Xerox Singapore, every staff goes through eco awareness training, as well as the sales forces receive education on the green aspects of its product and supplies. Apart from these, some organizations celebrates annual „environmental day“ at company/organization level by organizing many competitive programs for non-managerial employees, managers and children of employees. This is also a good practice to inculcate certain key eco-values among the workforce as well as their family members.

Renwick et al, (2008 and 2013) suggest certain green training and development practices such as training staff to produce green analysis of workspace, application of job rotation to train green managers of the future, provision of specific training on environmental management aspects of safety, energy efficiency, waste management, and recycling, development of green personal skills, and re-training of staff losing jobs in relevant polluter industries. Environmental related education, training and development are key areas of green HRM in an organization. Without proper education, training and development, materializing targeted environmental performance of a firm is very difficult to achieve. Therefore, it seems that certain companies have actually realized the importance of green education, training and development in their organizational setting.

Authors	Practices
Cook and Seith, 1992	1 Providing environmental training to the organizational members (employees and managers) to develop required skills and knowledge.
Renwick et al, 2008 Renwick et al, 2013 Jackson et al, 2011	2 Providing training to learn or adapt environmental friendly best practices (e.g. reducing long-distance business travel and recycling).
North, 1997	3 Providing environmental awareness training to create 'environmental awareness' among the workforce.
North, 1997	4 Providing environmental education to the workforce.
Renwick et al, 2008	5 Providing training to the staff to produce green analysis of workspace.
Renwick et al, 2013	
Renwick et al, 2008	
Renwick et al, 2013	6 Applying of job rotation to train green managers of the future.
Opatha, 2013	7 Imparting right knowledge and skills about greening (to each employee through a training program exclusively designed for greening).
Opatha, 2013	8 Conducting training needs analysis to identify green training needs of employees.
	9 Analysis and identifying environmental training needs of employees in order to make them more environmental concerned.

6. The Reward

Compensation and reward is an important feature of Human Resources Management. The compensation system that an organization offers to its employees plays an important role in determining the commitment levels of employees and their retention. According to Willis (2001), compensation is one of the crucial issues as far as attracting and keeping talent in organizations is concerned. The fundamental hypothesis is that money influences employee behaviour through shaping their attitudes (Parker & Wright, 2001). Therefore wages influence the attraction and retention of the workforce (Parker & Wright, 2001). The provision of a lucrative remuneration package is one of the broadly discussed factors of retention. Not only do rewards fulfill financial and material needs but they also provide a social status and position of power within an organization. In a past study, Allen, Shore and Griffeth (2003) reported that employees have to differentiate themselves from others through their compensation strategy in order to attract and retain quality employees. Therefore, an organization's compensation strategy should be able to attract the right quality of employees, retain suitable employees and also to

maintain equity amongst the employees.

One way through which employers can retain the workforce is through offering a good compensation package. An organization can only be successful in its retention strategy if it offers competitive, market-related pay and benefits because this motivates employees to become committed to the organization (Lockwood and Walton, 2008). A study by Mercer (2003) reports that employees will remain in an organization if they are rewarded and also they may leave if they are poorly rewarded. Employees are likely to stay in organizations where they believe that their capabilities, contributions and efforts are appreciated (Davies, 2001). Gomez-Mejia, Balkin and Cardy (2004) also stated that internal equity and external equity should be observed in terms of remuneration if the compensation package is to be used as a retention strategy.

In a study of nurses conducted by Pillay (2009), it was identified that monetary and non-monetary rewards are important in order to raise employee retention. Monetary rewards reported to significantly increase employee retention included performance bonuses, reasonable salaries, and remuneration for scarce skills. Non-monetary rewards included promotions, child care facilities, extended leave and recreation facilities. It was also reported that nurses view salary as the main source of dissatisfaction which often resulted to high employee turnover (Pillay, 2009). In contrast, Cappelli (2001) argues that due to the recent movement towards benchmarking, organizations are now difficulties in setting themselves apart from their competitors by means of remuneration hence the impact of financial rewards on employee retention is reduced. However, regardless of many studies reporting that financial reward to be are poor motivating factors, remuneration packages still remain as a tactic employed by several organizations to improve employee commitment (Mitchell, Holtom & Lee, 2001).

For the purpose of this project, workers demonstrating intrinsic and extrinsic motivation are those who complete activities for the pleasure of doing the activities themselves; reward being the activity. As a result, these employees actively seek out the things needed to bring events to completion. Different studies have been conducted on reward in Pakistan because rewards affect the learning process, and can undermine an employee's intrinsic and extrinsic motivation.

6.6 Green Reward Management

Green reward management is another key function of green HRM. The sustainability of organization's environmental performance is highly dependent on the green reward management practices of the organizations. To motivate managers and non-managerial employees on corporate environmental management initiatives, green reward management

has significant contributions. Organizations can practice it in two ways such as financial and non-financial. In some companies employees are financially (e.g. incentives, bonuses, cash) rewarded for their good environmental performance. In some other companies, employees are non-financially rewarded (awards/special recognitions/honors/prizes) for their good environmental performance.

Crosbie and Knight (1995) state that some companies have successfully rewarded extraordinary environmental performance, practices and ideas by including environmental criteria into salary reviews. Due to the scarcity of financial rewards, recognition rewards for environmental performance have been established in many organizations, including Monsanto, Dow Chemical, and ICI Americas Inc, (Whitenight, 1992). The success of recognition rewards relies on the importance of company-wide identification. For example, such attention increases employees awareness of environmental achievements (Bhushan and Mackenzie, 1994).

Authors	Practices
Crosbie and Knight, 1995; Renwick et al, 2008 and 2013	1 Rewarding employee environmental performance (good/excellent and extraordinary).
Crosbie and Knight, 1995; Renwick et al, 2008 and 2013; Opatha, 2013	2 Financially rewarding for employee good environmental performance.
Whitenight, 1992; Bhushan, and Mackenzie, 1994; Renwick et al, 2008 and 2013; Opatha, 2013	3 Non-financially rewarding for employee good environmental performance.
Bhushan and Mackenzie, 1994	4 Team excellence awards for better environmental performance.
Bhushan and Mackenzie, 1994	5 Introducing rewards for innovative environmental initiative/performance.
Woods, 1993	6 Communicating employee environmental excellence.
Berry and Randinelli, 1999; Jackson et al, 2011	7 Providing incentives to encourage environmentally friendly activities and behaviours (e.g. recycling and waste management).
Renwick et al, 2008 and 2013	8 Rewarding for green skills acquisition.

In order to improve health and safety of employees, some companies have really created strategies (e.g. green factory/green zone) to maintain a conducive environment to prevent various health problems. These aspects can be considered as some examples for green health and safety management practices of the organizations. Some proactive companies (3M, DuPont, Allied, Signal, Amoco, and Monsanto) in environmental management found that management of environment and its cost lead to improvements in the health of employees and local communities, enhancing the image of the company as a desirable employer and corporate citizen. Table 9 gives a listing of the existing and certain new HRM practices under

the green health and safety management.

Authors	Practices
Ditz et al, 1995; SHRM, 2009	<ol style="list-style-type: none"> 1 Ensuring green workplace for all. 2 Creating various environment related initiatives to reduce employee stress and occupational disease caused by hazardous work environment. 3 Creating and implementing strategies (e.g. green factory/green zone) to maintain a conducive environment to prevent various health problems/ in order to improve health and safety of employees.

7. Discipline Management

Discipline is essentially the ability to control himself in the form of not doing an action that does not conform and support something that has been created. Some experts express opinions about the definition of labor discipline are as follows: Discipline is management action to enforce the standards organization (Mangkunegara, 2011). This means that the discipline of work can be interpreted as the implementation of management guidelines to strengthen the organization. Discipline of work is a tool used by managers to communicate with employees so that they are willing to change a behavior as an attempt to increase one's awareness and willingness to comply with all company regulations and norms prevailing social (Rivai, 2011). Discipline of work is one's awareness and willingness to comply with all company regulations and norms in force (Hasibuan, 2010).

So, it can be concluded that the discipline of work is an effort of the management organization of the company to implement or execute the rules or regulations that must be adhered to by all employees without exception. Many research have been accomplished on discipline management in but limited research in Pakistan the discipline management is a form of training to enforce organizational rules

7.7 Green Employee Discipline Management

Wehrmeyer (1996) stated explicitly that green discipline management is a pre-requisite in corporate environmental management. In ensuring green employee behaviour in the workplace, organizations may need green discipline management practices to achieve the environmental management objectives and strategies of the organization. In this context, some companies have realized discipline management as a tool to self regulates employees in environmental protection activities of the organization. These companies have developed a clear set of rules and regulations which imposes/regulates employees to be concerned with

environmental protection in line with environmental policy of the organizations. In such companies, if an employee violates environmental rules and regulations, disciplinary actions (warning, fining, suspension, etc.) are taken against him/her. Renwick et al, (2008) indicates that setting penalties for noncompliance on targets in environmental management, discipline and/or dismissal for environmental management breaches, and developing negative reinforcements in environmental management (criticism, warnings, suspensions for lapses) are also worthwhile practices under the function of green employee discipline management. In case of rule violations which are not serious, it is a good practice to apply progressive discipline which is a system that progresses from the least severe to the most severe in terms of disciplinary actions/penalties.

Authors	Practices
Renwick et al, 2008	1 Setting penalties for noncompliance on targets in environmental management.
Renwick et al, 2008	2 Setting penalties or dismissal for environmental management breaches.
Opatha, 2013	3 Formulating and publishing rules of conduct relating to greening.
Opatha, 2013	4 Developing a progressive disciplinary system to punish employees who violate the rules of green conduct.
	5 Implementing 'discipline management' as a tool to self-regulate employees in environmental protection activities of the organization.
	6 Establishing a clear set of rules and regulations which imposes/regulates employees to be concerned with environmental protection.
	7 If an employee violates environmental rules and regulations, take disciplinary actions (warning, fining, suspension, etc.) against him/her.

8 .Employee Relations

Michael (2005) defined that Employee Relations is to manage relationship between employer and employees with ultimate objectivity of achieving optimum level of productivity in terms of goods and services, employee motivation taking preventive measures to resolve problems that affect adversely the working environment. Employee Relation Managers exercise their expertise to provide guidelines to the line managers how to improve performance and behavior of the employees. Employee Relation Managers provide assistance to the Business Managers in resolving employee grievances, disputes and legal matters. This is one of the basic responsibilities of Employee Relations Department to provide information to internal customers about rules, regulations, policies, goals and targets of the organizations to communicate vision and mission of the Management. Howe's (2010) researched that better communication and attention to personal needs of employees are to improve motivation and performance.

The development of HRM systems in Pakistan is mostly attributable to multinational companies that have contributed a lot in this field because Employee Relation Managers exercise their expertise to provide guidelines to the line managers how to improve performance and behavior of the employees.

8.8 Green employee relations

The evolution of green HRM has penetrated into the employee relations and union management activities of the organization. In green HRM, employee relations and union support (in a unionized workforce context) are critical in implementing corporate environmental management initiatives and programs. Some companies have strategies (joint consultations, gain sharing, recognizing union as a key stakeholder in environmental management) to get the expected support of trade unions for corporate environmental management initiatives. Really it a good practice to increase firm's environmental performance.

Renwick et al, (2008 and 2013) suggested certain green employee relations and union management practices. They include employee involvement and participation in green suggestion schemes and problem-solving circles, staff independence to form and experiment with green ideas, integrating employee involvement and participation into maintenance (cleaning), employee help-line for guidance in green matters, tailoring green employee involvement schemes to industry/company standards, increasing line/supervisory support behaviours in environmental management, union-management negotiating to reach green workplace agreements, training of union representatives in respect of environmental management aspects, encouraging employees to use green forms of transport, set-up of low carbon chiefs (including CEO and Board) to increase action in environmental management, and introducing green whistle-blowing and help-lines. The existing and certain new HRM practices under green employee relations are presented:

Authors	Practices
Renwick et al, 2008 and 2013	1 Providing opportunities to the employees to involve and participate in green suggestion schemes.
Renwick et al, 2008 and 2013	2 Introducing green whistle-blowing and help-lines.
Renwick et al, 2008 and 2013	3 Providing training to the union representatives in environmental management.
	4 Joint consultations in solving environmental issues of the organizations.
	5 Grain sharing in relation to environmental initiatives or programs.
	6 Recognizing union as a key stakeholder in environmental management.

9. Employee Recognition

Recognition is the acknowledgement, appreciation, or approval of the positive accomplishments or behaviors of an individual or team (Caligiuri et al., 2010; Nelson, 2005; University of Iowa, 2009). According to Gostick and Elton (2007), recognition refers to praise or a personal note acknowledging achievements including small gestures that are important to employees.

One valuable outcome and reason for recognizing employees is that studies show that people who feel appreciated are more positive about themselves and their ability to contribute, i.e., employee recognition can boost productivity and increase satisfaction (Daniels, 1999; Darling et al., 1997; Nelson, 2005; Gostick & Elton, 2007). A number of research studies indicate that nonfinancial rewards such as recognition and other intrinsic rewards are sine qua non for job satisfaction (Darling et al., 1997; Nelson, 2005). Based on a survey of 200,000 employees, Gostick and Elton (2007) conclude that if employee recognition is conducted properly, it can increase profitability and customer service levels, and heighten employee engagement and satisfaction. Nelson (2005) concludes that recognition leads to improved communication (employees are more likely to offer solutions and new ideas), better cooperation (employees are more likely to offer to help and go the “extra mile”), and decreased absenteeism and turnover (employees will demonstrate higher job satisfaction and loyalty). Daniels (1999) concludes that quality and productivity are enhanced when supervisors simply increased their daily frequency of contingent positive reinforcement. Employees benefit from positive reinforcement and recognition from peers and/or management. Recognition can motivate, helping to build feelings of confidence and satisfaction (Keller, 1999) and inspire loyalty and commitment, as well as encouraging employees to extend their efforts (Robbins & Judge, 2008). Darling et al., (1997) argues that one of the most effective morale boosters is praise for a job well done. She further surmises that regularly recognizing and rewarding employees can be one of the easiest ways to keep employees satisfied and productive. For many individuals, feelings of self-worth are directly associated with their work. Recognition is an important tool for managers, business owners and HR professionals in promoting employee motivation and organizational success. Allen and Helms’ (2002) research confirmed the importance of regular expressions of appreciation by managers and leaders to encourage behavior of employees to reach strategic goals. Despite the important role of recognition in motivating employees, only about 40 percent

of North American workers say they receive recognition for a job well done or get recognized for outstanding individual performance. All too often, simple nonmonetary types of rewards are overlooked and underutilized by managers (Kouzes & Posner, 2003). In one study, only about 50 percent of managers say they provide recognition for high-performance (Kepner-Tregoe quoted by Kouzes & Posner, 2003). While recognition is not widespread, Nelson's (2005) study shows that 78 percent of employees indicate that it is very important for them to be recognized by their manager, and 84 percent of managers concluded that providing nonmonetary recognition as a reward has increased performance. Further, 91 percent of managers conclude that recognizing employees helps motivate them.

There are many ways employees can be recognized or appreciated. Recognition can include letters or postcards ("Thanks! You Made A Difference" Award), memory items (a plaque or mug) that last longer than cash, The Effects of Employee Recognition, Pay, and Benefits on Job Satisfaction: Cross Country Evidence 4 nonmonetary awards that have trophy value, lunch with managers/supervisors, a picture displayed in a prominent place, having a room or hallway named after the employee, posting names (employee of the week or month) in the organization's notice board or website, a video rental certificate, a coffee card, an event ticket, or a candy bar (Darling et al., 1997; Nelson, 2005; University of Iowa, 2009).

The recognition is a process of giving an employee a certain status within an organization. This is a very crucial factor towards an employee motivation. Recognition describes how the work of an employee is evaluated and how much the appreciation he receives in return from the organization. It also specifies the way an organization gives its employee the reward and status for his work and activities (Rizwan Qaiser Danish, 2010; University of the Punjab, Gujranwala Pakistan 2010) Recognition is one of the strong motivation factors. Employees feel comfortable when they are praised and recognized. Recognition of an employee enriches his or her energies towards accomplishment of organizational goals and objectives. (Asma Imran; COMSATS Institute Pakistan 2014)

METHODOLOGY

After investigation KBA existing system we proposed below methods to solve specific problems that will meet our project objectives.

1. Recruitment Method

KBA should establish separate human resource department that is held responsible for the recruitment of jobs, subsequent departments on their request are provided by suitable candidates through HRD, a test is conducted which is based upon IQ test, aptitude test, and of academics, successful candidates are then screened through 3 interviews, one by HRD, other by the head of concerned department, and final interview is the panel interview conducted by board of selected people of various departments.

2. Selection Method

The selection process starts from the applications submitted by the degree holders. They provide their CVs along with the applications. These applications and CVs are screened out on the basis of:

- ❖ Merit
- ❖ Institute
- ❖ Relative Textile Knitwear Experience

After this, approximately 50% of the applicants are selected for the further process. Then the H.R Department lists out the salient features of the CVs (only the accepted CVs).

Then the H.R. Manager takes a test. This test is based on:

- ❖ English comprehension
- ❖ Basic mathematics
- ❖ Data sufficiency
- ❖ IQ

Some questions about the particular job, for which the applicants have applied.

After taking the test, the top 3, 5 or 10 applicants (according to the job requirement) are chosen for the first interview. At this stage the selection of applicants also depends on the H.R. Manager and the departmental head. Normally 30% of the applicants, who have given the test, are selected for interview.

Through telephone calls or letters, the selected applicants are informed about the date and time of the interview. Normally two interviews are taken

H.R. Manager and the departmental head take first interview. In this interview they observe,

- ❖ Alertness

- ❖ Confidence
- ❖ Leadership skills
- ❖ Relevant knowledge
- ❖ Social acceptance
- ❖ Interests
- ❖ Communication skills
- ❖ First impression
- ❖ Maturity

According to these observational factors rating or grading is made. Normally 5% rating in each factor is acceptable. Then successful candidates are called for final interview.

Final interview is taken by:

1. **General Manager**
2. **Department Head**
3. **Human Resource Manager**

After the final interview, the selected applicants are sent for medical test and then the Industrial Relations Manager issues them the appointment letters.

3. Training & Development Method

After the selection training & development should be focused in this process the trainee is given a brief view (orientation) of the company, various processes, roles & regulations etc. this orientation may be from two weeks to two months. After the orientation program, the participants may ask to submit short report or presentation.

With respect of textile sector on the job training should be preferred and Head of department should be responsible trainee and training and in this regard feedback should get from trainee on the job and trainee performance should be convey to HR for confirmation purpose.

Off the job training should also be preferred in this regard proper Training KBA arrange for the technical and as well as non-technical employee (Executive). For getting this training employee selection based on cost & benefit analysis. Some external courses may be offered not only to the existing employees but also to the new trainees.

4. Performance Evaluation Method

Performance & appraisal are two sides of a coin. Immediate officer appraises performance. For the appraisal of the performance, there is a Performa, which is filled by immediate officer. This Performa is named as (PPE) Performance Planning & Evaluation. There are seven sections in

this form. The particulars of the candidates are written on the top of the form.

4.4 Performance Plan

In this section, some standards and targets along with time frame are given. The target given in KBA is known as "SMART".

- ❖ **S= Specific**
- ❖ **M= Measure able**
- ❖ **A= Attainable**
- ❖ **R= Realistic**
- ❖ **T= Time frame**

4.5 Performance Dimension

In this section, the net results of the standards & targets given in section # 1 is evaluated or checked. Whether the person can achieve the targets in the required time frame or not.

4.6 Competency Dimension

In this section, different behavioral indicators, in accordance with the performance are checked.

These indicators are as follows:

- ❖ Communication Skills
- ❖ Work Organization
- ❖ Result Orientation
- ❖ Team Player
- ❖ Customer Consciousness
- ❖ Self-Confidence
- ❖ Leadership Qualities
- ❖ Development Orientation
- ❖ Strategic Visioning
- ❖ Business Knowledge
- ❖ Critical Reasoning
- ❖ Human resource Development

4.7 Performance Evaluation Results

In this section, there are two parts.

- ❖ **Part A** Section # 2 score (%)
- ❖ **Part B** Section # 3 score (%)

Total score of Part A and Part B are calculated here.

Evaluation based on rating scale for save the time & Cost.

4.8 Strength & Limitation

In this section, the strengths and limitations of the trainee or subordinate are written. This is all up to the immediate officer.

4.9 Performance Improvement Plan

In this section, the immediate manager gives some suggestions and recommendations.

4.10 Comments

The employee/ subordinate and the manager give their comments. Employee comments may be how found the work place? Who supported him etc.?

Manager gives the comments according to his observation. In the last they put their signatures with date.

5. Compensation Method

5.3.1 Basic Pay

Basic salary is an amount which is paid to an employee in accordance with the grade in which he/she is placed.

5.3.2 Conveyance Allowances

All the employees who maintain Motorcycle/Scooter/Car are entitled to Motorcycle/Scooter/Car Allowance provided the vehicle is registered in their name and they bring the same for at least 15 days and used for company work purpose in a month to the factory.

5.3.3 House Rent Allowance

All the employees are entitled to House Rent Allowance @ 60% of the basic salary with a minimum limit specified for different grades from time to time.

5.3.4 Telephone Allowance

Telephone allowance usually pays to management to fulfill their routine tasks.

5.3.5 Increase in Remuneration

Increment would be revised every 1st July in a year. The % would be decided on merit basis for every employee.

5.3.6 Bonus

The bonus is paid to all the confirmed employees subject to the profitability of the company at the end of its financial year.

5.3.7 Piece Rate:

Piece rate would pay to operators that are directly involved in stitching in the piece on agreed rate that should be pay bi monthly.

5.3.8 Gratuity

- Gratuity is paid to the employees/heirs in case of retirement, termination, resignation or death
- No gratuity is paid to an employee who is dismissed from service
- The Gratuity is paid on the last drawn basic wage/salary

6. Termination of Employment Method

6.3.1 Separation & Termination

- During the probationary period, an employee's service may be terminated at any time without assigning any reason for the same
- A confirmed employee may be terminated by the company by giving notice of termination as per the Letter of Appointment or salary in lieu thereof.
- Notice of termination shall be in writing. It shall become effective as specified therein.

6.3.2 Retirement

An employee shall retire from the service of the company on attaining super annulation i.e. 60 years of age, or early, if found, medically unfit by the company's appointed Doctor

6.3.3 Dismissal:

An employee shall be dismissed from service if found guilty of misconduct as Specified under the law. Such employee shall not be entitled to any notice or Pay in lieu thereof.

Human Resource Information system (HRIS)

HRIS is the backbone of the company human resource system. Without proper HRIS company HR system cannot survive. In this regard we suggest below HR software's to Reduced Cost, Improved Communication, Security and Disaster Recovery, Risk Mitigation etc. so that we could attain our HR objectives.

1. Internet Collaborative Information Management Systems (ICIMS) Talent

Software that sources candidates, manages job and client information, instantly creating a paper-free recruiting process. It also provides support, consulting, technical, global, implementation, training and education, and customer advisory services.

2. Dayforce Human Capital Management (HCM)

Dayforce HCM is a cloud-based human capital management solution designed for medium to large sized enterprises. This solution provides a unified suite of applications for managing payroll, attendance, timesheet, benefits administration, workforce planning and recruiting.

3. Workday Human Capital Management HCM

Manages an organization's human capital; employees and contingent workers through the hire-to-retire process.

4. Netchex

A single-source, cloud based system that helps employers manage the employee lifecycle from recruitment to retirement.

5. HR web Software

Track, evaluate and manage the performance, attendance, and behavior of your employees more effectively.

6. HR Systems Strategies

Manage and track attendance, time-off entitlements, and compensatory time with full history.

7. PeopleStreme

Our all-in-one HR software suite supports us, our executives, managers and employees' performance and development

8. Sentrifugo Open Source HRMS

Free & User Friendly HR Software that can be easily configured to adapt to your organization's needs.

9. Software as service

Software as service Or on demand software is a relatively new approach to software delivery that involves users accessing standard business applications over the internet the software also had to be constantly maintained and periodically, update with software as service, software

makers provide their products over the internet on a pays as you go basis, usually for a monthly subscription fee. Major benefit of software as service is that no large capital expenditure is required to buy and install equipment and that there are fewer hassles related to managing the system. It's a particular appeal for hr applications

10. Abra suite of HRIS software from sage software

Through this software add modules for HR functions such as payroll processing, attendance tracking, and requirement with very affordable price the system can also run on networks to provide better communication links throughout the organization.



IMPLEMENTATION

After project work KBA has decided to below changes in its existing HR system. For that reason Director of KBA Mr. Umar Belal has formed the committee under the Headship of Mr. Salman Duranni (CFO) regarding the follow up and for finance purpose and they have started to work under different phases and try to align their HR policies with their new warehouse business.

- In 1st phase they will hire two HR executive for their HR department.
- And hiring will be done through proper board that will consist of under the three member committee and final interview will be conducted by Director or CFO.
- For new hiring candidate must fulfill the merit criteria and for that reason proper test will be conducted.
- Candidate must fulfill proper forms to in which they have to provide their personal and as well as academic and experience data.
- For removing the nepotism in company proper committee has established that has right to check transparency and as well as hiring firing procedure will ensure on the principal of merit.
- Further, Operational Management Team (OMT) will establish that will monitor the committee performance as a existing layer.
- For eliminate job insecurity factor they are considering to offer employee contract to their management to tackle that issue.
- Training & Development procedure will start in which Export SRO's training and Export quality training will be conducted 2 time in every year in which professional consultant and as well as quality audit firm like SGS will arrange that training in future.
- The direct involvement of owners has been limited and on their behalf committee will perform responsibilities to day to day matter that will report to director.
- In 2nd phase KBA will hire experience HR professional person but this position is postponed till the lunch of their warehouse project.
- In 3rd Phase they will develop proper IT infrastructure in which they will buy proper software for HR that they will align with existing ERP system for that reason they will get quotation from different software companies. But they have planned to develop IT infrastructure after launching their warehouse project.
- In addition KBA will revise its HR policy manual in which recruitment to till termination they have intention to change its policy but implementation will be conducted in different phases due to budget constraints and as well as their new warehouse project.



OUTCOMES

Objective	Methodology	Implementation	Result
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All employees are selected and recruited based upon their attitude, skill, competency, and aptitude.	KBA should establish separate human resource department that is held responsible for the recruitment of jobs, subsequent departments on their request are provided by suitable candidates through HRD, a test is conducted which is based upon IQ test, aptitude test, and of academics, successful candidates are then screened through third interviews, one by HRD, other by the head of concerned department, and final interview is the panel interview conducted by board of selected people of various departments.	KBA has started to implement this methodology. KBA now will use proper recruitment procedure for new jobs. Proper TEST will be conducted. Interview should be based on proper screening by HR, Department Heads & OMT.	100 %
Objective	Methodology	Implementation	Result
The philosophy and management style of the partners and senior management staff members are such as to promote and encourage motivation and retention of the best employees.	KBA should offer contract, good salaries, Increments and other fringe benefits to their management for motivation & retention purpose.	KBA has offered long terms contract with their best talents Company also decides to enhance increments and also focusing to other fringe benefits.	100 %
Objective	Methodology	Implementation	Result
Reduce Turnover of employee.	KBA should offer contract, good salaries, Increments and other fringe benefits to their management for motivation & retention purpose.	KBA has offered long terms contract with their best talents Company also decides to enhance increments and also focusing to other fringe benefits.	100 %
Objective	Methodology	Implementation	Result
Professional relationships between staff members are based on mutual trust, fairness and equality of opportunity for all.	KBA should developed culture that should promote respect of each member that lead to equality , trust .In this regard KBA should develop OMT that will minimize nepotism and provide the opportunity for each employee for growth	KBA has establish its operation Management teams that will minimize nepotism and provide the opportunity for each employee for growth.	100 % result
Objective	Methodology	Implementation	Result
The dignity of all	For that purpose should establish	All departments' heads will	100%

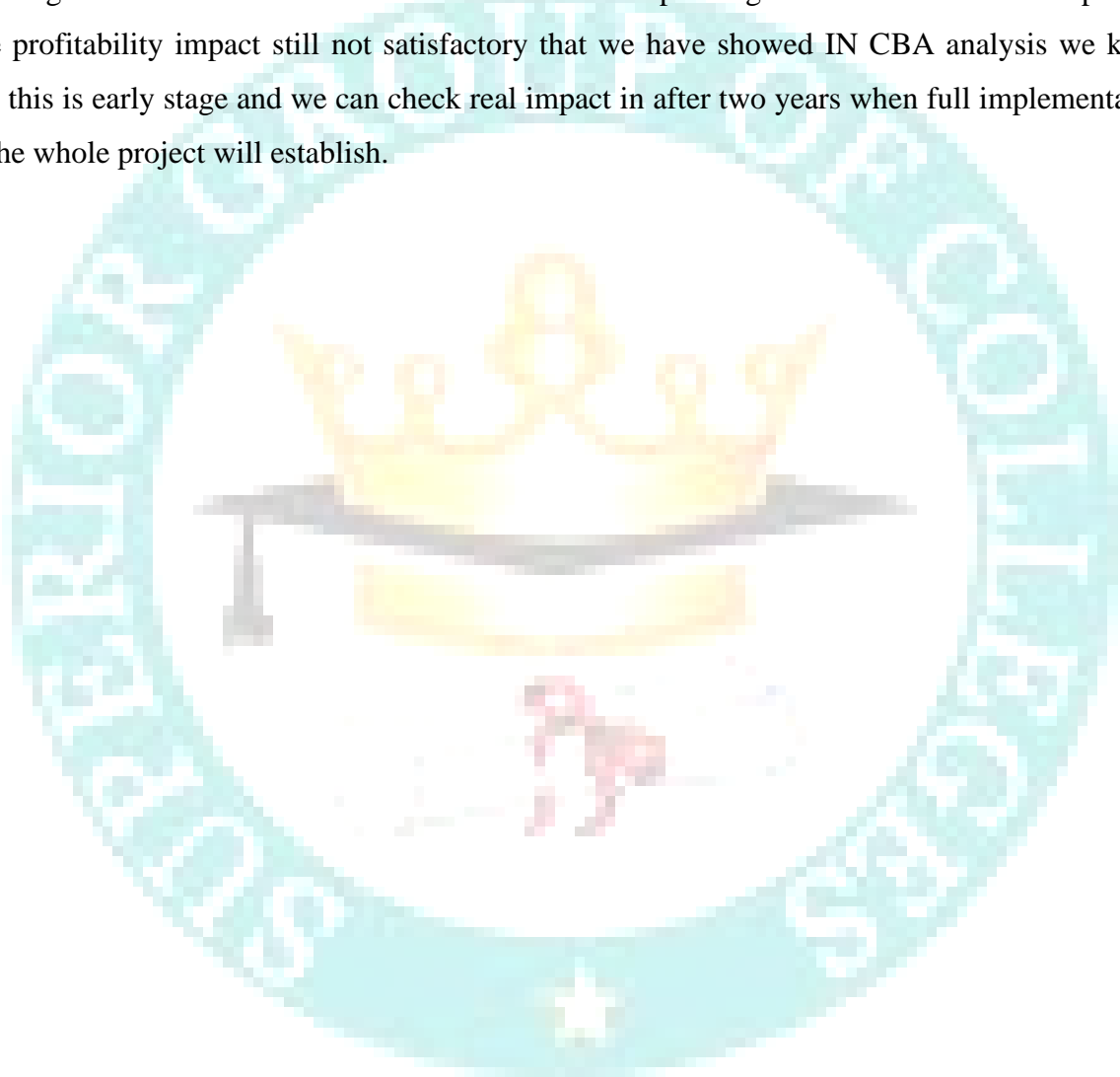
employees is respected by the management team and fellow employees.	committees that will ensure respect & dignity of each employee.	ensure dignity of each employee and will care respect of each employee. In case of any dispute that will settle by OMT.	
Objective	Methodology	Implementation	Result
To eliminate owners involvement in Hiring Firing decision.	KBA should develop proper recruitment, selection system that will discourage involvement of owners.	For onward all hiring & Firing decision ensure by HR by adopting proper system that will ensure transparency.	100 %
Objective	Methodology	Implementation	Result
No employee is subjected to discrimination or bullying of any kind that may promote nepotism culture in company.	For that purpose should establish committees that will ensure respect & dignity of each employee. Further, KBA should develop proper recruitment, selection system that will discourage Nepotism.	All departments' heads will ensure dignity of each employee and will care respect of each employee. In case of any dispute that will settle by OMT. For onward all hiring & Firing decision ensure by HR by adopting proper system that will ensure transparency.	100 %
Objective	Methodology	Implementation	Result
All employees are trained to carry out their role competently, in compliance with relevant legislation, guidance and regulatory bodies, including promoting and adopting best practice, and are supported to advance their continued professional development.	After the selection training & development should be focused in this process the trainee is given a brief view (orientation) of the company, various processes, roles & regulations etc. this orientation may be from two weeks to two months. With respect of textile sector on the job training should be preferred and Head of department should be responsible trainee and training and in this regard feedback should get from trainee on the job and trainee performance should be convey to HR for confirmation purpose. Off the job training should also be preferred in this regard proper Training KBA arranges for the technical and as well as non-technical employee (Executive)	Training & Development procedure will start in which Export SRO's training and Export quality training will be conducted 2 time in every year in which professional consultant and as well as quality audit firm like SGS will arrange that training in future. Further, Proper orientation for every new employee in now compulsory. On the JOB training will ensure.	100%

	from SRO's Experts and as well as proper audit firms.		
Objective	Methodology	Implementation	Result
Communications between the senior management team and other employees, along with their union representatives, are mutually accepted as open and honest.	For that purpose KBA should establish committees that will ensure respect & dignity of each employee and will treat all employees on the principal of equality that will lead to mutual respect of all representatives.	Operational Management Team (OMT) will deal to all particular matter related to dispute and dispute will be settle with mutual consent and that will make sure discipline among representative.	100 %
Objective	Methodology	Implementation	Result
The practice manager is the HR contact at KBA. This person is available to provide professional advice, guidance and practical support to all employees in matters relating to their employment at the Practice.	For that purpose KBA will develop proper HR professional that will deal regarding professional advice & will guide to employee properly that keep to employee on track.	At this time KBA will not hire any experience HR professional due to their warehouse project. But these types of problems will settle in OMT that will set direction in HR policy manual and proper SOP's service guidelines will conveyed to department heads.	70 %
Objective	Methodology	Implementation	Result
Try to eliminate Job insecurity factor among employees.	For eliminate job insecurity factor KBA should offer 2 years contract to each employee so that this issue will resolve in future that are now damaging badly.	For eliminate job insecurity factor they are considering to offer employee contract to their management to tackle that issue.	100 % Result
Objective	Methodology	Implementation	Result

<p>To create a proper HRIS system that will fulfill above mentioned objectives and as well as integrate all HR process.</p>	<p>For that purpose KBA should use different HRIS software's which we are mentioned in methodology part to reduce cost, improve communication, security and disaster recovery, risk mitigation etc.</p>	<p>At this time KBA is not buying any HRIS system they are considering to buy it after completion of their warehouse project that will be complete in the end of this year as per current feasibility. After that they will integrate both systems as a one system to avoid any loop holes that may arise in future.</p>	<p>50 %</p>
<p>Employee evaluation should be conducted on regular basis and proper increment will decide on that evaluation.</p>	<p>For evaluation of employee KBA should use 360 degree feedback and as well as develop a proper form that contains different behavioral indicators, in accordance with the performance are checked. Further, this evaluation based on principle of SMART.</p>	<p>KBA will develop proper form for evaluation of performance of their employee. In this form Both behavioral as well as technical dimension will use to measure the employee performance that may fulfill the principle of smart.</p>	<p>70 %</p>

CONCLUSION

After the implementation of this project there are many positive arise in KBA. Now they are hiring HR executive and now thinking to establish a proper HR department. Further now proper Hiring and firing matter are take care by the HR department. But on the other hand Operational Management Team (OMT) also establishes to play a role of Watch dog that are monitoring all HR related activities. In addition, they are also considering building a proper IT system that will also align HR related activities but this matter is still pending due to their warehouse project. The profitability impact still not satisfactory that we have showed IN CBA analysis we know that this is early stage and we can check real impact in after two years when full implementation of the whole project will establish.



APPENDIX

HR Forms

Form 1 Employee Database Form

EMPLOYEE DETAILS (*Mandatory Fields)	
*Name of the Employee: _____	*CNIC No: _____
*Father's Name: _____	*Mobile No: _____
*Designation: _____	*Blood Group: _____
*Date of Joining: _____	*Email Address: _____
*Date of Birth: _____	*Religion _____
Driving License # _____	Passport # _____
PRESENT ADDRESS	PERMANENT ADDRESS
City: _____	City: _____
Tel No. (Off) _____ (Res.) _____	Tel No. (Off) _____ (Res.) _____
Marital Status (tick the relevant box): Married <input type="checkbox"/> Single <input type="checkbox"/>	
Do you have any previous medical history? If yes, please mention: _____	
EMERGENCY CONTACT PERSON	
Name _____	Telephone No 1 ____-____-____-____
Relationship _____	Telephone No 2 (optional) ____-____-____-____

ACADEMIC RECORD (Starting from previous to the recent most qualification)				
Degree/ Diploma Completed	From MM/YY	To MM/YY	School / College / Board / University	Division / Grade / GPA / % Marks

EMPLOYMENT HISTORY (In order from old to new)

Designation	Duration		Organization	Basic Nature of Duties
	From MM/YY	To MM/YY		

Total Experience (in Years / Months)

1- Please specify the structure (reporting relationship) of your position / department in your previous organization.

2- What was your biggest achievement at your previous organization?

3- Have you ever been previously working with KBA Holding? If Yes:

Position:

Date of Joining:

Date of Leaving:

Reason for leaving:

4- What was your salary in the last organization you worked at?

EMPLOYMENT HISTORY (In order from old to new)

5- Why did you leave the job at the last organization, you worked for?	6- Have you previously resigned from the service at any of the companies you worked at? If yes, why?
7- Have you ever been sacked by your employer purely on disciplinary grounds? If yes, state the nature of the offense:	8- Have you previously been involved in litigation with your employer? If yes, why and what is the status of the litigation at present?
9- Have you previously been convicted in a case of criminal nature? If yes, give details:	

REFERENCES: List any two persons, who are professionally known to you but not related to you.

Name	Designation	Mobile No	Location

I certify that the statements made by me are true, complete and correct to the best of my knowledge and belief. I understand that any misrepresentation, falsification or omission made in the provision of information asked by KBA Holdings in this HR Database Form, renders me liable to termination or dismissal.

Signature: _____

Date: _____

Name: _____

Place: _____

Form 2

Joining Report

**Human Resource Department
KBA Holdings Private Limited
Lahore.**

Subject:

JOINING REPORT

I _____ do hereby confirm that I have accepted the
job as per my offer letter and have accordingly joined _____
department, as _____ with effect from _____

(Signature)

(Signature of Department Head)

FOR HR DEPARTMENT ONLY

Name: _____

Designation: _____

Signature: _____

Date: _____

Form 3

Employment Agreement

Date

Name

Address

Dear **Name**,

I am pleased to confirm our verbal offer of employment to you for a **regular full-time** position with **Company** as a **Title**, effective **Date**. As discussed, this offer is conditional upon completion of satisfactory references that could include, but is not necessarily limited to, a review of past employment and education records.

The details of our offer, including the terms and conditions of your employment, are attached as Schedule "A."

Please take the time to carefully review our offer. This letter, along with the enclosed schedules, outlines the obligations of both **Company** and yourself with respect to your employment conditions, and is governed by the laws of the Province of Ontario. It details the terms and conditions of your employment with **Company**, and will form our agreed upon employment contract with you once signed.

Accepting employment will be conditional upon agreeing to and signing the attached copy of this letter and the attached Schedule(s), initialing each page in the right-hand corner, and returning it to me upon your earliest convenience, but prior to your first day of employment.

Name, we look forward to welcoming you to the **Company** team and wish you a successful and rewarding career with us.

Sincerely,

Name

Title

I, **Name**, acknowledge that I have read, understood and accept this offer and the terms and conditions contained in the attached Schedule(s), and agree to be bound by the terms and conditions of employment as outlined therein.

Signature

Date

Schedule A

KBA HOLDINGS PVT LTD
Terms and Conditions of Employment

The following outlines the terms and conditions of employment with **Company Name**. The Company reserves the right to change these terms and conditions as necessary, with due notice.

Title	Title
Initial Reporting Relationship	Name, Title
Responsibilities	Your job responsibilities include XXX . A copy of your position description is attached as Schedule "B." While employed by the Company, you agree to work on a full-time basis exclusively for the Company and agree that you shall not, while you are employed by the Company, be employed or engaged in any capacity, in promoting, undertaking or carrying on any other business that competes with the Company or interferes or could reasonably interfere with your duties to the Company without our prior written permission.
Salary	Amount (\$XX,000) per annum
Status	Full-time
Start Date	Date
End Date	Date (Fixed term only)
Hours of Work	The company's core hours of operation are Monday to Friday from X:00 to X:00 . Employees are expected to work a minimum of XX hours per week.
Overtime	Payment of overtime, for overtime eligible positions, will be paid for all hours worked in excess of 44 hours within one week.
Payroll Schedule	Your salary will be paid to you on a weekly/biweekly/semimonthly/monthly basis, less required deductions, (through direct deposit) OR (by cheque).
Vacation	You will be entitled to Number (X) weeks of vacation annually. OR You will accrue vacation at a rate of X.XX days per month. Any further increase is subject to policy. Vacation is to be taken at such time as is determined by or acceptable to the Company.
Benefits	You shall be entitled to participate in all benefit plans of Company as may be made available to employees of Company from time to time for which you are eligible. You will receive complete details of all benefits plans as part of your new employee orientation, and enrollment will take place (immediately) OR (once you meet the eligibility criteria).
Travel	As per the requirements of your position, you will be expected to travel up to XX% of the time.
Probationary Period	To assess your fit within Company , the first three (3) months of your employment will constitute a probationary period. At any time during this probationary period, Company may terminate your employment without cause and without advance notice or pay in lieu of notice. If this occurs, we would have no further obligation to you, financial or otherwise.
Policies and Standards	Company has established a variety of policies and standards that ensure a safe, enjoyable working environment. During the period of your employment with us, you agree to be bound by these policies and standards, and any future policies and standards that are reasonably

	introduced by the Company. It is agreed that the introduction and administration of these policies is within the sole discretion of Company and that these policies do not form a part of this Agreement. It is agreed that if Company introduces, amends or deletes employment-related policies as conditions warrant that such introduction, deletion or amendment does not constitute a breach of this Agreement.
Confidentiality and Intellectual Property	Our offer of employment is conditional upon you agreeing to and abiding by the “Confidentiality and Proprietary Information Agreement.” Attached Schedule “C.”
Non Solicitation	You hereby agree that, while you are employed by Company and for one (1) year following the termination of your employment with Company , you will not (i) recruit, attempt to recruit or directly or indirectly participate in the recruitment of, any Company employee or (ii) directly or indirectly solicit, attempt to solicit, canvass or interfere with any customer or supplier of Company in a manner that conflicts with or interferes in the business of Company as conducted with such customer or supplier.
Representation	You hereby represent and warrant to Company that you are not party to any written or oral agreement with any third party that would restrict your ability to enter into this Agreement or the Confidentiality and Proprietary Information Agreement or to perform your obligations hereunder and that you will not, by joining Company , breach any non-disclosure, proprietary rights, non-competition, non-solicitation or other covenant in favour of any third party.
Changes to Duties and/or Compensation	If your duties or compensation should change during the course of your employment with Company, the validity of our agreement will not be affected. In addition, if one or more of the provisions in our agreement are deemed void by law, then the remaining provisions will continue in full force and effect.
Resignation	Should you wish to resign your employment with Company , you will be required to provide Number (XX) weeks’ written notice to enable us transition your work.
Termination	Company may terminate your employment at any time for cause. After the end of your probationary period, Company may terminate your employment without cause at any time by providing you with the minimum notice, or pay in lieu of such notice, and any severance pay required by the Employment Standards Act, 2000 and no more. In the event a temporary layoff is ever required, it may be implemented in accordance with the requirements of the Employment Standards Act, 2000.
Legal Advice	If you are uncertain about the contents of this offer, we suggest that it may be advisable to seek independent legal advice prior to signing.

Schedule B
Job Description

Schedule C

Employee Covenants
Confidentiality and Proprietary Information Agreement

In consideration of employment as an employee or engagement as an independent contractor with KBA HOLDINGS PVT LTD, the undersigned (the “**Participant**”) agrees and covenants as follows:

1. Employment with the Company as an employee or engagement with the Company as an independent contractor, as the case may be (the “**Engagement**”), will give the Participant access to proprietary and confidential information belonging to the Company, its customers, its suppliers and others (the proprietary and confidential information is collectively referred to in this Agreement as “**Confidential Information**”). Confidential Information includes but is not limited to customer lists, marketing plans, proposals, contracts, technical and/or financial information, databases, software and know-how. All Confidential Information remains the confidential and proprietary information of the Company.
2. As referred to herein, the “**Business of the Company**” shall relate to the business of the Company as the same is determined by the Board of Directors of the Company from time to time.
3. The Participant may in the course of the Engagement conceive, develop or contribute to material or information related to the Business of the Company, including, without limitation, software, technical documentation, ideas, inventions (whether or not patentable), hardware, know-how, marketing plans, designs, techniques, documentation and records, regardless of the form or media, if any, on which such is stored (referred to in this Agreement as “**Proprietary Property**”). The Company shall exclusively own all Proprietary Property which the Participant conceives, develops or contributes to in the course of the Engagement and all intellectual and industrial property and other rights of any kind in or relating to the Proprietary Property, including but not limited to all copyright, patent, trade secret and trade-mark rights in or relating to the Proprietary Property. For greater certainty, the Participant hereby assigns to the Company any and all rights that the Participant may have or obtain in or to the Proprietary Property. Material or information conceived, developed or contributed to by the Participant outside work hours on the Company’s premises or through the use of the Company’s property and/or assets shall also be Proprietary Property and be governed by this Agreement if such material or information relates to the Business of the Company. The Participant shall keep full and accurate records accessible at all times to the Company relating to all Proprietary Property and shall promptly disclose and deliver to the Company all Proprietary Property.
4. The Participant shall, both during and after the Engagement, keep all Confidential Information and Proprietary Property confidential and shall not use any of it except for the purpose of carrying out authorized activities on behalf of the Company. The Participant may, however, use or disclose Confidential Information which:

- (i) is or becomes public other than through a breach of this Agreement;
- (ii) is known to the Participant prior to the date of this Agreement and with respect to which the Participant does not have any obligation of confidentiality; or
- (iii) is required to be disclosed by law, whether under an order of a court or government tribunal or other legal process, provided that Participant informs the Company of such requirement in sufficient time to allow the Company to avoid such disclosure by the Participant.

The Participant shall return or destroy, as directed by the Company, Confidential Information and Proprietary Property to the Company upon request by the Company at any time. The Participant shall certify, by way of affidavit or statutory declaration, that all such Confidential Information and Proprietary Property has been returned or destroyed, as applicable.

5. The Participant covenants and agrees not to make any unauthorized use whatsoever of or to bring onto the Company's premises for the purpose of making any unauthorized use whatsoever of any trade secrets, confidential information or proprietary property of any third party, including without limitation any trade-marks or copyrighted materials, during the course of the Engagement. The Participant agrees and represents that the Engagement and the execution of this Agreement do not and will not breach any agreement to which the Participant is currently a party or which currently applies to the Participant.
6. At the reasonable request and at the sole expense of the Company, the Participant shall do all reasonable acts necessary and sign all reasonable documentation necessary in order to ensure the Company's ownership of the Proprietary Property and all intellectual and industrial property rights and other rights in the same, including but not limited to providing to the Company written assignments of all rights to the Company and any other documents required to enable the Company to document rights to and/or register patents, copyrights, trade-marks, industrial designs and such other protections as the Company considers advisable anywhere in the world.
7. The Participant hereby irrevocably and unconditionally waives all moral rights the Participant may now or in the future have in any Proprietary Property.
8. The Participant agrees that the Participant will, if requested from time to time by the Company, execute such further reasonable agreements as to confidentiality and proprietary rights as the Company's customers or suppliers reasonably required to protect Confidential Information or Proprietary Property.

9. Regardless of any changes in position, salary or otherwise, including, without limitation, termination of the Engagement, unless otherwise stipulated pursuant to the terms hereof, the Participant will continue to be subject to each of the terms and conditions of this Agreement and any other(s) executed pursuant to the preceding paragraph.
10. The Participant agrees that the Participant's sole and exclusive remedy for any breach of this Agreement or any other agreement by the Company will be limited to monetary damages and that the Participant will not make any claim in respect of any rights to or interest in any Confidential Information or Proprietary Property.
11. The Participant acknowledges that the services provided by the Participant to the Company are unique. The Participant further agrees that irreparable harm will be suffered by the Company in the event of the Participant's breach or threatened breach of any of his or her obligations under this Agreement, and that the Company will be entitled to seek, in addition to any other rights and remedies that it may have at law or equity, a temporary or permanent injunction restraining the Participant from engaging in or continuing any such breach hereof.
12. This Agreement is governed by the laws of the Province of Ontario and the Participant agrees to the non-exclusive jurisdiction of the courts of the Province of Ontario in relation to this Agreement.
13. If any provision of this Agreement is held by a court of competent jurisdiction to be invalid or unenforceable, that provision shall be deleted and the other provisions shall remain in effect.

IN WITNESS WHEREOF the Company has caused this Agreement to be executed as of the ___ day of _____, 20__.

Signed in the presence of:

**PARTICIPANT
NAME:**

**WITNESS to PARTICIPANT
NAME:**

Form 4

Employee Performance Review

Employee Information			
Name		Employee ID	
Job Title		Date	
Department		Manager	
Review Period			

Ratings					
	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
Dependability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
Overall Rating (average the rating numbers above)					

Evaluation
ADDITIONAL COMMENTS
GOALS (AS AGREED UPON BY EMPLOYEE AND MANAGER)

Verification of Review			
<i>By signing this form, you confirm that you have discussed this review in detail with your supervisor. Signing this form does not necessarily indicate that you agree with this evaluation.</i>			
Employee Signature		Date	
Manager Signature		Date	

Form 5

Letter of Offer

(Permanent Employment)

<REF NO: COMPANY NAME/DEPT/MMYY/OFFER NO>
DD MM YYYY

Candidate Full Name

Address

Sub: Job offer

Dear Mr/Ms<Candidate Last Name>

We are pleased to offer you the position of <Designation> in our < Name of Function> based at<Location of Posting>.

Your immediate supervisor will be<Name of Reporting Manager>. We trust that your knowledge, skills and experience will be among our most valuable assets.

As discussed and agreed with you, you will be eligible to receive the following beginning on your joining date:

- **Salary:** Annual gross starting salary of Rs.< Annual CTC>, subject to tax and other statutory deductions
- **Sales Incentive:** As per the prevailing company scheme < Only Applicable for Sales personnel>
- Business Travel allowance and reimbursements as per company policy.

This offer letter is valid till < Expected date of joining>. Please send a signed copy of this letter indicating your acceptance to join and resignation acceptance letter from your current employer to our HR.

Your Appointment Letter will be issued on the date of joining. The joining formalities and induction will be carried out in our <Location> office.

Please submit the following documents to HR at the time of your joining: (1) photocopies of your degree certificates, (2) certifications, if any, (3) experience/ relieving letters (4) two color passport-size photos, (5) latest salary slip from your previous organization and (6) proof of address.

We look forward to welcome you aboard.

Sincerely,

For <Name of the Organization>

<Designation>

Form 6

Appointment Letter-Permanent

(Permanent Employment)

<REF NO: COMPANY/DEPT/MMYY/APPT NO>

7th September, 2012

<Title. Name of the Employee>

<Residential Address>

Subject: Letter of Appointment

Dear Mr.

This has reference to your application and subsequent interviews you have had with <company name>. We are pleased to appoint you as <Designation> in its < Name of Function> function based at <Location of Posting>. Your employment will be governed by the following terms and conditions:

1. Monthly Gross Salary

You will be paid a monthly gross salary of Rs. _____/- (Rupees _____ Only) per month.

2. Working Hours

Your working hours will be 10 am to 6:30 pm as per the current company policy. The company observes a 6 day work week.

3. Date of Appointment

Your date of appointment as per company records is _____.

4. Salary Increase

Increase in your salary will be reviewed periodically as per the policy of the Company. Increments in the salary range will be on the basis of demonstrated results and effectiveness of performance during the period of review.

5. Probation Period

You will be on probation for a period of **six months** from the date of your appointment. On satisfactory completion of the probation period, you will be confirmed in service.

If not confirmed after six months, this order will continue to be in operation, and the probation period will stand extended automatically till further notice.

6. Leave

You will be governed by the current Leave Policy of the company for permanent employees

7. Travel

Whenever you are required to undertake travel on Company work, you will be reimbursed travel expenses as per Company rules.

8. Responsibilities

In view of your office, you must effectively perform to ensure results. Your performance would be reviewed as per the Company's Performance Management System.

9. Retirement Age

The normal retirement age for all employees is **60 years**.

10. Notice Period

While on probation, this appointment may be terminated by either side by giving **seven days notice, or seven days salary in lieu of notice period**.

On confirmation, this appointment may be terminated by either side by giving **one months' notice or one months' salary in lieu of notice period**.

Should you resign after confirmation, the Company will have the option to accept your resignation either with immediate effect, and pay you three months' salary in lieu of notice period or accept it effective any day up to the end of the notice period and pay you salary for the remaining period from the acceptance of resignation till the end of the notice period.

11. Transfer

You will be liable to be transferred to any other department or establishment or branch or subsidiary of the Company in India or abroad. In such a case, you will be governed by the terms and conditions of service as applicable to the new assignment.

12. Other work

Your position with the Company calls for whole time employment and you will devote yourself exclusively to the business of the Company. You will not take up any other work for remuneration (part time or otherwise) or work on advisory capacity or be interested directly or indirectly (except as shareholder or debenture holder) in any other trade or business during your employment with the Company, without written permission from the Company.

13. Conflict of Interest

You will not seek full time or part time job or be involved in any way with competitor's business activities either directly or indirectly during your employment with the Company, and for a period of 12 months in the event of cessation of your employment with the Company.

14. Confidential Information

You will not, at any time, without the consent of the Company disclose or divulge or make public except under legal obligation, any information regarding Company's affairs of administration or research carried out, whether the same may be confided to you or become known to you, in the course of your service or otherwise.

15. Contract/Bond with Previous Employers.

It will be your personal responsibility to discharge all obligations arising out of any contract or bond with previous employers.

16. On termination

On termination of this contract, you will immediately give up to the Company all correspondence, specifications, formulae, books, documents, market data, cost data, literature, drawings, effect or records, etc. belonging to the Company or relating to its business and shall not make or retain any copies of these items.

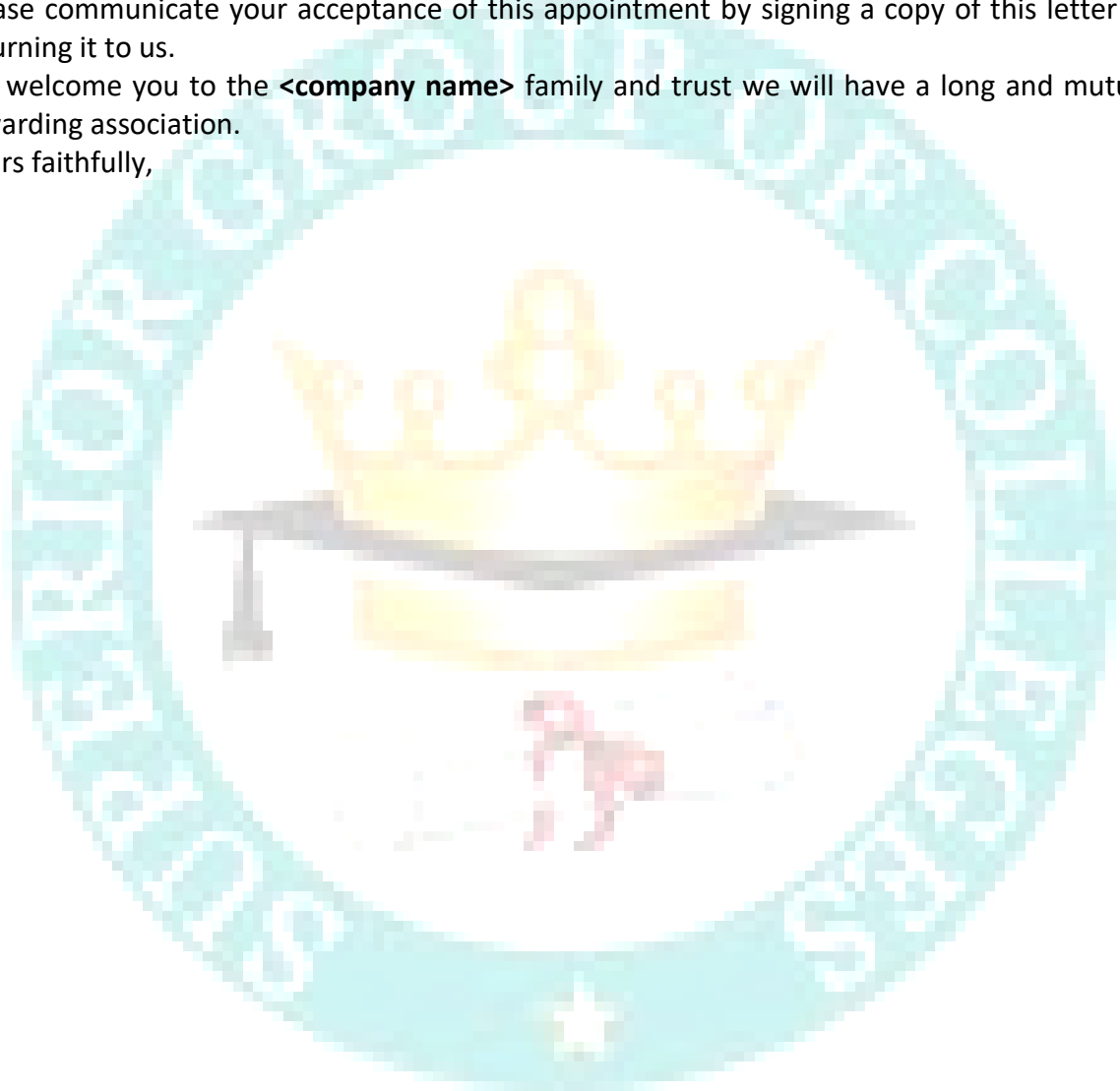
17. General

The above terms and conditions are based on Company Policy, Procedures and other Rules and Regulations currently applicable to the Company's employees and are subject to amendments and adjustments from time to time.

Please communicate your acceptance of this appointment by signing a copy of this letter and returning it to us.

We welcome you to the <company name> family and trust we will have a long and mutually rewarding association.

Yours faithfully,



Form 7

Appointment Letter- Contract

<REF NO: COMPANY/DEPT/MMYY/APPT NO>

<MM/DD/YYYY>

<Title. Name of the Employee>

<Residential Address>

Subject: Consultancy Assignment

Dear <first name>,

This has reference to your application and subsequent interviews you have had with us. We are pleased to offer you a Consultancy assignment in our <Company Name> based at <site name>, with effect from <MM/DD/YYYY>, on the following terms and conditions.

The Company undertakes <describe nature of projects / assignments> at various locations and you are being engaged for the <name of customer and project>, based at <location>, on the following terms & conditions:

Scope of Work

You will be responsible for:

<Key Responsibility Area 1, Area 2 etc>

Management reserves the right of changing the scope of your work or your posting based on business exigencies.

A. Terms

1. This contract will be valid for <define tenure> with effect from <DD/MM/YYYY> or on completion of <describe site duration>, whichever is earlier.
2. You would be paid monthly consultancy fees of Rs. _____/- (Rupees in words) per month subject to TDS.
3. Inland Travel: You will be entitled for <define travel fare limit> or <upper limit of travel fare> or equivalent for Business travels. You would stay at company transit houses wherever available. You would be paid a daily boarding allowance of Rs. ___/- from which expenses towards meals would be deducted. If you stay with relatives or friends you would be paid an additional amount of Rs. ___/- per day. If required to stay in hotel the daily limit for reimbursement would be Rs. _____/-
4. You would be reimbursed the cost of any official long distance calls made by you upon submission of bills.
5. You are expected to work for _____ days in a year and you should inform your non availability in advance.
6. During the course of your employment with <Company Name>, you will be required to abide by <Company Name>, code of conduct as detailed out in Annexure A. Non-compliance to the code of conduct will lead to termination without notice and the management may (depending on the nature of violation) proceed with legal lawsuit.

The contract may be terminated with one month's notice from either side or on payment of one months salary. < **The period will be 3 months for senior personnel like sales Head, Operations Head, Factory Manager**>

B. Confidentiality of Information

1. You will not divulge information about the company, customer, and progress of the project to any outsider without prior approval from your supervising manager.
2. You will not undertake similar assignments from competitors of the <Company Name>, during the course of this contract.

You will take utmost care during the course of this contract in handling business information of **sensitive nature to maintain its secrecy.**

C. Reporting

You are required to inform the progress of your work to <Name & Designation of reporting supervisor>

Kindly communicate your acceptance of this contract by signing a copy of this letter and returning it to us.

Thanking you.

Yours sincerely

For <Company Name>

Managing Director

CC: Accounts Manager

Accepted by : <name of candidate>

Signature of the Candidate : <signature>

Date:

Location:

Form 8

Confirmation Letter

<REF NO: COMPANY NAME/DEPT/MMYYYY/EMPLOYEE NO>

MM DD,YYYY

<Name of the employee>

<Location>

Dear <Employee Name>

Consequent to your probation review for the period _____ to _____, we are pleased to confirm your services in the organization w.e.f _____.

You will now be entitled for <mention benefits / allowances if any>. All other terms and conditions as detailed in your appointment letter remain unchanged.

We look forward to your valuable contributions and wish you all the very best for a rewarding career with <Company Name>

Note: Please sign the duplicate copy of this letter as a token of acceptance of the same.

For,

<Name of the Company>

<Name of authorized signatory>

<Designation>

Form 9

Experience Letter

(Applicable to any category of employment)

MM DD, YYYY

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr/Ms. <Name of Employee>** was in employment with us from **<MM DD, YYYY> to <MM DD, YYYY>**. During this period, he/she was working as a **<Designation>** and was based at **<Location of Posting>**.

During his employment with us we have found him to be sincere and hardworking with high integrity.

We wish him all the best for his future endeavors.

Thanking you

Yours sincerely

For <Company Name>

<Name of authorized signatory >

<Designation>

Form 10

Relieving Letter

(Applicable to any Category of Employment)

<REF NO: COMPANY NAME/DEPT/MMYYYY/EMPLOYEE NO>
MM DD, YYYY

Name of the Employee
Location

Dear <Employee Name>
Sub: Relieving Letter

We are in receipt of your resignation dated **MM DD, YYYY**.

We have accepted your resignation and as per company policy you will be relieved with effect from **<Last date of employment>**

We wish you all the best for your future endeavors.

Thanking you

Yours Sincerely
For <Company Name>

<Name>
<Designation>



Approval Letter

KBA HOLDINGS
PRIVATE LIMITED

Date: 15.01.2018

Ref #: KBA/12/18

TO WHOM IT MAY CONCERN

With reference to your request letter dated 15.01.2018, we are pleased to accept your letter and provide permission for doing project regarding HR issues in our company mentioned in the enclosed proposal. Moreover, we have informed our staff to provide you full assistance whenever you needed.

Best Regards,

Salman Durrani (CFO)

KBA Holding Pvt Ltd.



18-km Multan Road, Lahore, Pakistan Tel: +92-42-111-111-301 Fax: +92-42-7510308-09

Letter of Thanks

KBA HOLDINGS PRIVATE LIMITED

Date: 07.04.2018

Ref #: KBA/45/18

TO WHOM IT MAY CONCERN

We are writing this letter to extend our appreciation towards for successful completion of your project regarding improvement of HRD system in KBA Holdings. We must appreciate your professionalism by which you have completed the project. The efforts put by you in this HRD Project are commendable.

We, once again would like to thank you and congratulate you for your hard work and dedication.

Wishing you all the best and good luck ahead,

Best Regards,

Salman Durani (CFO)

KBA Holdings Pvt. Ltd.

18-km Multan Road, Lahore, Pakistan Tel: +92-42-111-111-301 Fax: +92-42-7510308-09

HR Policy Manual

Overall HR Policy Statement

The principal objectives of the Practice's comprehensive suite of HR-related policies, protocols and systems are to ensure that:

- All employees are selected and recruited based upon their attitude, skill, competency, and aptitude;
- The philosophy and management style of the partners and senior management staff members are such as to promote and encourage motivation and retention of the best employees;
- Professional relationships between staff members are based on mutual trust, fairness and equality of opportunity for all;
- The dignity of all employees is respected by the management team and fellow employees;
- No employee is subjected to discrimination or bullying of any kind;
- All employees are trained to carry out their role competently, in compliance with relevant legislation, guidance and regulatory bodies, including promoting and adopting best practice, and are supported to advance their continued professional development;
- Communications between the senior management team and other employees, along with their union representatives, are mutually accepted as open and honest;
- The practice manager is the HR contact at KBA. This person is available to provide professional advice, guidance and practical support to all employees in matters relating to their employment at the Practice;
- Line managers are responsible for ensuring that the contents of this HR Policy Statement are employed within their own departments. The Practice's HR contact must always be consulted before any action is taken in relation to any employee and their employment at the Practice. This person is available to be contacted to answer any queries relating to the application or interpretation of this statement and the policies, protocols and systems it represents.
- This HR Policy Statement will be reviewed on a regular basis, where the Practice reserves the right to alter any provisions previously set-out from time-to-time, as required.

1. Recruitment Policy

1.1 Objectives

Objective of this policy is to employ the right people on the right job by recruiting the highly qualified and experienced candidates from textile sector.

1.2 Policy statement

KBA recognizes a robust and professional approach to recruitment and selection helps us to attract and appoint individuals with the necessary skills and attributes to fulfill our aims and support our business goals.

1.3 Procedure

KBA should establish separate human resource department that is held responsible for the recruitment of jobs, subsequent departments on their request are provided by suitable candidates through HRD, a test is conducted which is based upon IQ test, aptitude test, and of academics, successful candidates are then screened through 3 interviews, one by HRD, other by the head of concerned department, and final interview is the panel interview conducted by board of selected people of various departments.

1.4 Application

- This policy is apply on management and non-management staff.

2. Selection Policy

2.1 Objectives

The purpose of selection process is to pick up the most suitable candidate who would meet the requirements of the job in an organization best, to find out which job applicant will be successful, if hired.

2.2 Policy statement

Hiring of candidates will be based on merit and must meet the requirements of legislation and public policy.

2.3 Procedure

The selection process starts from the applications submitted by the degree holders. They provide their CVs along with the applications. These applications and CVs are screened out on the basis of:

- Merit
- Institute
- Relative Textile Knitwear Experience

After this, approximately 50% of the applicants are selected for the further process. Then the H.R Department lists out the salient features of the CVs (only the accepted CVs).

Then the H.R. Manager takes a test. This test is based on:

- English comprehension
- Basic mathematics
- Data sufficiency
- IQ

Some questions about the particular job, for which the applicants have applied.

After taking the test, the top 3, 5 or 10 applicants (according to the job requirement) are chosen for the first interview. At this stage the selection of applicants also depends on the H.R. Manager and the departmental head. Normally 30% of the applicants, who have given the test, are selected for interview.

Through telephone calls or letters, the selected applicants are informed about the date and time of the interview. Normally two interviews are taken

H.R. Manager and the departmental head take first interview. In this interview they observe,

- Alertness
- Confidence
- Leadership skills
- Relevant knowledge
- Social acceptance
- Interests
- Communication skills
- First impression
- Maturity

According to these observational factors rating or grading is made. Normally 5% rating in each factor is acceptable. Then successful candidates are called for final interview.

Final interview is taken by:

- **General Manager**
- **Department Head**
- **Human Resource Manager**

After the final interview, the selected applicants are sent for medical test and then the Industrial

Relations Manager issues them the appointment letters.

2.4 Application

- This policy is apply on management and non-management staff..

3. Training & Development Policy

3.1 Objectives

Training and Development specialists design and expand upon programs that improve the skills and performance of individuals or an organization as a whole.

3.2 Policy statement

KBA will give employees adequate training to do their job safely and competently. Our business believes training is a two-way process. We encourage employees to participate and to highlight any gaps in their own skills or knowledge they believe they have.

3.3 Procedure

- After the selection training & development should be focused in this process the trainee is given a brief view (orientation) of the company, various processes, roles & regulations etc. this orientation may be from two weeks to two months. After the orientation program, the participants may ask to submit short report or presentation.
- With respect of textile sector on the job training should be preferred and Head of department should be responsible trainee and training and in this regard feedback should get from trainee on the job and trainee performance should be convey to HR for confirmation purpose.
- Off the job training should also be preferred in this regard proper Training KBA arrange for the technical and as well as non-technical employee (Executive).For getting this training employee selection based on cost & benefit analysis. Some external courses may be offered not only to the existing employees but also to the new trainees.

3.4 Application

- This policy is apply on management and non-management staff.

4. Performance Evaluation Policy

4.1 Objectives

The objective of performance policy is to measure and improve the performance of employees and increase their future potential and value to the company.

4.2 Policy statement

The purpose of performance management is to improve performance. It is an ongoing process. It

should include informal and formal review. We encourage a two-way process, that is, employees can also give management feedback on performance.

4.3 Procedure

- Performance & appraisal are two sides of a coin. Immediate officer appraises performance.
- For the appraisal of the performance, there is a Performa, which is filled by immediate officer.
- This Performa is named as (PPE) Performance Planning & Evaluation.
- There are seven sections in this form. The particulars of the candidates are written on the top of the form.

4.4 Performance Plan

In this section, some standards and targets along with time frame are given. The target given in KBA is known as "SMART".

- **S= Specific**
- **M= Measure able**
- **A= Attainable**
- **R= Realistic**
- **T= Time frame**

4.5 Performance Dimension

In this section, the net results of the standards & targets given in section # 1 is evaluated or checked. Whether the person can achieve the targets in the required time frame or not.

4.6 Competency Dimension

In this section, different behavioral indicators, in accordance with the performance are checked. These indicators are as follows:

- Communication Skills
- Work Organization
- Result Orientation
- Team Player
- Customer Consciousness
- Self-Confidence
- Leadership Qualities
- Development Orientation

- Strategic Visioning
- Business Knowledge
- Critical Reasoning
- Human resource Development

4.7 Performance Evaluation Results

In this section, there are two parts.

- Part A Section # 2 score (%)
- Part B Section # 3 score (%)

Total score of Part A and Part B are calculated here.

Evaluation based on rating scale for save the time & Cost.

4.8 Strength & Limitation

In this section, the strengths and limitations of the trainee or subordinate are written. This is all up to the immediate officer.

4.9 Performance Improvement Plan

In this section, the immediate manager gives some suggestions and recommendations.

4.10 Comments

The employee/ subordinate and the manager give their comments. Employee comments may be how found the work place? Who supported him etc.?

Manager gives the comments according to his observation. In the last they put their signatures with date.

4.11 Application

This policy is apply on management and non-management staff.

5. Compensation Policy

5.1 Objectives

The objective of compensation policy is to recruit and retain qualified employees and to increase their motivation level and job satisfaction.

5.2 Policy statement

KBA Compensation Policy is designed to attract, motivate, develop and retain qualified employees. KBA will regularly assess compensation levels for market comparables to periodically adjust the salary structure and pay ranges to remain competitive.

5.3 Procedure:

5.3.1 Basic Pay

Basic salary is an amount which is paid to an employee in accordance with the grade in which he/she is placed.

5.3.2 Conveyance Allowances

All the employees who maintain Motorcycle/Scooter/Car are entitled to Motorcycle/Scooter/Car Allowance provided the vehicle is registered in their name and they bring the same for at least 15 days and used for company work purpose in a month to the factory.

5.3.3 House Rent Allowance

All the employees are entitled to House Rent Allowance @ 60% of the basic salary with a minimum limit specified for different grades from time to time.

5.3.4 Telephone Allowance

Telephone allowance usually pays to management to fulfill their routine tasks.

5.3.5 Increase in Remuneration

Increment would be revised every 1st July in a year. The % would be decided on merit basis for every employee.

5.3.6 Bonus

The bonus is paid to all the confirmed employees subject to the profitability of the company at the end of its financial year.

5.3.7 Piece Rate:

Piece rate would pay to operators that are directly involved in stitching in the piece on agreed rate that should be pay bi monthly.

5.3.8 Gratuity

- Gratuity is paid to the employees/heirs in case of retirement, termination, resignation or death
- No gratuity is paid to an employee who is dismissed from service
- The Gratuity is paid on the last drawn basic wage/salary

5.4 Application

- This policy is apply on management and non-management staff.

6. Termination of Employment Policy

6.1 Objectives

The KBA ensures that terminations, either voluntary or involuntary, are initiated with appropriate notice and properly documented for Payroll and Human Resources processing.

6.2 Policy statement

This policy is intended to provide direction to departments and employees when a decision is made by either party to end the employment relationship.

6.3 Procedure

6.3.1 Separation & Termination

- During the probationary period, an employee's service may be terminated at any time without assigning any reason for the same
- A confirmed employee may be terminated by the company by giving notice of termination as per the Letter of Appointment or salary in lieu thereof.
- Notice of termination shall be in writing. It shall become effective as specified therein.

6.3.2 Retirement

An employee shall retire from the service of the company on attaining super annulation i.e. 60 years of age, or early, if found, medically unfit by the company's appointed Doctor

6.3.3 Dismissal:

An employee shall be dismissed from service if found guilty of misconduct as Specified under the law. Such employee shall not be entitled to any notice or Pay in lieu thereof.

6.4 Application

- This policy is apply on management and non-management staff.

Cost & Benefit Analysis

Amount in PKR

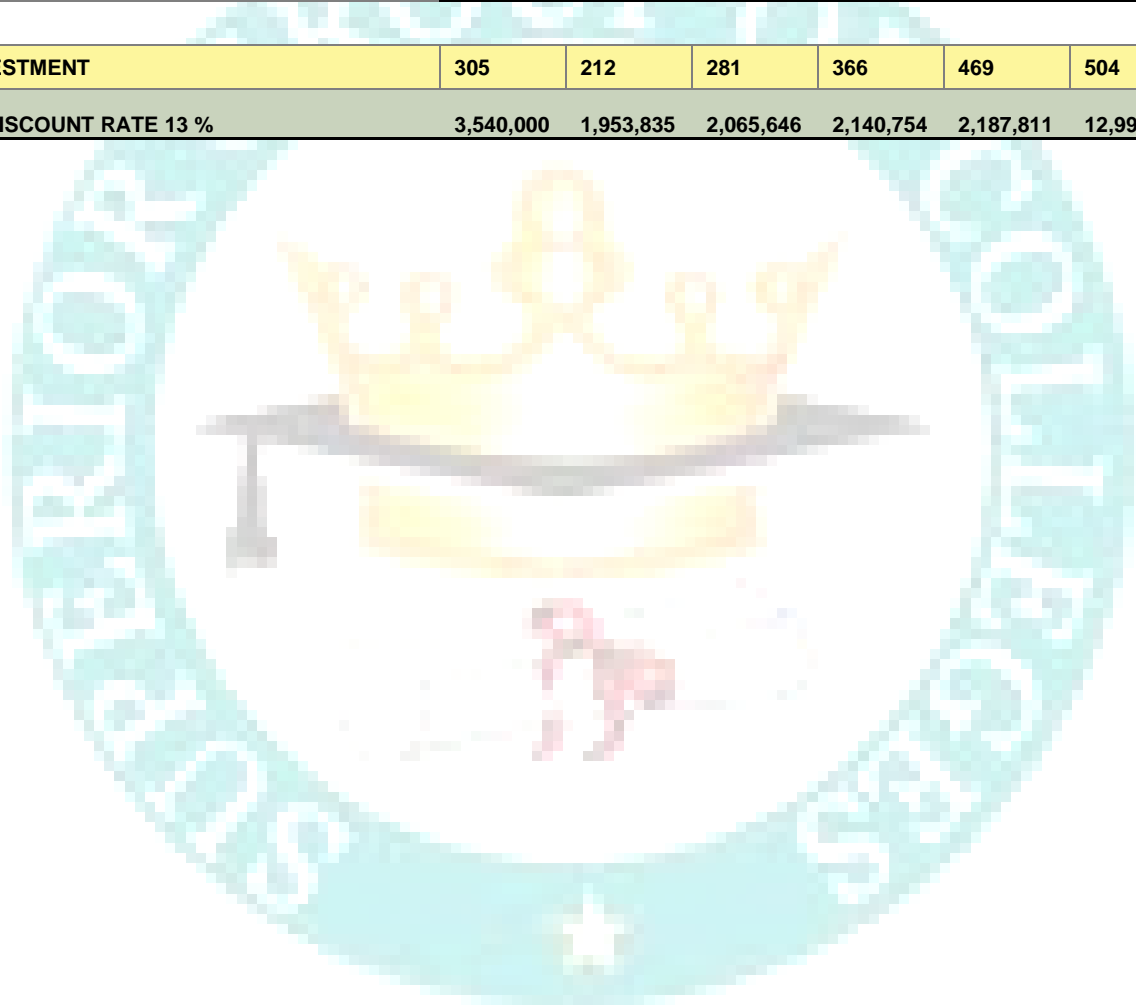
QUANTITATIVE ANALYSIS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
TOTAL COSTS						
Hardware	50,000	45,000	40,500	36,450	32,805	204,755
Servers	100,000	90,000	81,000	72,900	65,610	409,510
Desktop	100,000	90,000	81,000	72,900	65,610	409,510
Telecommunication Equipment	10,000	9,000	8,100	7,290	6,561	40,951
Software (Packaged or Custom)	400,000	360,000	324,000	291,600	262,440	1,638,040
Computer Room Upgrades	50,000	45,000	40,500	36,450	32,805	204,755
Furniture and Fixtures	120,000	108,000	97,200	87,480	78,732	491,412
Project Organizational/Support Costs	50,000	45,000	40,500	36,450	32,805	204,755
Planning (upon Approval)	30,000	27,000	24,300	21,870	19,683	122,853
IT Staff Costs (including Benefits)	50,000	45,000	40,500	36,450	32,805	204,755
Contract Negotiations	10,000	9,000	8,100	7,290	6,561	40,951
Labor	10,000	9,000	8,100	7,290	6,561	40,951
Infrastructure	20,000	18,000	16,200	14,580	13,122	81,902
User Training	20,000	18,000	16,200	14,580	13,122	81,902
Management (salary)	200,000	180,000	162,000	145,800	131,220	819,020
Training of Employees (Pre-Implementation)	20,000	18,000	16,200	14,580	13,122	81,902
Transition Costs (Parallel Systems)	40,000	36,000	32,400	29,160	26,244	163,804
Post-Implementation Reviews	30,000	27,000	24,300	21,870	19,683	122,853
TOTAL COSTS	1,310,000	1,179,000	1,061,100	954,990	859,491	5,364,581

TOTAL BENEFITS & COST SAVINGS						
Decreased Cost of Services Provided	40,000	44,000	48,400	53,240	58,564	244,204
Savings from Business Process Improvements	50,000	55,000	60,500	66,550	73,205	305,255
Productivity Gains	1,000,000	1,100,000	1,210,000	1,331,000	1,464,100	6,105,100
Savings from Structural Changes	70,000	77,000	84,700	93,170	102,487	427,357
Savings from Optimized Information (or Flow)	20,000	22,000	24,200	26,620	29,282	122,102
Decreased Information Publishing Cost	10,000	11,000	12,100	13,310	14,641	61,051
Reduced Staffing Cost (including Overtime)	2,000,000	2,200,000	2,420,000	2,662,000	2,928,200	12,210,200
Reduced Staff Turnover Costs	150,000	165,000	181,500	199,650	219,615	915,765
Minimize Separation Cost	10,000	11,000	12,100	13,310	14,641	61,051
Replacement cost	60,000	66,000	72,600	79,860	87,846	366,306
Promote Job Enrichment	50,000	55,000	60,500	66,550	73,205	305,255
Make employee punctual	100,000	110,000	121,000	133,100	146,410	610,510
Save cost of Air Freifht losses (Textile sector)	1,000,000	1,100,000	1,210,000	1,331,000	1,464,100	6,105,100
Minimize Law Suits	100,000	110,000	121,000	133,100	146,410	610,510

Accurate Compliance	150,000	165,000	181,500	199,650	219,615	915,765
Less Wastage Of Material	500,000	550,000	605,000	665,500	732,050	3,052,550
TOTAL BENEFITS & COST SAVINGS	5,310,000	3,674,000	4,041,400	4,445,540	4,890,094	32,418,081

EXECUTIVE SUMMARY

QUANTITATIVE ANALYSIS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
TOTAL BENEFITS	5,310,000	3,674,000	4,041,400	4,445,540	4,890,094	32,418,081
TOTAL COSTS	1,310,000	1,179,000	1,061,100	954,990	859,491	5,364,581
NET BENEFIT	4,000,000	2,495,000	2,980,300	3,490,550	4,030,603	27,053,500
RETURN ON INVESTMENT	305	212	281	366	469	504
PRESENT VALUE DISCOUNT RATE 13 %	3,540,000	1,953,835	2,065,646	2,140,754	2,187,811	12,993,796



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Books:

Human Resource Management, 9th Edition by Lloyd L. Byars, Ph.D. & Leslie W. Rue, Ph.D.

Human Resource Management, 11th Edition by Gary Dessler.

[How to Develop Essential HR Policies and Procedures by John H. McConnellAMACOM, 2005](#)