The Pursuit of HAPPINESS



HE world is moving faster than ever and work has to be completed on the go! As an individual navigating through trillions of data and series of micro moments, one surely needs to know how to manage anxiety, keep calm and above all stay

Recently I was invited to talk to a group of colleagues on work-life integration and balance. I was asked to explain how I manage stress and keep myself calm in an intense transforming industry. I wondered whether I would really like to go for such a session that would cover my personal life experiences as opposed to the management philosophies that I usually talk about.

The session went well indeed and the audience seemed to have extracted some good from my everyday life. After the session I was curious, I asked my colleagues to share their reflections; some of them did. One person in the audience, Farhana Islam, one of our leaders in Digital Division has become an integral part of this document as she mentioned some very interesting angles that later helped to finalise this article.

My 10 minutes of early morning

Over the last 10 years, the first thing that happens every morning has made my day. If this does not happen I feel as if something was missing the entire day. This is the time I spend to wake up my daughter and two sons from bed. Their responses are so different from one another but the exact same every morning. Still it is so joyful and fulfilling at the start of a day.

As I start by waking up my daughter Ahona, she screams "if you call me one more time I will not go to school, baba please don't do this, I will throw you out of my room." She pleads, "baba please don't turn the lights on! I am not going to school!" Some days, while she is in deep deep sleep, she will say in a low voice, "just two minutes." But it makes me smile.

Then I go to my boy's room, where my younger son, Edaad, is already awake, but when I see him, he puts on a heavenly smile and a quick reassurance that I am done with my sleep. He is always an early riser.

It does not happen with all the "YES MEN" together! Rather it is a diversified group of competent people at the right place with good leadership and a mix of crazy experts in the team!

Ability to quickly make a decision

A wide circle of trust creates higher ownership, engagement and more and new initiatives. In an agile and demanding work environment there is frequent need for decisions to scale things up. The inability to make a decision as a leader creates a circle of failure for the leader and the company. The leader faces increased pressure which leads to less sleep, improper planning, wrong execution and zero outcomes. Whereas the moment a leader learns to make decisions s/he sets an opportunity to move the business ahead. The stakeholders are happy and set to work. It creates an environment of agility and speed.

The leader needs to go the extra mile. I call it decisions on the go! Small decisions may not be well thought through, but to progress, one must do it multiples times a day! If there is a mistake there may be a point of no return. But the opportunity to leave office with a sense of accomplishment is always the best. Moreover, it leads to a happier evening where my wife is the head of department making the decisions! That is a part of my happiness.

Be transparent no matter how hard it is

Being transparent and honest is essential, even if it is harsh. It helps to release pressure in your inner system and also strengthens the circle of trust. Leaders often make mistakes by not being upfront with the real truth, we try to manage situations by not being transparent about the difficult reality. We explain to save moments, but once you fall in that cycle it's a trap. You then have to remember every time what you said the last time on the topic, resulting in an apprehensive environment for the leader to put up for long.

Being open and transparent helps to get your trusted people at your side, to face the challenges ahead. Solving problems together helps to create a better and happier work environment! Practice it!

(Don't) Choose (all as) your battle

As human beings we are tempted to jump into a fight when something goes wrong! Take a pause; think, could it just be a difference in thought, idea or



Then my eldest son, Zadeed, looks still tired, "yes its morning but why?" He starts to make excuses, like—"Edaad is in the washroom, so can I have some more time?"

Every morning these precious moments give me all the energy and truly makes my day, although it is only 10 minutes of time. This moment of closeness with my children brings me peace and balance with the diverse workload and intense business decisions that I have to make throughout the day.

Building a circle of trust

To drive the multidimensional areas of business in the most promising direction and to manage this magnificent horizon of work rightly, the importance of having the right people is undeniable. You need the right leaders around you who you can trust and then eventually build a circle of trust that grows bigger over time. By having a network of trustworthy leaders, you get to share your work.

It starts first amongst your direct reports and eventually it expands further down the line. It builds a shared responsibility among team members along with confidence and accountability. Hence it lessens your anxiety and creates more breathing space. A good circle of trust will allow you to go offline and spend some quality time out of work.

experiment? Does someone's promotion hurt you? Someone's new product disappoints you? Truth is, psychologically we take a lot of pressure and anxiety out of our surrounding environment and events.

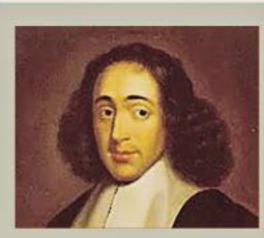
So, practice positive involvement. Celebrate other's successes from the heart. Find the real battle for a greater cause and be amongst those who fight together with others for the right reasons. That brings fulfilment and peace. It puts your mind in peace and helps you sleep better for a brighter morning!

Every day, we meet hundreds and thousands of people in the office and outside. We are all different, our way of thinking, our upbringing, our society, and our beliefs. Our strengths may differ from a minimum to a great degree. Can you think of what will happen if we cannot accept all these differences? An unbreakable deadlock!

Something in those 10 minutes of my morning that cheers me up is the dissimilarities I see among my kids; their behaviour is so different from one another. The beauty of this diversity brings me happiness! Everyone can find that sweet spot of happiness in their personal life and I believe the rest we can all achieve through practice!

Yasir Azman is Deputy CEO and CMO, Grameenphone Ltd.

Juote



BARUCH SPINOZA DUTCH PHILOSOPHER OF SEPHARDI/ PORTUGUESE ORIGIN

November 1632-February 1677 Peace is not the absence of war, it is a virtue, a state of mind, a disposition of benevolence, confidence, justice.

BEETLE BAILEY

BY MORT WALKER





BABY BLUES

BY KIRKMAN & SCOTT



A case for merit-based recruitment in BCS

MOHAMMAD OMAR FARUK

ISCRIMINATION is one of the most concerning issues for human resource professionals and can be both positive and negative. The quota system is a form of positive discrimination employers use to promote the advancement of disadvantaged groups. The recruitment system in Bangladesh, including public services, uses the quota system. The Chartered Institute of Personnel Development (CIPD) defines quota in a policy report titled, "Quotas and Targets: How Do They Affect Diversity Progress?" Published in June 2015, the report states, "Quotas and other affirmation action policies aim to improve equality of opportunity and increase diversity by addressing the under-representation of minority groups in a range of different domains, such as politics, higher education and management." The objective of quotas is to

address the under-representation of negatively stereotyped minority groups in a specific context. We see the use of the quota system in civil service recruitment systems in South Asian countries, such as affirmative action in India that encourages the recruitment of minority groups. In Pakistan, 92.5 percent of civil servants are recruited based on quotas, and only 7.5 percent based on merit. In contrast, most European Union countries forbid quotas. According to the UK Advisory, Conciliation, and Arbitration Service, "[It] is unlawful to select a person for a job on the basis of their gender or race in order to achieve a fixed quota of employees of that gender or race."

However, the quota system for public services in Bangladesh is justified by Article 29, Section 3(a) of the Constitution: "Making special provision in favour of any backward section of citizens for the purpose of securing their adequate representation in the service of the Republic." The recruitment policy in the Bangladesh Civil Service (BCS) can be divided into three phases: 1972-1976, 1976-1984, and 1985 to date.

It has been found from the

analysis of the three phases of

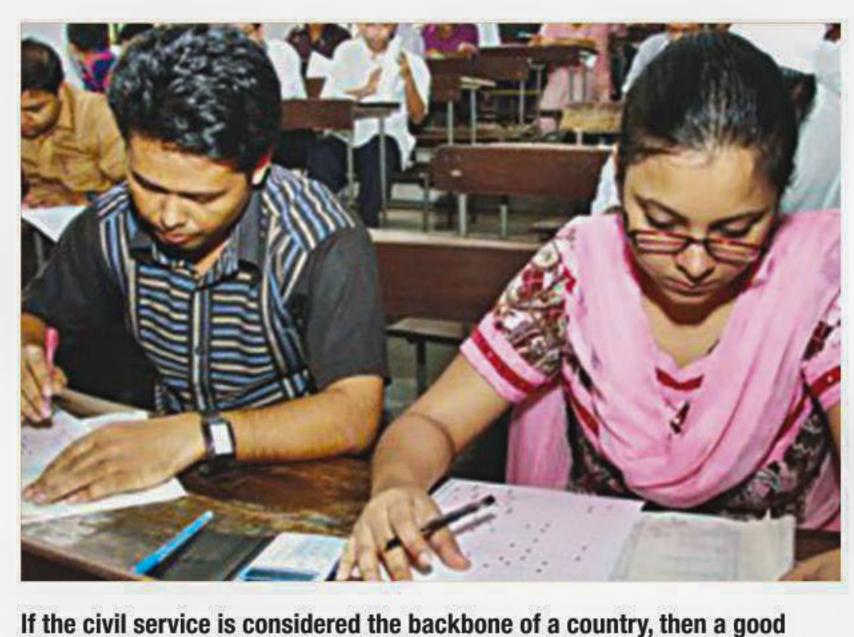
recruitment policy for BCS that the recruitment system has never fully functioned on the basis of meritocracy. The system promotes only 45-percent merit and 55-percent quotas, although this quota system cannot be justified in today's socioeconomic reality in Bangladesh. The BCS has enjoyed the positive impacts of the quota system. These include promoting different underrepresented minority groups such as women, indigenous and so on, which and has insisted on reforms to the

has certainly uplifted the disadvantaged groups in the country. Abuse of the quota system, however, leads to corruption and favouritism, and discourages meritorious people who want to dedicate their career to the civil service. Now, a principal question is how long the quota system in Bangladesh can last, since it cannot be a never-ending process, especially when we see that governments in this globalised world are feeling the need for more meritbased employees than ever before.

In his book titled Administrative Reforms in Bangladesh (1998), Mohammad Mohabbat Khan put forth a set of recommendations to ensure merit-based selection in the public service. One of them is, as he puts it, "measure(s) should be taken to progressively limit the scope of quota reservation system with the

recruitment policy.

Indeed, if the civil service is considered the backbone of a country, then a good recruitment system is a key to attracting and retaining the most meritorious people in service. This will not only strengthen a country but also improve its ability to compete with the rest of the world. It appears that reforming the recruitment and selection policy and system is critical for contemporary Bangladesh. Among the public-sector recruitment systems, the recruitment of BCS cadres has remained at the heart of the Bangladesh administrative system. Therefore, it is believed that if the recruitment policy is changed and reforms are made in the recruitment system of BCS, meritocracy will be established which will help to eradicate corruption and nepotism.



recruitment system is a key to attracting and retaining the most meritorious people in service. PHOTOS: STAR

objective fits (sic) eventual withdrawal within a specified time period." Similarly, Kamal Uddin Ahmed, in his article "Quota System for Civil Service" published in The Daily Star on July 18, 2008, stressed the importance of re-fixing the quota for the children of freedom fighters from 30 percent to a maximum of 10 percent; he also justified the 10 percent quota for women as being good enough. Additionally, favourable working conditions can attract more women to the civil service, as suggested by a UNDP Bangladesh case study published in 2011.

Recently, eminent economist and ex-bureaucrat Dr Akbar Ali Khan also made a remark on the quota system being a challenge to the recruitment system; he believes it should not be continued for an indefinite period,

It will have a significant influence on other sectors and industries as well. If the administrative mechanism of a country is run by a group of talented people, an abundance of development will indeed emerge.

I think it is a matter of political will to concentrate on the reform of the recruitment policy, including rethinking the quota system in Bangladesh. This reform can be a milestone in the accomplishment of Vision 2021 and work as a tool to combat corruption and ensure the country can compete in the global arena. I want to be hopeful that our civil servants will one day be recruited based on merit rather than a quota system. I just hope that day will come sooner rather than later.

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পত্র নং-৩৩.০৭.০০০০.০০১.০০.০২০.১৩- ১১১

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার মেরিন ফিশারিজ একাডেমি





অধ্যক্ষ

৩৯ তম ব্যাচ ক্যাডেট ভর্তির লিখিত পরীক্ষার ফলাফল

মেরিন ফিশারিজ একাডেমির ২০১৭ - ২০১৮ শিক্ষাবর্ষে ৩৯তম ব্যাচ ক্যাডেট ভর্তির জন্য লিখিত পরীক্ষার ফলাফল নিম্নে প্রকাশ করা হলো। লিখিত পরীক্ষায় উত্তীর্ণ প্রার্থীদের মৌখিক, সাঁতার, স্বাস্থ্য, চক্ষু ও রং দর্শন পরীক্ষা নিম্নে প্রদত্ত তারিখ অনুযায়ী প্রতিদিন সকাল ১০.০০ ঘটিকায় অনুষ্ঠিত হবে।

লিখিত পরীক্ষায় উত্তীর্ণ প্রার্থীদের রোল নম্বর (মেধার ভিতিত্তে নয়)						পরীক্ষার তারিখ ও সময়				
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বিশেষ দ্রষ্টব্যঃ

- উপরে বর্ণিত সূচী অনুযায়ী লিখিত পরীক্ষায় উত্তীর্ণ প্রার্থীদেরকে প্রস্তুতি গ্রহণপূর্বক পরীক্ষার স্থানে সকাল ০৯.০০ ঘটিকায় উপস্থিত থাকার জন্য বলা হলো। 31
- চক্ষু ও রং দর্শন পরীক্ষার জন্য প্রার্থীদেরকে চক্ষু বিশেষজ্ঞ ডাক্তার কর্তৃক প্রদত্ত সনদপত্র আনতে হবে। 21 উল্লেখ্য প্রার্থী প্রতি স্বাস্থ্য এবং চক্ষু ও রং দর্শন পরীক্ষার ফি যাথাক্রমে আনুমানিক টাকা ৩,০০০/- এবং টাকা ৭০০/- যা প্রার্থীদেরকেই বহন করতে হবে। 91
- মহিলা প্রার্থীদের সাঁতার পরীক্ষা হবে না। 81
- অত্র একাডেমিতে ভর্তির ব্যাপারে যে কোন প্রকারের সুপারিশ বা একাডেমি কর্তৃপক্ষকে প্রভাবিত করার যে কোন প্রচেষ্টাকে সংশ্লিষ্ট প্রার্থীদের অযোগ্যতা হিসেবে 01 গণ্য করা হবে। উল্লেখিত পরীক্ষাসমূহে অংশগ্রহণের জন্য প্রার্থীদেরকে কোন প্রকার টি.এ/ডি.এ প্রদান করা হবে না। পরীক্ষার স্থানসমূহ নিমুরূপঃ
- 91

মৌখিক পরীক্ষা	সাঁতার পরীক্ষা	স্বাস্থ্য পরীক্ষা	চক্ষু ও রং দর্শন পরীক্ষা
ধ্যক্ষের কার্যালয়, মেরিন শারিজ একাডেমি, মৎস্য দর, চউগ্রাম।	সুইমিং পুল, অডিটোরিয়াম এবং জিমনেসিয়াম কমপ্লেক্স, মেরিন ফিশারিজ একাডেমি, মৎস্য বন্দর, চট্টগ্রাম।	সিভিল সার্জন অফিস, আন্দরকিল্লা, চট্টগ্রাম।	মার্কেন্টাইল মেরিন ডিপার্টমেন্ট, সিজিও ভবন-১, আগ্রাবাদ, চট্টগ্রাম।