

INTERNSHIP REPORT

On

BRAC BANK LIMITED

5/21/2013

HABIBA JEBA

BRAC University



Internship Report

On

Human Resource Department

(Recruitment & Employee Retention)





আসসাৎ আবিচ্ছল

HR Division, HEAD Office

**“Recruitment Policies & Employee Retention Process of
BRAC Bank”**

Report Prepared For:

Kohinur Akter
Senior Lecturer
BRAC Business School
BRAC University

Report Prepared By:

Habiba Jeba
ID-09304063
BBS Department
BRAC University

Date of Submission: 21st May, 2013.

Preface

BBA Program or the Bachelor Program comes to end by finishing the Internship. This Internship program is one of the major parts of graduation. In Today's competitive world as a new entrant we need the practical experience rather than the bookish knowledge. So there is nothing more effective and helpful than the internship. This type of program helps the student to acquire practical knowledge through the direct involvement in various Organizations. Moreover the tenure of internship program helps the students to adjust in this new world and to become the future executive. Considering the start of once career the internship is the first and the lasting working experience for the fresh graduates.

As the part of BBA Program BRAC University Assigned me to prepare the internship report on **“The Recruitment and the Employee retention process of BRAC Bank Limited”** from the practical exposure. As an intern of BRAC Bank Limited I have given my best effort to complete this report.

Letter of Transmittal

May, 2013

Kohinur Akter

Senior Lecturer

BRAC Business School

BRAC University

Subject: Submission of the Internship Report.

Dear Madam,

With due respect, I am pleased to present you this report on “BRAC bank” as a partial requirement of the graduation Program. I would like to inform you that, I am Habiba Jeba bearing student ID: 09304063, a student of BRAC Business School of BRAC University. My major was on Human Resource Management and it is my great pleasure to inform you that I get the opportunity to submit an internship report on “**The Recruitment and the Employee retention process of BRAC Bank Limited**”. Working for this report has been an interesting & informative experience for me. While doing this report, I learned how to integrate plenty of information into a concise volume.

I tried my level best to put meticulous effort for the preparation of this report. Any shortcomings or flaw may arise as I am very much novice in this aspect. I will wholeheartedly welcome any clarification and suggestion about any view and conception disseminated in my report.

Sincerely yours,

Habiba Jeba

ID: 09304063

BRAC University.

Acknowledgement

It gives me immense pleasure to thank a large number of individuals for their cordial cooperation and encouragement who have contributed directly or indirectly in preparing this report.

Firstly, I express my gratefulness to Almighty Allah who has made me able to pursue my study.

Then I would like to thank my academic supervisor **Ms. Kohinur Akhter** for offering valuable professional advice and guidance as well as kindness, endless patience and continuous encouragement. She always tried to make the things easy and explained subjectivity very clearly.

I would like to express my gratitude to the Head of HR of BRAC Bank Limited for giving me the opportunity to conduct the internship in BRAC Bank Limited. I was placed at BRAC Bank Limited, Head Office, Human Resource Department under Recruitment and Talent Sourcing team to work as an intern from the period of 9th December 2012 to 7th March 2013. I am grateful to **Mr. Md. Shanjidul Bari** Senior Manager, Recruitment & Benefits, Human Resource Division, for his cooperation and necessary support throughout my internship period. I am also thankful to members of Recruitment and Talent sourcing team **Mr. Abu Shaleh Mohammed Shameem** (Manager), **Mr. Md. Moznur Rahman** (Associate Manager), **Ms. Farzana Rahman Benu** (Manager, Benefits), **Ms. Syeda Sabrina Ameer** (Officer), **Ms. Kakoli Rashid** (Officer) and also **Nahin Talukder** (Officer) who extended their helpful hand to me. They have been very helpful in showing me the work process and provided relevant information for my report whenever I approached. At the same time I would like to thank the Learning & Development Department of BRAC BANK Ltd for providing me three days training period which has enhanced my knowledge about this promising and prominent financial institution of Bangladesh. It was a great opportunity for me to do internship in such an organization. The experience I have gathered will be a privilege for my future career planning.

Executive Summary

This is the internship report based on the three month long internship program that I had successfully completed in BRAC Bank Limited under Human Resource Division from 9th December to 7th March as a requirement of my BBA program on Department of Business Studies, BRAC University.

Internship opportunity in the HR division of BRAC Bank was truly a good starting in the path of once career. BRAC Bank is a fully operational Commercial Bank started its journey on July 04, 2001. It is an affiliate of BRAC (Bangladesh Rural Advancement Committee), one of the world's largest non-governmental development organizations founded by Sir Fazle Hasan Abed in 1972. The Bank strives towards a poverty-free, enlightened Bangladesh. BRAC Bank has a rich Human Resource Department. It maintains the organizational responsibilities successfully. The HR team of BRAC Bank is completely organized and well reputed team.

This report includes the introduction of banking, Introduction and history of the BRAC Bank, the strategies, policies which they have implemented, about departments, Bank's subsidiaries, related analysis and findings, some recommendations and suggestions with a full conclusion of the BRAC Bank's internship report. Also this report will give a flash of some theoretical aspects and function of Human Resource Management that I studied.

The study of the functions of the human resources department is the main part of my internship report. As I was with the core recruitment team of BRAC Bank, I went through the all functions and processes of the human resources department of the organization but I have chosen to write my internship report on "**The Recruitment and the Employee retention process of BRAC Bank Limited**". Moreover in this report I tried to explain the retention process of BRAC Bank and the factors that motivate their employees to sustain in the organization .After the explanation of the main subjectivity this report also includes the internship experience and responsibilities as an intern I gone through.

I have worked in Human Resource Division of BRAC Bank Limited with almost all the wings of HR like Recruitment, Compensation & Benefits, Learning and Development, HR Operations (Legal& policy) and HR Relationship. Through my internship I found out that The HR team of BRAC Bank is completely organized and well reputed team. It is also meant for finding the weaknesses and shortcomings and then giving the suggestions for improvement.

Bank's growth graph is showing upward, positive and continuous trends and its profit percentage is increasing every year. Last but not the least, this report almost includes each and every aspect about BRAC Bank which is very helpful for every reader.



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CHAPTER: 01



INTRODUCTION

1.0 Introduction

Preparing internship report is different from the reports we used to prepare for a specific course. Here as a graduate we have to express our abilities and analytical findings gathered after finishing the internship program and need to portray in formal way. BRAC Bank Limited (BBL) is a Commercial bank and financial institution. The internship program was carried on the Human Resource Division of BRAC Bank. All information stated in this report was collected during the three month long internship period from December 09 to March 07 at BRAC Bank Limited.

1.1 Title of the Study: “The Recruitment and the Employee retention process of BRAC Bank Limited”

1.2 Origin of the Report:

The report has been prepared as a fulfillment of the partial requirement of the internship program as authorized by BRAC Business School (BBS), BRAC University. The primary goal of the internship prospectus is to provide on the job coverage to the student and an opportunity for translation of theoretical conceptions in real life situation. Students are placed in enterprises, organizations, research institutions as well as development projects. The program covers an overall period of approximate 12 weeks of organizational attachment, with report finalization work.

1.3 Objectives of the Study:

Every task has a particular aim. A study without objective cannot reach the destination. This report is also directed to some particular targets. The main objective of the report is to gain practical knowledge and experience on Human Resources Department of BRAC Bank LTD. The specific objectives are written down below:

- Preparing this report is compulsory for completing BBA Degree.
- To match my academic knowledge with the real corporate business set up.
- To enlarge my experience from a real corporate exposure.

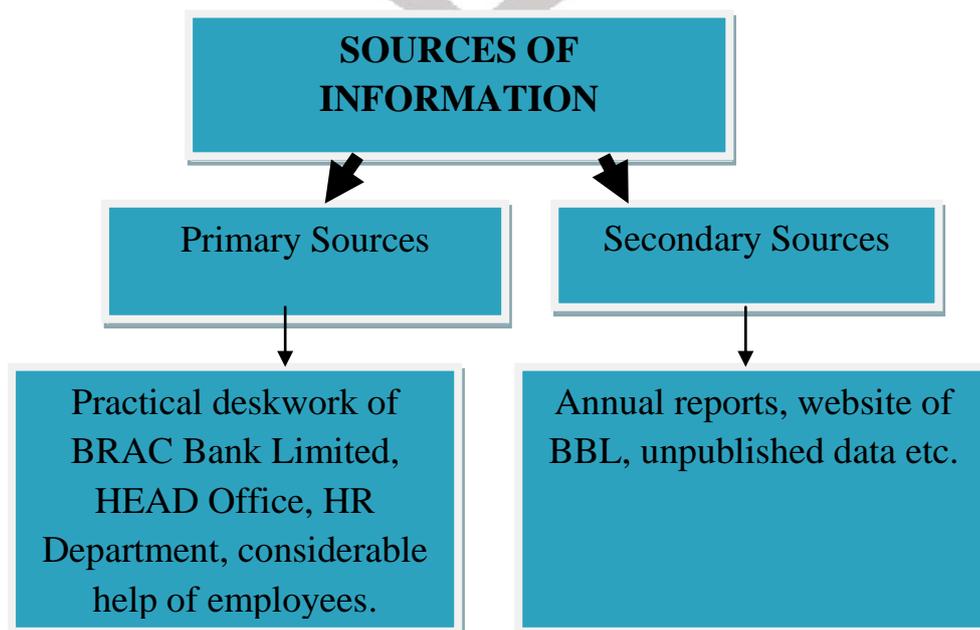
- To know the inner side of the BBL banking culture. Provide information on BRAC Bank Limited.
- To know the overall HR Policy of BRAC Bank Limited.
- To describe the HR function, structure and its procedures, rules and regulation.
- To analyze the employee retention process of BRAC Bank.
- To understand the internal and external environment of the organization.
- Provide related recommendations

1.4 Rationale of the Study:

This report aims at reflecting the real life working environment to the fresh graduate students. This report on BRAC Bank provides an opportunity to discover how in reality commercial Banks organize their HR functions, particularly the recruitment and retention process. It gives a scope of learning with comparison between real life scenario and the subjective knowledge. This report will explain how proper policies are maintained for Recruitment in such commercial banks. Also what motivational activities are taken to retain Bank's employees are also given.

1.5 Methodology of Data Collection:

For achieving the specific objectives of this study, data were gathered from both primary and secondary sources.



Primary Sources:

- Direct conversation with the respective officers of the Departments.
- Face to face conversation with the employees.
- Employee's opinion collected through Questions.
- Observation of the HR activities.

Secondary Sources:

- Various records of the bank.
- Different Types of brochures.
- Website of BRAC Bank Limited.
- Different newsletters of BRAC Bank Limited.
- Annual Reports of BRAC Bank Limited.

1.6 Limitations of the Study:

The information and data provided in this report are factual and represent the actual practices by BRAC Bank. Due to limited scope and time constraints of internship program it is quite impossible to cover up all the activities of HR. This report may not provide the whole picture as BRAC Bank has some secrecy and confidential factors they do not disclose all the information needed. The basic limitations faced in preparing the report were-

- The bank's policy of not disclosing some data and information for obvious reasons, which would have been very much useful for the report.
- As the bank is continuously changing its system is also changing time to time, it will be difficult to ascertain the true performance of the employees each time.
- Few officers sometime felt disturbed, as they were busy in their job. Sometime they didn't want to supervise me out of their official work.
- Sometimes it was difficult to collect data from their files, because important files are kept in vault for safety.
- Recruitment & Selection Process is a very sensitive issue. So many information are not been disclosed as sack of secrecy.
- It is difficult to make this information based report within a short time period.

CHAPTER -02

 **BANKING SECTOR**

OVERVIEW.....

BRAC
UNIVERSITY

2.0 The Banking History of Bangladesh:

After achieving independence in 1971, the government of the newly-found Bangladesh declared the Dhaka branch of 'State Bank of Pakistan' the new Central Bank and named it the 'Bangladesh Bank'. Bangladesh Bank was responsible for controlling currency and credit and monitoring exchange control. It was also the official foreign exchange Reserve. The government took over all the existing national banks and renamed them. The existing foreign banks were given permission to continue their business in Bangladesh.

In the 70's, the primary focus of Bangladeshi government was agricultural development. The Krishi Bank, an agricultural banking institution, increased lending amount to farmers and fishermen. From the year 1977 to 1985, the number of rural banks all over the country went up to an astonishing number of 3,300.

Slowly the government started focusing on private industries. This shift in financial priorities did not come without problems. There were no proper project approval system to identify potential borrowers and projects. Banks and financial institutions did not have proper guidance from which they could choose borrowers and projects. Slowly the banks and lending institutions had to deal with the problem of loan recovery. By the year 1987, only 27% agricultural loans were recovered. The recovery rates of industrial loans were even worse. Loans were given mainly to people with political power and most of them did not repay their loans. Slowly, major donors started to avert their funding to the banks and the government.

2.1 Banking process in Bangladesh:

The financial system of Bangladesh consists of Bangladesh Bank (BB) as the central bank, 4 State Owned Commercial Banks (SCB), 5 Government owned specialized banks, 30 domestic private banks, 9 foreign banks and 29 non-bank financial institutions. Moreover, MRA has given license to 298 Micro-credit Organizations. The financial system also embraces insurance companies, stock exchanges and co-operative banks.

2.2 List of Banks in Bangladesh:

The commercial banking system dominates Bangladesh's financial sector. Bangladesh Bank is the Central Bank of Bangladesh and the chief regulatory authority in the sector. The banking system is composed of four state-owned commercial banks, five specialized development banks, thirty private commercial Banks and nine foreign commercial banks. The Nobel-prize winning Grameen Bank is a specialized micro-finance institution, which revolutionized the concept of micro-credit and contributed greatly towards poverty reduction and the empowerment of women in Bangladesh.

- Central Bank
- State-owned Commercial Banks
- Private Commercial Banks
- Foreign Commercial Banks
- Specialized Development Banks



BANGLADESH BANK
Central Bank of Bangladesh



Central Bank

CHAPTER-03

ORGANIZATIONAL OVERVIEW....

Organizational Overview - BRAC Bank Limited (BBL)

3.1 Introduction:

Every country takes its shape through industrial developments and financial growth. At BRAC Bank, they aspire for financial growth to change lives of general people and to make it better every day. BRAC Bank Limited as a commercial bank serves all the banking facilities that a modern commercial bank does. Though the bank started its journey as a SME bank but now BBL is enriched with all other banking services. BRAC Bank has started its operation on July 04, 2001 with a focus on pursuing unexplored market niches in the Small and Medium Enterprise Business, the segment which has remained largely untapped within the country. As a part of BRAC (NGO) it was very natural for BRAC Bank to first work for the “Missing Middle” with a view to create employment and poverty free Bangladesh.

Before 2013 BRAC Bank was the last approved commercial bank by government. From 2001 to February 2013 there was no newly opened Bank. In this short time BBL growth so fast, that now it's a competitor in the industry. Usually other commercial banks or organizations consider their growth with the expansion in urban areas, whereas BRAC Bank expands its operation in rural areas as a part of its growth.

BRAC Bank is a fully centralized bank. With a huge number of human resources this bank works so smoothly to achieve the business goal, that it shows the best practice of centralization. The bank is primarily driven with a view of creating opportunities and pursuing market niches not traditionally meet by conventional banks. Moreover the large number of employees considered as the most important asset of BBL. BBL also involved in providing best customer service, so who else can drive this job than its human force. Today BRAC Bank is a renowned commercial bank not only for its service but also for the participation in various CSR activities. The balance of service and other activities are possible because of BBL's proper management, which is also one of its strength.

3.2 About BRAC Bank

BRAC started as a development organization dedicated to alleviating poverty by empowering the poor to bring about change in their own lives. In Bangladesh It was founded in 1972 and over the course of evolution, it has established itself as a pioneer in recognizing and tackling the many different realities of poverty of which **BRAC BANK** is one of the largest operational commercial venture.

BRAC Bank Limited, with institutional shareholdings by BRAC, International Finance Corporation (IFC) and Shore Cap International, has been the fastest growing Bank in 2004 and 2005. The Bank operates under a "double bottom line" agenda where profit and social responsibility go hand in hand as it strives towards a poverty-free, enlightened Bangladesh.

A fully operational Commercial Bank, BRAC Bank focuses on pursuing unexplored market niches in the Small and Medium Enterprise Business, which hitherto has remained largely untapped within the country. In the last five years of operation, the Bank has disbursed over BDT 1500 crore in loans to nearly 50,000 small and medium entrepreneurs. The management of the Bank believes that this sector of the economy can contribute the most to the rapid generation of employment in Bangladesh. According to Annual Report 2011, BRAC Bank is one of country's fastest growing banks. With 86 branches, 12 Apon Shomoy, 300+ ATMs, 30 CDMs, 419 SME Unit Offices and more than 8,000 human resources, BRAC Bank's operation now cuts across all segments and services in financial industry. With more than 1 Million Customers, the bank has already proved to be the largest SME financier in just 12 years of its operation in Bangladesh and continues to broaden its horizon into Retail, Corporate, SME, Probashi and other arenas of banking. In the year: 2010, BRAC Bank has been recognized as Asia's most Sustainable Bank in Emerging Markets by the Financial Times and IFC.

3.3 Shareholding structure of BBL:

The shareholding structure of BRAC Bank Limited are given below-

Name of Shareholder	% of Shareholding
BRAC	43.77%
International Finance Corporation	5.36%
Shore Cap Limited	0.86%
Non-Resident Bangladeshi	0.43%
Mutual Funds	3.22%
Institutions and General Public	46.36%

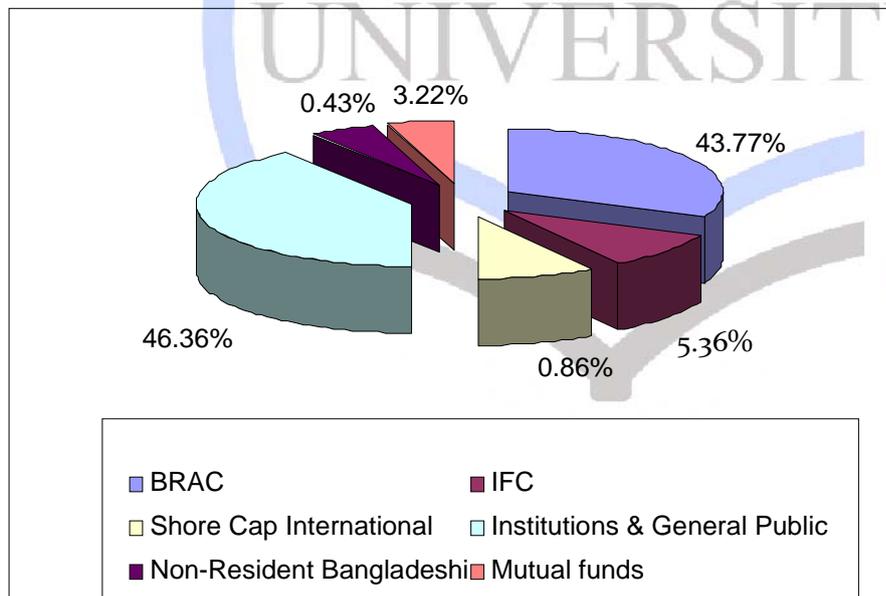


Figure: Shareholding Structure of BBL

3.3.1 About BRAC:

BRAC, based in Bangladesh, is (as of May 2010) the world's largest non-governmental development organization. It is a national, private organization, started as an almost entirely donor funded, small-scale relief and rehabilitation project initiated by Fazle Hasan Abed in 1972 soon after the independence of Bangladesh, at Sulla in the district of Sylhet to help the country overcome the devastation and trauma of the Liberation War and focused on resettling refugees returning from India. Today, BRAC has emerged as an independent, virtually self-financed paradigm in sustainable human development. BRAC is present in all 64 districts of Bangladesh with over 7 million microfinance group members, 37,500 non-formal primary schools and more than 70,000 health volunteers. It is the largest NGO by number of staff employing over 120,000 people, the majority of whom are women and working with the twin objectives of poverty alleviation and empowerment of the poor. BRAC maintains offices in 14 countries throughout the world, including BRAC USA and BRAC UK.

3.3.2 About International Finance Corporation (IFC):

International Finance Corporation (IFC) is the commercial wing of World Bank. Using certain channels and overseas representatives, IFC it helps local financial institutions find profitable ways to target small and medium sized companies. Funding comes from the Asian Development Bank, Canada, the European Commission, the Netherlands, Norway, the United Kingdom and IF itself. IFC is a 5.36% shareholder in BRAC Bank. A new assistance program signed in August 2005 aims to double the bank's number of small and medium enterprise clients in 18 months through campaigns to target women entrepreneurs and rural clients, introduce new products and train branch managers.

3.3.3 About Shore Cap International:

Shore Cap International Ltd. is an international private non-profit, equity company seeking to invest in small business banks and regulated micro finance institutions in countries with developing and transitional economies. Founded in mid 2003, Shore Cap has a current base of \$28.3 million in capital commitments and seeks to support the growth of development finance institutions in Africa, Asia and Eastern Europe. The institution has made investments totaling \$7 million in Bangladesh, India, Cambodia, Armenia, Mongolia and Kenya. Shore Bank is a 9% investor of Shore Cap and runs the management company, which oversees

investment activities. Shore Cap typically invests between \$500,000 and \$2 million for an ownership position of 10-25% of a company. As a minority shareholder, Shore Cap seeks financial institutions with a strong, experienced management team and a committed set of local development-minded investors. Shore Cap currently owns 0.86% of BRAC Bank Limited.

3.4 Corporate Vision:

We know that a vision statement should be one, long sentence with specific details about where an organization wants to be in future. In the long run a business or an organization has to meet a certain target or goal, which is what, comes into the vision statement. So the above plan of BRAC Bank is summarized as follows:

“Building a profitable and socially responsible financial institution focused on Markets and Business with growth potential, thereby assisting BRAC and stakeholders build a "just, enlightened, healthy, democratic and poverty free Bangladesh.”

3.5 Corporate Mission:

BRAC Bank Limited wants to be the absolute market leader in the number of loans given to small and medium sized enterprises, service holders, teachers, students, immigrants and people belong to all income and professional groups throughout Bangladesh. It tries to be a world-class organization in terms of service quality and establishing relationships that help its customers to develop and grow successfully. It wants to become the Bank of choice both for its employees and its customers, the model bank in this part of the world. The missions that BBL follows are-

- Sustained growth in 'Small & Medium Enterprise' sector.
- Continuous low cost deposit growth with controlled growth in Retained Assets.
- Corporate Assets to be funded through self-liability mobilization.
- Growth in Assets through Syndications and Investment in faster growing sector.
- Continuous endeavor to increase fee based income.
- Keep our Debt Charges at 2% to maintain a steady profitable growth.

- Achieve efficient synergies between the bank's Branches, SME Unit Offices and BRAC. Field offices for delivery of Remittance and Bank are other products and services.
- Manage various lines of business in a fully controlled environment with no compromise on service quality.
- Keep a diverse, far flung team fully motivated and driven towards materializing the bank's vision into reality.

3.6 Corporate Values:

BRAC Bank practices 'ethical banking' to create and maintain healthy banking environment. For that reason it has developed its External and Core values. External values focus on 3Ps. Those P's are- **People, Planet and Profit**. On the other hand, Core values ensure each and every employee will be CRYSTAL to the organization. Here-

C stands for being **Creative**, Be a person of innovative ideas in solving issues, thinking different ideas to reach one destination; do new associations between existing ideas or concepts for the organization's overall growth.

R stands for being **Reliable**, Be worthy of reliance or trust at work so everyone could depend on you.

Y stands for remaining **Youthful**, Be a person of freshness and vibrant characteristic at work. Feel young at HEART and project enthusiasm during performing duties.

S stands for being **Strong**; Be a person of willing to move forward and apply conscious choice, willpower, discipline and passion at work.

T stands for being **Transparent**, Be transparent at work at all level both internally and externally. Show openness and honesty through communication to bring transparency

A stands for being **Accountable**, Be accountable for own actions and take responsibilities for the outcome of the actions; be responsible and answerable towards customers, organization, regulatory bodies as well as the society.

L stands for being **Loyal**, Be loyal to the organization by being compliant at work, taking ownership and create belongingness which will carry your brand as your pride.

3.7 Goals:

BRAC Bank will be the absolute market leader in the number of loans given to small and medium sized enterprises throughout Bangladesh. It will be a world-class organization in terms of service quality and establishing relationships that help its customers to develop and grow successfully. It will be the Bank of choice both for its employees and its customers, the model bank in this part of the world.

3.8 Objectives:

The objectives of BRAC Bank Limited are as follows-

- Building a strong customer focused and relationship based on integrity, superior service.
- To create an honest, open and enabling environment
- To strive for profit & sound growth
- To value the fact that they are the members of the BRAC family – committed to the creation of employment opportunities across Bangladesh.
- To relentless in pursuit of business innovation and improvement
- To base recognition and reward on performance
- To responsible, trustworthy and law-abiding in all that we do
- To mobilize the savings and channeling it out as loan or advance as the company approve.
- To finance the international trade both in import and export.
- To develop the standard of living of the limited income group by providing Consumer Credit.
- To finance the industry, trade and commerce in both the conventional way and by offering customer friendly credit service.

- To encourage the new entrepreneurs for investment and thus to develop the country's industry sector and contribute to the economic development.

3.9 Logo

The logo of BRAC Bank has been prepared keeping in mind the goal of the organization. The square structure of the logo means solid and strong. The Golden Color in the lower portion of the logo means that 'Golden Bangladesh & her fertile land'. The Blue color in the upper portion means 'the sky with enormous & unlimited opportunity'. The white colored curve means 'Growth and Progress'. White circles in the blue color mean the flashing sun that gives light to everywhere.

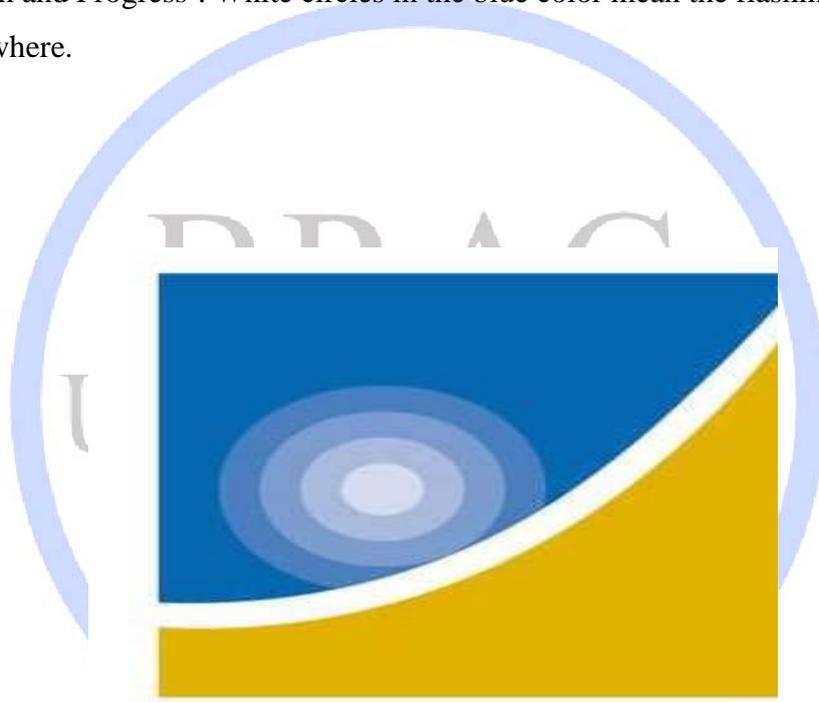


Figure: Logo of BRAC Bank Limited

3.10 Member of the Global Alliance for Banking on Values:



The Global Alliance for Banking on Values (GABV) is a membership organization, made up of eleven of the world's leading sustainable banks, from Asia and Latin America to the US and Europe. They are bound by a shared commitment to find global solutions to international problems - and to promote a positive, viable alternative to the current financial system. These organizations believe that they must improve the quality of life for everyone on the planet, recognizing that they are economically interdependent and responsible to current and future generations. Profitable and growing, the banks in the Global Alliance for Banking on Values are independent, licensed institutions with assets that exceed \$26 billion. Together they touch the lives of more than 10 million people in 20 countries.

Founded by BRAC Bank in Bangladesh, ShoreBank in the US, and Triodos Bank in the Netherlands, the bank's members have to meet three criteria:

- They are independent and licensed banks with a focus on retail customers
- With a minimum balance sheet of \$50 million
- And, most significantly, they should be committed to social banking and the triple bottom line of people, planet and profit.

3.11 BOARD OF DIRECTORS

Boards of directors are the sole authority to take decision about the affairs of the business. All the directors of BRAC Bank Limited have good academic background and have huge experience in business. The responsibility of the Board of Directors in relation to the Bank and its subsidiaries are prepared and presented pursuant to the Memorandum and articles of association of the company. The board of directors also holds meetings on a regular basis. The name of Board of Directors are given below-



Sir Fazle Hasan Abed KCMG
Chairman



Mr. Muhammad A. (Rumeel) Ali
Director



Mr. Shib Narayan Kairy
Director



Ms. Tamara Hasan Abed
Director



Ms. Nihad Kabir
Director (Independent)



Dr. Hafiz G.A. Siddiqi
Director



Ms. Zahida Ispahani
Director



Mr. Syed Mahbubur Rahman
Managing Director and CEO

3.12 Organ gram of BRAC Bank Ltd:

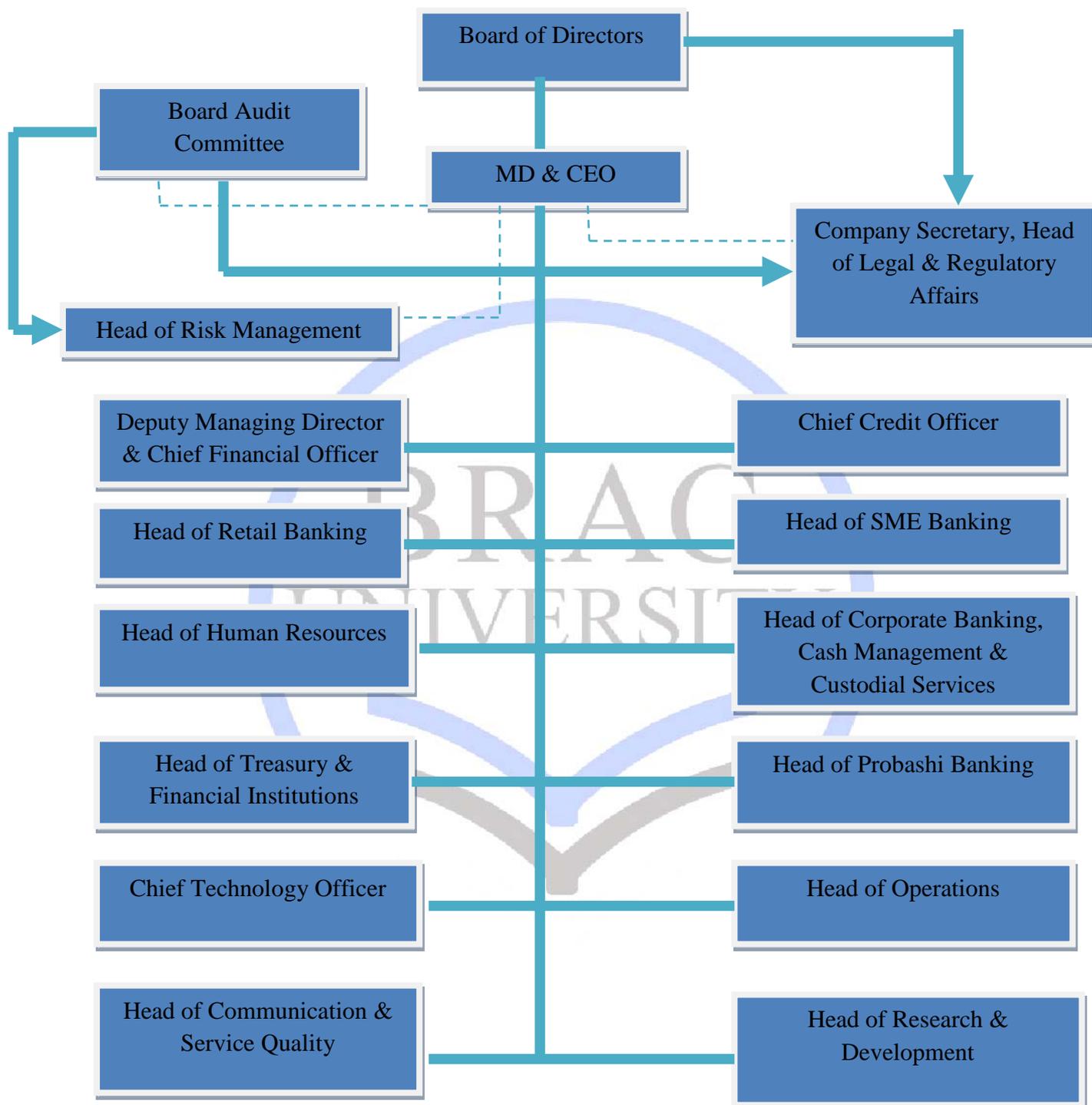


Figure: Organogram of BRAC Bank Ltd.

3.13 Organizational Hierarchy of BRAC Bank Limited

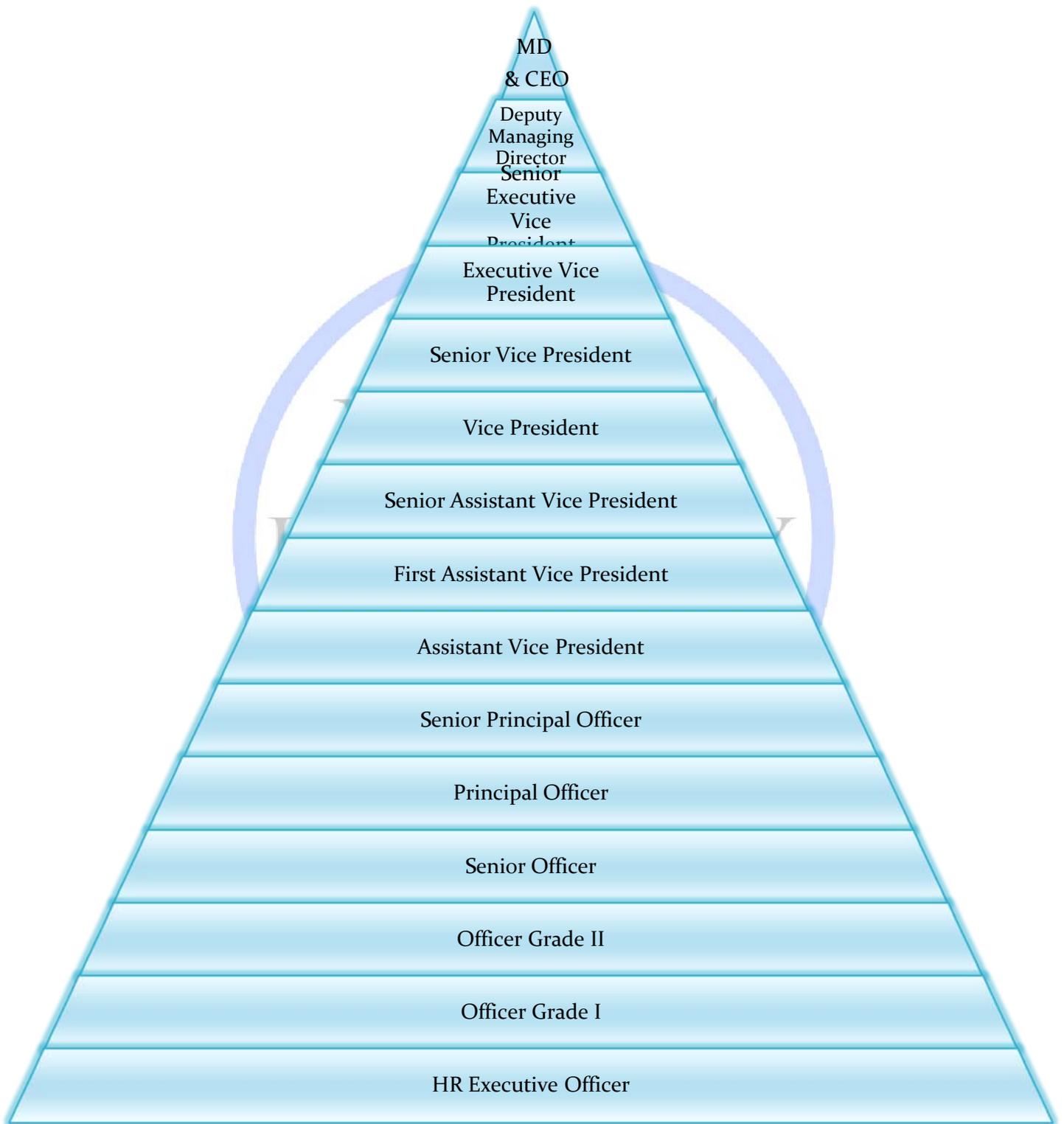


Figure: Organizational Hierarchy of BRAC Bank Ltd.

3.14 Management Aspects:

Like any other business organization, the Top management makes all the major decisions at BRAC Bank Limited. The Board of directors being at the highest level of organizational structure plays an important role on the policy formulation. The Board of directors is not directly concerned with the day-to-day operation of bank. They have delegated their authority to its management committee, which is called MANCOM. Now there are 5 directors in the Top management of the bank. All the directors have good academic background and have huge experience in business. Mr. Fazle Hasan Abed is the chairman of the bank. The board of directors holds meetings on a regular basis. The name of meetings are given below-

MANCOM Meeting

MANCOM is the **Management Committee**. It consists mostly of Heads of various departments as well as Managing Director & CEO and Deputy Managing Director. MANCOM meeting is a formal meeting of the Management Committee.

Board Meeting:

The board meeting takes place every month.

Town Hall Meeting:

The Town Hall meeting takes place twice in every year. The MD & CEO gives a presentation on bank's performance in presence of all the members of the BRAC bank family.

Other Important Meetings:

- Steering Committee Meeting,
- Asset Liability Management Committee (ALCO) Meeting,
- Enterprise Risk Management Committee (ERMC) Meeting,
- Credit Committee Meeting.

3.15 Subsidiaries of BBL:

BRAC Bank has different subsidiaries to support its banking system. All those subsidiaries are related with financial activities and serving to reach a broad number of customers. The subsidiaries are as follows-



According to BRAC Bank there are still 50% people are out of banking service. To reach to such huge chunk of people and bring them into banking service, bKash is working through mobile phone technology. The overall value proposition is simple: a safe, fast and convenient way to send and receive money.



BRAC Partners Limited (EPL) - It was founded by a diverse group of international fund managers and brokers from Bangkok, Hong Kong, London and Dhaka in October 1, 2009. It aims to increase the exposure of Bangladesh in the international fund management community. It has two different wings and that are-

1. **BRAC EPL STOCK BROKERAGE LTD-** Has developed a disciplined approach toward providing capital market services, including securities trading, wealth management and corporate advisory services.
2. **BRAC EPL Merchant Bank-** BRAC EPL delivers a whole range of Investment Banking services including traditional merchant banking activities along with offering investment services to non-residential Bangladeshis (NRB). It offers IPO's for its clients (organizes syndication if necessary). One of the remarkable IPO's offered by BRAC Merchant bank was Grameen Phone IPOs.
3. **BRAC SAJAAN-** It's an exchange company incorporated in England and Wales. The Company mainly provides remittance services to the large Bangladeshi Communities living in UK. Apart from remittance services the Company also caters to the investment needs of the NRBs through its parent organization BRAC Bank.

3.16 Departments of BRAC Bank

The BRAC Bank Limited has 26 departments in three different criteria. The Departments are-

- Business
- Support
- Operations

- **Business**

1. SME Banking.
2. Retail Banking.
3. Corporate Banking
4. Cash Management & Custodial Service
5. Probashi Banking
6. Treasury & Financial Institution

- **Support**

7. Company Secretariat & Regulatory & Internal Control.
8. Enterprise Risk Management.
9. Credit Risk Management
10. Human Resource Division.
11. Finance
12. Impaired Assets Management.
13. Communication
14. Service Quality
15. General Administration
16. Research & Development

- **Operations**

17. Retail Banking Operations.
18. SME Banking Operations.
19. Wholesale Banking Operations.
20. Probashi Banking Operations.
21. Card Operations.
22. Business solutions.
23. Technology.
24. General Infrastructure Services.
25. Central Operations.
26. Call Center.
27. PSO & MIS

3.17 Employees:

The BRAC Bank Limited has in different employee's criteria. There are different types of employees working in different places inside BRAC Bank.

The types of employees in BRAC Bank Ltd. are-

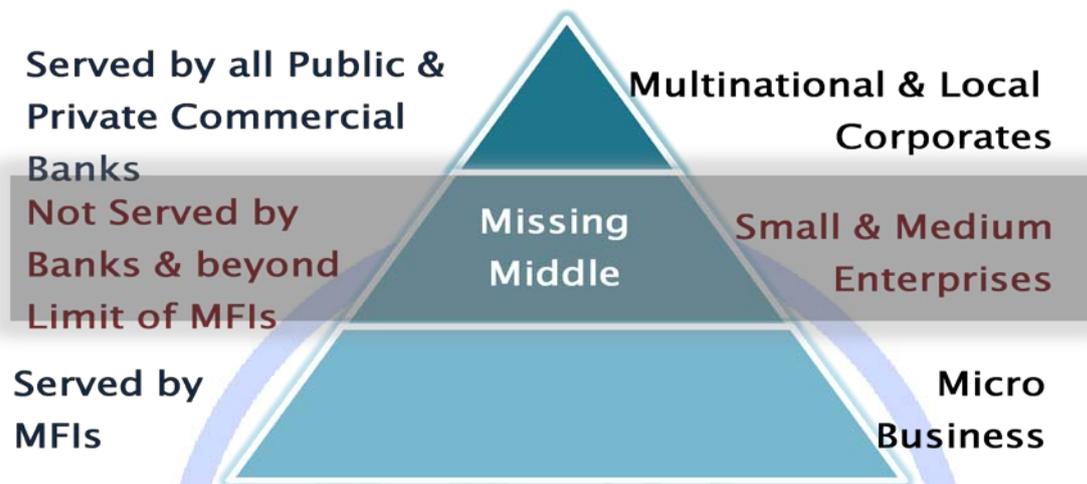
1. Regular employee
2. Contractual Staff
3. Outsource Staff
4. Intern
5. Management Trainee Officer (MTO)

Now-a-days the number of FTE employees in BRAC Bank Limited is near about 4,930. But the number of employees in different criteria is given below-

Staff Category	No. of Staffs
Regular Staff	4930
HR Contractual Staff	2421
Outsource Staff	1105
Grand Total	8456

3.18 BBL Work for the Missing Middle

To serve the “Missing Middle”, BRAC Bank was founded in 2001 with institutional shareholding of BRAC, Shore Bank and IFC. BRAC Bank is now 11 years old and it has pioneered the small and medium enterprise (SME) banking.



If we think of the financial pyramid, there are corporate institutions (local and multinational) at the top of the pyramid and there are low income individuals at the bottom. Those at the top are served by all public & private commercial banks and other financial institutions while those at the bottom are served by Micro Finance Institutions (MFIs), e.g. NGOs. But Small and Medium size Enterprises (SMEs) in Bangladesh did not have access to banks and financial institutions like the big multinational & local corporate and that’s where BRAC Bank has filled the gap.

3.19 Corporate Social Responsibilities (CSR) of BBL

Since the inception, as a responsible corporate body BRAC Bank Ltd. has undertaken various initiatives considering the interest of customers, employees, shareholders, communities and environment. These initiatives go beyond the statutory obligation/mandatory compliances to voluntary activities that promote sustainable development.

A significant portion of earning of the bank is routed through the ownership structure of the Bank for building just enlightened poverty free Bangladesh – is the vision that the founder

Chairman and Chairperson of BRAC, Sir Fazle Hasan Abed dearly and closely follows through. BRAC Bank's vision is linked with social responsibility which focuses on the 'triple bottom line': People, Planet and Profit. Being guided by this vision, BRAC Bank provides continuous support to the environment and communities that it operates in.

BRAC Bank CSR Initiatives in 2011 is given below-

- Amor Ekushey Grontho Mela
- Bangla version of BRAC Bank Website
- Computer Donation: Bagmara High School, Nawabgonj; Sallah Samabaya High School, Kalihati, Tangail
- Employment of Acid Victims
- Lifetime support to Bir Protik Taramon Bibi
- Scholarship for Adomyo Medhabi with Prothom Alo
- Scholarship for poor students of BRAC University
- Daur 2012-2013
- Warm Clothes Distribution to the cold hit poor people
- BRAC Bank introduces Planet Card – first time in the industry as a part of 'Green Banking Initiative' It is not usual Debit Card. You can contribute to create a Green Fund from your standard Debit Card Fee by simply subscribing for a PLANET CARD.
- BBL supported Renewable Energy Sector by financing the first ever Bio-Gas Project in Bangladesh by Paragon Agro Limited.
- As an environment-friendly Bank, BRAC Bank launched a campaign to encourage its customers go green by subscribing to e-Statements on World Environment Day. It will not only save trees, customers also gets monthly statements instead of half-yearly ones, and one can always retrieve it from the system



CHAPTER-04

 BRAC
UNIVERSITY
 **HUMAN RESOURCE DIVISION
OF BRAC BANK**

&
 **REQUIREMENT PROCESS AND
POLICIES**

4.0 Human Resource Division of BBL:

In today's competitive world any organization without having a Human Resources Department cannot even imagine. All the financial or non-financial, government or private organizations want to get the best effort from their employees to achieve the goal. As on the same path BRAC Bank has also a proper HR department. Moreover the HR Department of BRAC Bank is one of the largest in the industry. As BRAC Bank has huge number of employees relative to other commercial banks, so they have the larger management team.

As already known that BRAC BANK has two broad divisions Business and support, HR department is one of the integral part of the organizations support. And the support is so organized that BRAC Bank successfully manages their large number of employees centrally. The centralization system means that each and every employee working at different parts of the country are managed, monitored and controlled by one single HR division of Head office. As a fastest growing modern bank for mass people of Bangladesh, BRAC Bank Limited is playing a vital role as financial intermediaries linking economic policies of the government with rest of the economy. To maintain the resilience in doing growth oriented profitable and socially responsible business in the fiercely competitive banking industry of Bangladesh, Human Resources Division of BRAC Bank Limited work closely under the guidance and supervision of the management committee when it comes to people management and strategic advancement.

Human Resources Division of BRAC Bank Limited comprised with four wings. They are:

- Recruitment, Compensation & Benefits.
- Learning and Development.
- Operations (Legal& policy).
- HR Relationship.

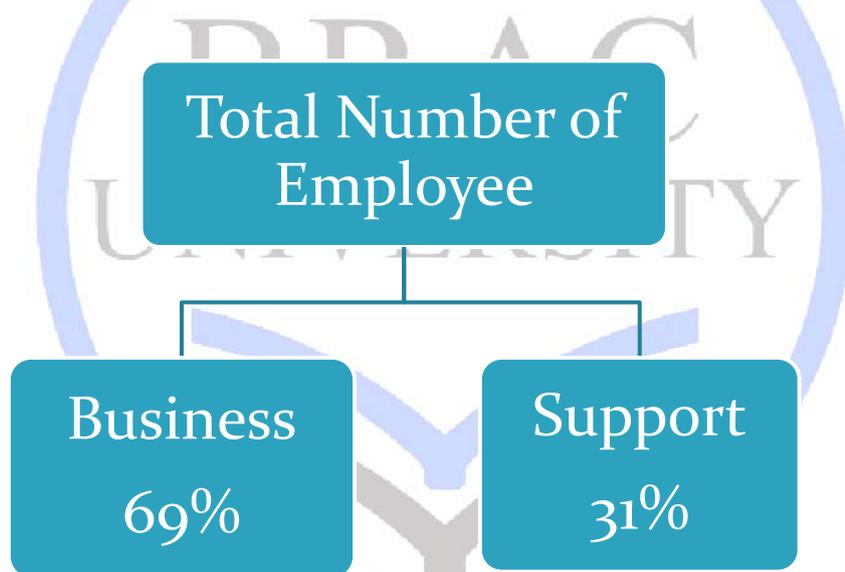


Human Resource Division of BBL

The bank strongly believes that the key to maintain its winning dynamic is multiplication, not addition of talented workforce. HR Division of BRAC Bank Limited recruits staffs of the highest caliber through a competitive selection process based on criteria determined by the needs of the Bank and the requirements of the position. At the beginning of 2013 BRAC Bank had total 8,456 employees. BRAC Bank truly believes that the human asset is most crucial one to achieve success and that's why they put a great emphasis on their employees and tries to make well HR practice. The bank has a strong focus on imparting training towards enhancement of the skills and competencies of their employees and in this regard they have a proper training planning and schedules. For example BRAC Bank provides average 30 hours of training in a year to each employee. BRAC Bank Limited maintains an e-learning portal to provide CBT (computer based Training) through BBL intranet. The modules of e-learning include products & services, divisional/departmental overview, rules and regulations and some soft skills. Being a young bank in the industry it also promotes employment of the young generation of the country. Each year HR Division of BRAC Bank Limited attends sessions for the graduating students of reputed universities around the

country. But in 2011, in light with the CSR point of view and in order enhance its presence in more community, HR Division intends to attend session for the graduating students from the reputed colleges in the district towns to help them better prepare for the job world and thus intend undertake a comprehensive regional recruitment for greater presence in the district towns. HR division also arranged various campaigns and events on account of international and local auspicious days and ensured employee participation to recognize and celebrate them. As part of employee engagement initiative, they arranged celebration of “Bengali New Year” and “Women’s Day”, wherein, celebrities from different fields were invited, who jovially took part in these events and spoke on various issues like Women Empowerment through Employment, Gender Equity and Work Life Balance.

Moreover BRAC Bank divide their workforce into their two broad divisions are shown below:



4.1 Functions of Human Resource Division:

BRAC Bank Limited has a fully functional Human Resources Division (HRD) supported by manpower. The HRD of BRAC Bank Limited performs the following functions:

- Recruitment and Selection.
- Training and Development of Employees.
- Compensation and Benefits Planning.
- Promotion Planning.
- Local and Foreign Travel Planning.
- Bond Policy Formulation for Travel/Training/New Joiners.
- Policy Formulation for Leaves.
- Making Reward and Recognition Policies.
- Communication with Business division (HR Relationship)
- Policy Formulation for Staff Loans (Car/Housing).
- Policies for Resignation or Termination from Services.
- Making disciplinary action plan.
- Conducting exit interview.
- Retirement Policy.
- Employee Gratuity Fund Policy Formulation.
- Employee Provident Fund Policy Formulation.
- Employee Welfare Fund Policy Formulation.

4.2 Recruitment

Recruitment is the process of locating individuals with sufficient qualification and numbers and encouraging them to apply for jobs. So the purpose of recruitment is to ensure a sufficient pool of applicants from which the most qualified individuals can be selected. Throughout this process organizations seek for their potential manpower, try to attract them and then create a list of interested candidates from both internal and external sources. Undoubtedly recruitment is an inevitable course for any kind of organization because through recruitment, the organization can build a list of alternatives based on their preferred criterions and then they can do the selection process. Thus appropriate selection of candidates to join in the workforce is a necessary part of Human Resource Management, which is ensured by the Human Resource Division of BRAC Bank Limited.

As we already know that Recruitment, Compensation and Benefits together is one of the wing of the BRAC bank's HR division. There are seven members in the core recruitment team. The members of core team actually handles the main functions of recruitment, but there also other members from relationship team who deals with department wise requisition of manpower and works with the core team. There is always a senior manager or an Associate relationship manager who will direct and monitor the core team of recruitment. The recruitment team is responsible for collection of CVs, Job Applications for vacant posts, Internship Applications etc. The recruitment officers collect and store these hard copies and also updates, maintains computer databases regularly. The recruitment officers' task is to organize CVs for potential candidates so that in time of recruitment they can be found and short listed within a reasonable time. The very general idea about the functions of recruitment division is that after CV short listing, the short listed candidates are contacted (usually by telephone) for interviews. In case of large number of candidates, letters are mailed to the applicants/candidates mailing address. These are done according to the interview schedule made before contacting the candidates. The interview or written test schedule is made prior to contacting with the short listed candidates by communicating with respective departments who submitted requisition for the needed workforce. The respective Department Heads accompany the Head of HR in the interview board and cross Department Heads also join the board. After the interview the recruitment division acquires the Interview Score Sheet which is printed and handed to Interview Board before starting the interviews. The filled out

Interview Score Sheets are then used to list the finally selected candidates for the respective posts. According to the Score Sheets, the Recruitment Division issues Offer Letters/Appointment Letters to the finally selected candidates and requests them to collect their Letters from the HRD. The new employees are then greeted to finish all the official formalities (e.g. Bond Signing, PIN number assignment etc.) and assigned a joining date in their respective departments. Written tests are only arranged when necessary, usually in case of large number of applicants. Before a recruitment process is completely finished, the recruitment officers must communicate with the Learning & Development officers so that they can arrange orientation or initial training sessions for the newly recruited employees on time. This is done frequently because most of the time the posts getting filled up require an initial training or orientation.

4.3 Uniqueness of BBL's Recruitment:

The main unique factor of BRAC Banks recruitment is handling a large number of employees with continuous recruitment and selection process. The total number of employee is more than 8000 thousand. Among around 4,930 are the permanent employees. Whereas other commercial banks on an average have not more than 2000 permanent employees. BRAC Bank is unique in this sense that they have to maintain a large pool of candidates ready at the time of recruitment because as a leading SME bank it has to be always ready with proper number of manpower willing to contribute in this sector. Throughout the year the recruitment team works with collecting CV's and sourcing potential employees and the selection panel is pre-scheduled according to the position to be hired. The recruitment is so organized and supported by the relationship team that, after getting the requisition they can easily execute the process within time.

4.4 Type of Recruitment:

There are mainly two broad type of recruitment of BRAC Bank. They are:

- Budgeted Recruitment
- Non- budgeted Recruitment

Mainly budgeted recruitment refers to the pre planned recruitment as a result of human resource planning and forecasting. Through the turnover rate and with available future vacant position, a recruitment budget is made for every year. MTO recruitment is also a budgeted recruitment. On the other hand non-budgeted recruitment is hiring for any post which was not forecasted to be vacant. Also sometimes requisition may come from other departments that they need more people to fulfill the work target, which was more in number for that particular department than the budgeted employee. In case of non-budgeted recruitment there need to get approval from the head of HR and also from the respective department head.

4.5 Functional Designation of BBL Employees:

JOB GRADES	FUNCTIONAL DESIGNATION
OGI & OGII	OFFICER
SO – PO	ASSOCIATE MANAGER
SPO	MANAGER
AVP – FAVP	SENIOR MANAGER
SAVP – VP and above	HEAD

4.6 Recruitment Procedure

The success of a commercial Bank depends largely on the quality of services rendered to the clients. Quality depends on the competence and the quality of the officers and executives. BRAC Bank Limited believes in paying competitive salary and emoluments to its employees and to get maximum services out of them. Therefore, the authority of the Bank has to be careful in recruiting the right persons for the right jobs. The following procedures will be followed as the general guideline for recruitment:

- MANCOM will determine and analyze the necessity of manpower based on recruitment required by the Departments and projected budget based on the year after discussing with different department heads. Therefore, it is the responsibility of the management to examine the work load and do the job analysis work and to look into the real requirement of employees under various categories and to see whether an additional hand is really necessary.

- **Recruitment up to OGII Grade**

Cross Functional HR Relationship Managers or Recruitment Manager Representative from concern division; Member from cross functional division. This Board will interview, select and finalize the candidate. Appointment to be signed by Head of Human Resources.

- **Recruitment from SO to SPO**

Head of Human Resources Division (HOHR); Department Head of Concern Department; Concern Division Head (Optional) and Cross Functional Department Head. This Board will interview, select and finalize the candidate. Appointment to be signed by Head of Human Resources

- **Recruitment from AVP and Above**

First Interview: HOHR, Concern Division Head;

Second Interview: HOHR, Concern Division Head and MD and/or DMD

Appointment letter to be signed by Managing Director & CEO

- **Recruitment of MD's direct reports and second tier reports to MD and Vice President**

First Interview: HOHR, Concern Division Head; MD and/or DMD

Second Interview: HOHR, Concern Division Head and MD and/or DMD and Board will conduct the final interview.

Appointment letter to be signed by Managing Director & CEO

- **BRAC** Bank recognizes the importance of manpower estimation and accordingly an Organogram is prepared for the Bank and for each Division & Branch. The Organogram shall however, not be rigid, be reviewed and revised as may be considered necessary from time to time. Subject to review from time to time, the competent authority as per power delegated by the Board will give the appointments.

4.7 Reference Check

Reference request letters are sent out to referees designated by the candidate including the last employer. If it is deemed necessary, the bank may also verify information provided by the candidate on the job application such as educational degree, work experience, and last employment status.

The respective employee shall have the responsibility that the designated referee has sent the reference check within the reasonable time otherwise appropriate action may be taken by Human resources Division.

4.8 Recruitment Process

For the recruitment The BRAC Bank Limited use the following process-

- **4.8.1 Through Advertisement**

Sometimes the HRD of BRAC Bank Limited can't able to short list CVs for specific post from their CV Bank. In this situation the HRD advertise of recruitment in specific post mentioning the job description with the minimum requirement that the applicant should have for the post. And collect CVs which are being specified according to the requirement that has

been published in the advertisement. After that the CVs will be short listed and the recruitment procedure will go according to the direct recruitment process.

- **4.8.2 Direct Recruitment**

The BRAC Bank Limited has a CV Bank in HRD. In direct recruitment the HRD short list the CVs from the CV Bank or collect the CVs that referred by the employees of BRAC Bank Limited for direct interview for the specific selected post. After short listing the applicants are directly informed of called for the interview. And after interview the applicant will be finally selected. Process flow of direct recruitment is given below-

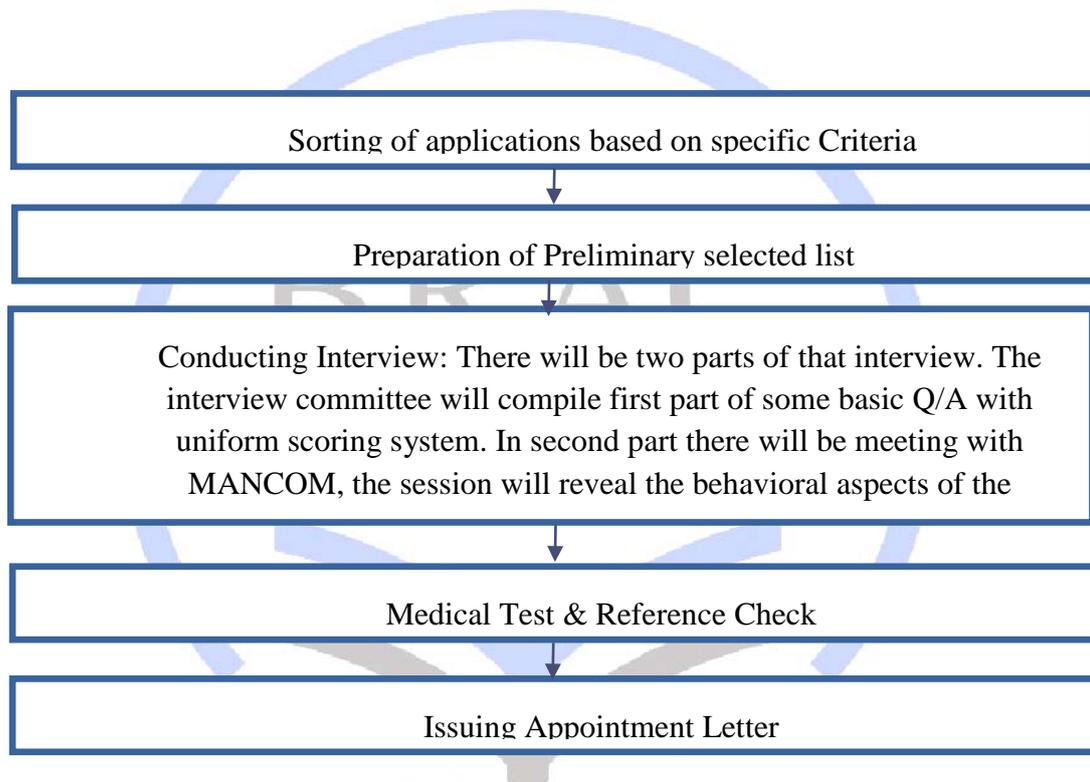
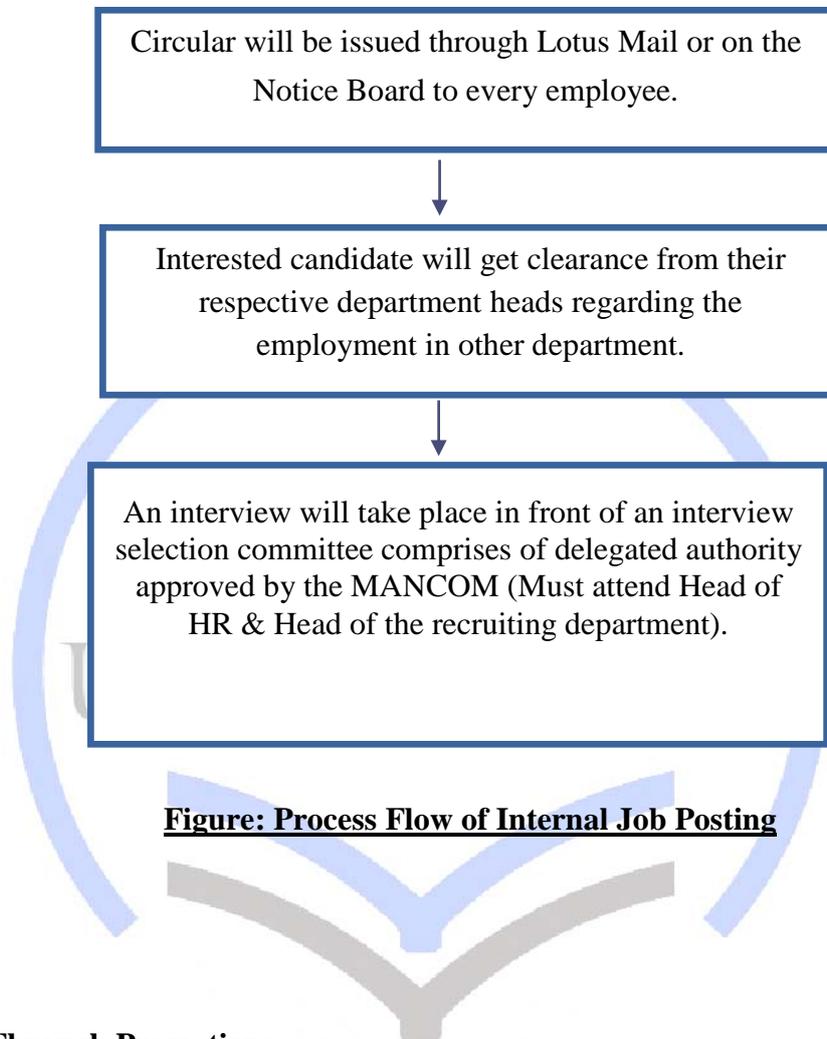


Figure: Process Flow of Direct Recruitment

- **4.8.3 Internal Job Posting:**

For any kind of internal job search it will operate through a circular as lotus notes or board notice. Any existing staff other than permanent also HR Temporary (minimum one year with BRAC Bank Limited) & outsource staff (minimum three years with BRAC Bank Limited). Only the Managing Director & Chief Executive Officer can allow exceptions. Job specification will be clarified in that circular and interested candidates will have full liberty to apply subsequent to the clearance from his or her respective line manager. After a formal

interview in front of the Recruitment committee or Management Committee/MANCOM he or she can be absorbed in the suitable position. Process flow of internal job posting is given following-



- **4.8.4 Through Promotion:**

- Promotion can be used as an effective tool for recruitment as it can serve the internal purpose for recruitment within the organization. As of internal job search the process flow can be the same. For example CRO-I can be lifted to CRO-II after meeting certain performance criteria. Same rule can be followed for other departments.
- Promotion may also take place if the job size increased and the MD/ Management Committee decide to upgrade the job upon recommendation of the respective Department Head or Line Manager. The process of upgrading a job will have to be undertaken through a process of reviewing the Job Content, Job Responsibilities, Job

Dimensions, Changes in the Organization Structure, etc. Full justification of the necessity of the change must be justified. Proposals for such upgrading will be processed by the HRD and forwarded with recommendation by the Head of HR to the MD/MANCOM.

- All promotion will be recommended by the function heads and shall be approved by the Managing Director.
- **4.8.5 Transfer on Deputation:** Based on requirements and needs bank can adopt that policy after taking the approval from MANCOM.
- **4.8.6 Contract as specialist/consultant/counsel:** It is not a post of regular employee. It is a contractual job and these persons are directly appointed by MD with the reference of the Chairman/ Board of Directors or Management Committee.

Moreover If the number of post for recruitment is several then the candidate will face the interview in Direct Recruitment system. If the number of Post is in large number then the HRD of BRAC Bank collect huge number of CVs by giving paper advertisement and then create a written exam for short listing the candidates and after that the candidates have to face interview board. Every time for Customer Relation Officer and Management Trainee Officer the BRAC Bank HRD use written exam to short list the applicant for interview.

4.9 Requirement for Management Trainee Officer (MTO)

Management Trainee Officers are highly qualified in BRAC Bank Limited. The MTO's are regular employee but they have to learn as a student inside BRAC Bank for the period of one year. After one year if they can complete their learning period successfully they will become a senior officer directly from the MTO.

Recruitment team very carefully and efficiently recruits and selects the Management Trainee. And after successful selection they are trained throughout their probation period. Following criteria's are considered in case of MTO Recruitment:

- The candidate must be a citizen of Bangladesh by Birth.
- Candidates having no past banking experience and must not be over 27 (Twenty Seven) years of age as on the date of application. The Management Trainee Officers should have any of the following academic qualifications;
- MBA/MBM not less than 3.00 CGPA with two First Divisions shall be given same weight age as MBA degree obtained in Bangladesh. Candidates having at least two first class/divisions and without any third class/division are eligible to apply.
- For BBA graduates the minimum requirements of CGPA is not less than 3.00. Candidates having at least two first class/divisions and without any third class/division are eligible to apply.
- Master Degree from reputed local Government and private Universities with at least 2 (Two) First Divisions and no 3rd Class/Division.
- Management Trainee after completion of 1 (one)-year probation period will be absorbed as Senior Officer. However upon their performance and discretion from MANCOM he or she can be absorbed as **Principal Officer (PO)**.

✚ 3.9.1 Mode of Recruitment for Management Trainee Officer (MTO)

- In the first step of recruitment there will be an initial screening process. This process will be comprised of some set question, which is uniform to every applicant. After passing through the initial screening the candidate will be elevated to written test level.
- Every candidate will appear for a written test. The subject matter of test should be general knowledge, Arithmetic, English knowledge etc. For this purpose BRAC Bank Limited may take the help of outside experts for setting the questions, supervision the examination work and marking the scripts.
- A candidate must secure minimum 70% mark in written Test to be eligible for Short-listed for assessment Centre and total scoring out of 90 before MANCOM's final interview must be over 60 as Management Trainee Officer.
- Total number of candidates to be called for VIVA will be 4 times the numbers of Management Trainee to be recruited or all the candidates who has provided they meet the minimum 60 scoring out of 90 mark criteria.

- The appointment will be made according to requirement on the basis of a panel to be prepared in order of merit by the Interview Committee and after approval of the competent authority.
- While interviewing the candidates for final selection, due weight age should be given on the educational back ground, professional excellence and technical skill in the appropriate field.

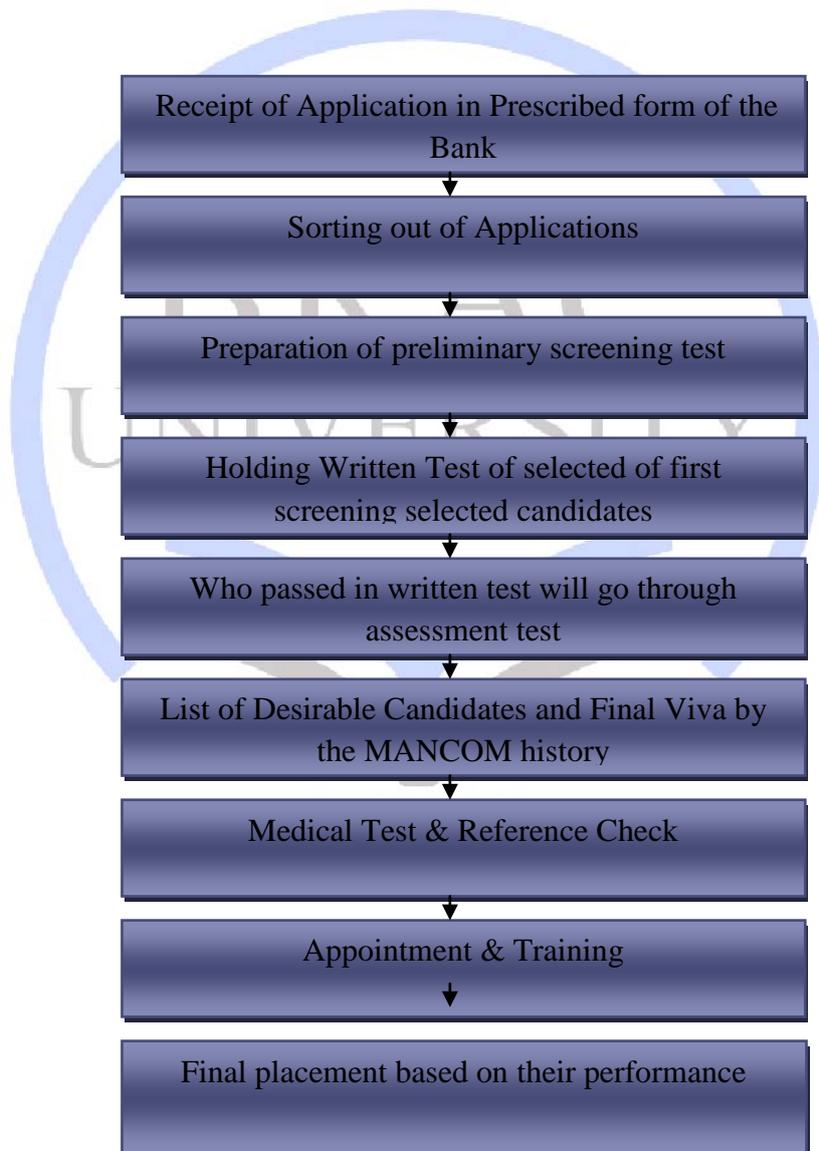


Figure: Process Flow of MTO Recruitment

4.10 Internship

To encourage and help human resource development in the financial industry the Bank may decide to offer internship programs to individuals or educational institutions. The decision to enter such an engagement will be decided by the MD on the recommendation of the Department Head.

The HRD will prepare the proposal of such engagement with individual/institution and forward it to the MD for consideration with the recommendation of the Head of HR. Individuals engaged as Internees will be paid a consolidated honorarium per month, as decided by the MD/MANCOM and will not be entitled to any other benefits. All Internships will be for a maximum period of six months only. But usually Three months time is followed.

4.11 Recruitment Budget

- Managing Director & CEO will determine and analyze the necessity of manpower based on recruitment required by the Departments and projected budget based on the year after discussing with different department heads. Therefore, it is the responsibility of the management to examine the work load and carry out the job analysis and as well as looking into the real requirement of employees under various categories, to see whether an additional hand is really necessary
- Board of directors holds the authority to finally decide any matter regarding any sort of recruitment. Besides they are the supreme authority to create any kind of new position.
- BRAC Bank must recognize the importance of manpower estimation and accordingly an Organogram should be prepared for the Bank and for each Division & Branch. The Organogram shall however, not be rigid, it may be reviewed and revised when necessary from time to time. Subject to review from time to time, the competent authority as per power delegated by the Board will make the appointments.

4.12 Recruitment Policy

- All regular employees will appointed by the Head of HR.
- All HR contract and outsource contract employees will be appointed by The Head of Human Resource Division.
- The schedule of recruitment will be created according to the Service Level Agreement (SLA).
- The interview board will with The Head of Department of that post, The Supporting Department Head and The Head of HRD.
- Officer Grade I and Officer II can appoint directly after the interview.
- From Senior Officer and more there will be a second interview with the Managing Director of BRAC Bank Limited after the first interview.
- For internal job posting the employee can only apply if he has the service time in BRAC Bank is more than two years and also need to recommend the candidate's application by the reporting supervisor of the employee.
- The HR Contract employee can apply for the regular post after servicing more than two years in the BRAC Bank.
- Outsource Stuff can apply for the regular post after servicing more than three years in the BRAC Bank.
- The new recruited will get the probationary period of one year if the employee has less than three years of working experience and will get the probationary period of six months if he has more than three years working experience.

4.13 Analysis and Findings of some issues related to Recruitment:

Here the analysis and findings are the result of both my observation and the information from senior employees. In this section I tried to match some strategic issues of recruitment with the current practice of BBL recruitment.

4.13.1 Acquiring:

BRAC Bank has a strategy of acquiring new talents as well as developing the ones they already have. Acquire is the process of externally hiring people, like recruiting fresh graduates or recruiting employees from the related Banks. The acquiring is mostly done through advertisement and reference, which will be discussed in the external and internal recruitment part. As a part of their development they have strong succession planning, but only for the key positions. Comparably BRAC Bank prefers to internal development more than acquire.

4.13.2 Lag or Lead strategy:

Lag or Lead strategy in the staffing process is very important to determine the actual level of employees any organization wants to fill up. As a part of quantity BRAC Bank always try to fill up the vacant position with the number of employees specifically need. Not more than the positions or job's demand or less. But in currant scenario BRAC Bank is following the lead strategy. Now in the industry they are recruiting more number of employees.

4.13.3 External or Internal Hiring:

BRAC Bank use both internal and external hiring depending on the situation. But mostly they used to hire internally. As BRAC Bank mostly known as the SME bank, in SME division they employ almost 50 % of their total employees in this sector. Only the internal employees can understand the values of organization and they are willing to contribute in this sector with their experience. Moreover BRAC Bank maintains a strong employee backup and structured

succession planning. Mostly For the entry levels, in need of emergency fill up and for some higher post they go for the external hiring

4.13.4 National or Global Recruitment:

In the staffing level what percentage of employees are need to fill up from the local region and what percentage need to pull from the outside country is important as strategic part. As a local commercial Bank BRAC Bank prefer to fill up vacant nationally.

4.13.5 Type of Workforce:

The workforce of any organization contains with both the core and flexible employees. BRAC Bank also has both type of workforce. In their core workforce they only have full-time employees. In the flexible part they have mostly the contractual workforce and outsourced of 20-25%. In flexible workforce they have mainly HR-contractual and direct sales executive position. But mostly mid level and higher level employees are FT's (Full time employees).

4.13.6 Over-Staffed or Under-Staffed:

BRAC Bank is a commercial Bank, as a part of their service and online banking BBL always need enough employees for each position. Through the analysis it is found that they follow over-Staffed or fully-staffed not under-staff. A company is said to be equally or fully-staffed when there are the number of people working that is necessary. BRAC Bank does not follow under staff because they do not want the people less than the job required. On the other hand they sometimes follow over staff because one of their missions is to create employment. Moreover they also face continuous turnover of employees, so they go for over-staff strategy.

4.13.7 Person-job match or Person-organization match while recruiting:

BRAC Bank follows the strategy in the staffing quality and in recruitment to select both the person-job match and person-organization match. Especially in the HR department they follow the person/job match. But in SME they try to follow the best person-organization match. In the SME division BRAC Bank hires employees mostly for the SME Branches and for SME service units. And most of the SME service units are out of capital. In that case BRAC Bank need to hire the potential persons from local areas at a standard compensation package and most importantly with relevant knowledge of SME. In this part the employee need to understand the company values toward the contribution in SME sector. The employee has to accept the job by understanding that he is not only serving the organization but also in broaden sense he is indirectly contributing in this sector, may be at a comparative salary. On the other hand as a part of matching the person according the position they focus on the employees KSAO's (knowledge, skills, and abilities) which must be comply with the specific job.

RECOMMENDATION

- ✚ The manual application process of MTO recruitment is time consuming in initial short listing and wastage of huge bulk of paper, as well as organizing so many application forms with right source and tracking them later is difficult. So online application system for both MTO and for regular recruitment can be introduced.
- ✚ More members can be incorporated in recruitment team.
- ✚ Weekly or at least monthly meetings can be arranged for recruitment team to discuss about work flows and to invent more ideas.
- ✚ Members from recruitment team should be more included in interview board, so that they can be motivated and get the real scenario of candidate that they shortlisted for final interviews.
- ✚ Though internal hiring is mostly practiced but advertising method as a popular tool of recruitment media should be more practiced for external hiring.

Advantages of the online application system

The division sorting will be done automatically, which will save time and effort.

Initial screening that was done manually can be flawlessly done if the automated system is programmed with education qualification filters.

There will be no chances of mistakes in data entry from the organizations side as whatever the candidate enters will be recorded in their designated section/

There are times when managers seek for the MTO application forms as per their qualification. It will be easier to track the CVs in the automated system.

Application forms will not be lost as it will be stored in the database. Thus, it will reduce the chances of the designated person of sorting the application to get blamed later.

It will be easier to issue the interview card along with the photograph and just get it printed. No additional labor will be needed to stick the photos.

CHAPTER-05

EMPLOYEE RETENTION PROCESS OF BRAC BANK.....

5.0 Why Employee Retention Is Important for Organizations

Employee retention is to keep the employees in organization for a long time. The organizations which can keep its potential employees for a long period of time or where employees do not want to leave their jobs are known as the best employer in any industry. Sustainability of both the permanent and part time employees is one of the factors behind the productivity or success of an organization. The more the turnover rate, the more the employees are discouraged for applying for the organization. Employee retention is so important for any kind of organizations that it can create both the negative or positive image of that company. Specially in banking industry where employees often switch their organization and always search for better option, here to be the choice of best employer is not an easy task. Every bank has their own strategies to keep their key employees. Most importantly sustainability of the permanent employees for any organization is a challenging part for HR. On the other hand it is not always a proven strategy to only give high compensation or salary as a main retention process. Non monetary factors are also contributing to build up positive thinking towards the organization. So every company is now adopting new strategies along with the attractive compensation package for increasing sustainability of their employees.

5.1 How BRAC Bank Retain Their Employees:

BRAC Bank having a huge volume of employees always tries to be innovative in adopting new ideas for the retention of their key employees. At the primary level BRAC offers standard compensation package according to the position and level. Moreover they also offer many non-monetary compensation and facilities to be the choice of employees. . For the current job seeker, starting salaries have barely increased, frozen or actually dropped. So, finding non-monetary benefits in an offer can be essential when an employee evaluates it. So, to attract and pool efficient candidates and retain the existing ones, non-compensation benefits are highly valued by BRAC bank. When we think about the stability of employees in organization, we need to consider the turnover rate of employees to get a clear picture of that organization. Assessment of the turnover ratio can be a measurement of how many employees are staying and what proportion is leaving the company. As we already know that the total numbers of BRAC Banks employees are more than 8000 thousand, it is not possible

for them to offer higher salary comparative to other banks. This is the only factor why employees switch the bank and go for new opportunity, where there is less number of employees compare to BRAC Bank. But this is most seen in case of contractual employees. BRAC Bank maintains a monthly separation data, which include the number of FT (Fixed Time /regular), contractual, outsource employees leaving the job or terminated. BBL calls the term as separation. Here the data of January 2013 is given:

Employee Separation Data	
January 2013	
Type of employees	Number of employees
FT (Permanent/regular)	39
Contractual Employees	202
Outsource	65

From the above data collected from the operations team of HR we can see the turnover scenario of BRAC Bank. BRAC Bank monthly maintains a proper data and reviews the reasons why employees are leaving the job by conducting '**Exit interview**'. BRAC Bank's monetary and non-monetary retention process and strategies are explained below:

5.1.1 Compensation & Benefits:

BRAC Bank considers giving competitive salary and monetary benefits as the first and most effective way to retain the employees. BRAC bank maintains compensation practices and provides equal opportunity for career development of all employees. So as a retention policy

they strategies and made a proper and attractive compensation package to pull talented employees. The Bank is committed to follow a fair, competitive, and flexible remuneration policy. The Board is the final authority for approval of this policy and will amend and review the policy on recommendation of the Managing Director / Management Committee periodically. The Salary structure of the Bank will be based on Job Grades. Job grades will be decided on the basis of an analytic assessment of the position based on the size, responsibilities, decision-making authorities, and the nature of the job. In addition to salary and wages, benefits make up the compensation package, and it's possible to improve what you can offer your employees without spending more money. The better the compensation package, the more likely to retain key employees within the organization.

The compensation package of an employee consists of:

- Basic salary
- House rent and,
- Medical allowance

Basic Pay:

Basic Salary Ranges (BSRs) is commensurate with the job grades and is determined by the Board on the recommendation of the Managing Director. The Board reviews the BSR at least once every two/three years

Allowances:

House rent allowance:

House Rent Allowance may be paid to the employees at such rates and on such conditions as may be prescribed by the Competent Authority from time to time.

Medical allowance:

Medical Allowances may be paid in accordance with the job grades and on such conditions that may be prescribed by the Competent Authority from time to time.

Other monetary benefits & bonuses:

5.1.1.1 FESTIVAL BONUS:

- ✚ Festival Bonus will be paid to all confirmed officers/staff at one month basic salary which will be reimbursed twice in each calendar year. All confirmed employees would get one bonus during Eid-ul-Fitre and another one for Muslims during Eid-ul-Azha and for others based on their respective religious festival.
- ✚ Non-confirmed employees will be entitled to get Festival bonus as pro rata basis depending on his/her BBL joining Date.
- ✚ Festival bonus will be calculated considering salary status as on the day before of the disbursement of festival bonus.

5.1.1.2 PROVIDENT FUND:

Provident Fund is a long term benefit for the employees who are serving for a long period to BRAC Bank Limited. This benefit is given as recognition for the employees from the Bank for their outstanding contribution for the growth of the Bank. Employees' provident fund shall mature 100% after 5 (five) years continuous service from the date of enrolment as a member of contributory provident fund. The payment of contributory fund shall be made as below:

Length of Services	Entitlement (Employer's Contribution)
Less than 3 years	Nil
Equal to or more than 3 years	50%
After Completion of 5 years or more	100%

5.1.1.3 GRATUITY FUND:

Gratuity Fund is long term benefit for the employees who are serving for a long period to BRAC Bank Limited. This benefit is given as recognition for the employees from the Bank for their outstanding contribution for the growth of the Bank.

Regular Employees will be entitled to get gratuity, which will be effective only after completion of 5 years continuous service, as per the practice in the Banking industry. Regular employees' will be entitled to receive gratuity at the time of separation of equal to last drawn monthly basic salary, number of each completed year of service. An employee dismissed from service will not be entitled to receive any gratuity regardless of his/her length of the period of service. **(Appendix-1)**

5.1.1.4 SECURITY FUND:

All regular confirmed employees will be eligible to this benefit from their confirmation date. Employees on probation and those employed on contract, casual, daily or weekly basis shall not be eligible to the Fund. The objective of the Fund is to provide every member on death and permanent & partial disability benefit to his/her family/heir/authorised representative/nominee by the bank with a sum of money equal the amount of which will be ascertained in accordance with these Rules.

5.1.1.5 DEATH BENEFITS:

If an Eligible Employee dies within the term of the employment irrespective of the cause of death; the Bank upon receipt of written proof of such death i.e. Doctor's Certificate or Certificate from Municipality/Union Parisad and subject to provisions of this Rules, will pay a sum equals to 36 (thirty six) times of the last drawn basic salary to the nominee/legal heir. In case of minor nominee, the benefit will be paid to the legal guardian of the nominee.

5.1.1.6 PERMANENT AND TOTAL DISABILITY (PTD):

In case of Total and Permanent Disability resulting from bodily injury directly through accidental means, which prevents the Employee from engaging in any business, occupation or work whatsoever for remuneration or profit and which disability has continued uninterruptedly for a period of at least six months and has been certified to be incurable by

the Bank's designated doctor/diagnostic centre/an expert physician on that line, the Bank shall pay to the nominee of the employee the same amount as stated in Death Benefit.

5.1.1.7 COST OF LIVING ADJUSTMENT (COLA):

This is the Re-fixation of salary adjustment based on inflation. COLA is declared at the beginning of April and this is once a year increment process. The inflation rate is not fixed for every year but fluctuate according to that year's inflation interest rate.

The Board of the Directors will decide the annual salary revision and recommendation will be based on:

- Revised Pay Scale, and/ or
- Inflation

This will be applicable to all employees at the same inflation interest rate. The inflation adjustment will not be applicable to employees who have not achieved a minimum of "Marginal" Rating. (Appendix-2)

5.1.1.8 Credit Card Facility for all confirmed staff of BRAC Bank Limited:

All confirmed staff shall be entitled to get credit card facility and the maximum limit can be 5 times gross salary of the respective employee who wants to avail the card.

5.1.2 Performance Matter (PM):

Performance matter is the annual performance report of individual employee of BRAC Bank Limited. It is a part of performance appraisal of BRAC Bank. In the retention process PM is considered as a measurement scale for determining those employees who needs to be in the Bank for a long time. BRAC Bank monitors its employees throughout the year and declares the PM carefully by proper assessment and judgment. Performance matter is important for the employees because they get to know how much they are valued and appreciated by the bank and also it is motivating as related to performance bonus. This is also an annual increment declared for all confirmed employees. The Board of Directors at its discretion, based on the Bank's profit will declare a certain percentage of the pre-tax profit as Performance Bonus. The contribution measurement will be coming from the Performance

Matters. Performance Matters for such purpose shall be made on the criteria set by the management from time to time. **Booklet on Performance Matters approved earlier.** Amount of Performance Bonus will be 4% based on profit before tax and method of distribution will be based at Management discretion. The population distribution of Performance Rating will be based on the following categories:

- **Outstanding (O)**
- **Excellent (E)**
- **Superior (S)**
- **Proficient (P)**
- **Marginal (M)**
- **Unsatisfactory (U)**

No bonus will be applicable to the employees rating marginal & unsatisfactory. The yearend Performance Matters review will specify the percentile of Head Counts in each category of rating. Final Evaluation will be decided by the MANCOM for the entire bank after going through a 'rating' process to ensure that a consensus is reached for the entire bank.

5.1.3 Pay for Time Not Worked:

Over the year, the numbers of hours worked per week and the numbers of day's works per year have decreased .During the past 40 year, workers have enjoyed more days off with pay for holiday. Longer paid vacations and paid time off for a wide variety of personal reasons.

BRAC bank also provides Pay for Time Not Worked.

4.1.3.1 Leave Fare Assistance (LFA):

Leave Fare Assistance is a non-recurring benefit for all permanent employees of the Bank who are entitled to annual leave as per Bank's Leave Policy. Besides, as per Bangladesh Bank policy, all permanent employees have to avail 15 consecutive days of mandatory leave and LFA will be given in this leave period. The purpose is to encourage all to avail the mandatory leave.

- Every Permanent employee of the bank is eligible to receive the LFA, who is entitled to avail annual leave covering the 11 days block leave.

- LFA will be given once a year at the time of availing 11 days mandatory leave. LFA will be one month's basic salary. Determination of LFA amount will be based on the previous year end basic salary.
- Every Confirmed Employee is entitled to receive LFA only once in a calendar year. If any staff fails to go to mandatory leave his/her LFA will not be carried forward.
- The Staff has to have enough leave balance to accommodate 11 days one go leave; otherwise s/he will not be entitled to have the Leave with LFA.
- Members of the staff are not entitled to LFA if the employee resigns from the services or is in the notice period. On the other hand if staffs are terminated/dismissed s/he is not entitled for LFA after receiving the letter.
- Government rules and regulations will be followed regarding tax issue. LFA will be included in the income certificate of staff for tax return purpose.
- After receiving Mandatory Leave application HRD will produce the Pay Slip. HR will approve this slip for administrative purposes and send to finance for payment and Ffinance will pay by crediting the staff account.

5.1.3.2 Paternity leave:

Staff is eligible to take leave with pay for seven (07) days with weakly holidays. He can enjoy this Leave within one Month from the date of delivery at any time. Program Coordinator/ Head/ Manager shall approve this leave. A staff shall enjoy paternity leave only two times (irrespective of number of children) with pay.

5.1.3.3 Maternity Leave:

Regular employee is granted maternity leave for two times during her service with the company. An employee is not entitled to maternity leave unless she has completed a period of not less than six months immediately preceding the date of delivery. The expectant should inform her supervisor in writing confirming the date of delivery along with a medical certificate. If the employee's service tenure is less than six months, leave without pay shall apply with approval from appropriate authority.

Female employees will enjoy 6 months (180 days) maternity leave. One employee will be entitled to avail this leave for 2 times in her entire service period. However, maternity leave can be extended beyond current 6 months (180 days) by further 2 months as leave without pay.

5.1.3.4 Casual Leave:

Every employee shall be entitled to Casual Leave with pay for a total period of ten (10) days in a calendar year. Such leave shall not ordinarily be granted for more than three days at a time and shall not be accumulated. This Leave should be enjoyed within the year.

5.1.4 Motorcycle facility for the SME Employees:

Most of the employees under the SME division work outside of Dhaka. Moreover they have to go for field visit and also need to visit many other SME service unit offices within the same zone. All regular employees who are required to travel frequently for official purposes within the city (i.e. ZOs, CROs, TMs & etc) are eligible for this facility. Mainly the Zonal officers, Customer Relation officers and Territory Managers are eligible for motorcycle advance. An advance (interest free) for the purchase of Motorcycles would be given to the respective field staffs. Motor Cycle Advance consists of the following costs:

- Acquisition costs.
- Registration costs.
- Helmet and Raincoat costs.
- Insurance costs.

Now the non-compensatory or non-monetary process and strategies to retain the employees by BRAC Bank are describing below:

5.1.5 Training & Development:

BRAC bank offer training and development program to learn something new. They have training program that encourages employees to learn more and continue working. BRAC Bank's T& D department Encourage employees to attend seminars and employee's main core function area could results in big rewards for both the company and the employee. BRAC Bank's T&D department arranges 30 hour of mandatory training annually for permanent employees. Also the HR department always conducts the **TNA** (Training need analysis) for the improvement of their employees performance. To keep their key employees and for future

succession planning BRAC Bank always try to identify the weak areas of the employees. According to the need employees are trained to be efficient performer in specific job area. Training and development program is the second most important retention process of BRAC Bank. **TRAINING PROGRAM INCLUDES:**

- ▣ **Orientation Training**
- ▣ **In-House Training**
- ▣ **Job Specific Training**
- ▣ **Need based Local/Foreign Training**
- ▣ **Peer or supervisors' coaching**
- ▣ **E-Learning: Online Training & Evaluation**
- ▣ **Branch Development and CRO Assessment Program**

5.1.6 Motivational events and Awards:

BRAC Bank has the practice of celebrating holidays and various special occasions such as birthdays, which help to motivate their employees and create a positive, enjoyable work environment. These lightly competitive events get everyone in the spirit.

BRAC Bank's reward and recognition program is designed to foster employee recognition through engagement. Including components Individual Contribution Award, and Chairman's Excellence Award, managers effectively motivate their workforce and track and improve performance.

5.1.7 Child Care facility:

BRAC Bank offers daycare center in the workplace which contributes a significant benefit to the employee. As a result employers are realizing that child care concerns make up for why most employees tend to miss work or are considered unproductive in the workplace. They are providing daycare that is both interactive and observed by the parent that helps to increase employee productivity and attendance. Parents have peace of mind and assurance that their child is safe within their own work facility. Daycare offered in the workplace is often time cheaper than outsourcing through a commercial or private day care and often is offered through an employee benefit program. Having a daycare in the workplace offers the

convenience of being able to drop the child off just before work and responding to urgent issues such as illness. Utilizing daycare in the workplace saves time commuting from home to daycare to work. This is one of the best retention policy appreciated by the BRAC Bank employees.

5.1.8 Working Environment:

BRAC Bank's Employees feel that they are doing good work that contributes to the organization. Employees also want to make that contribution in a role that keeps them stimulated and engaged on a personal level. Many employees are still in BRAC Bank because of good working environment and a bright future. For an example at lunch time each and every employee sit together and share their thoughts, start gossiping, sometimes go outside for lunch. Another good example of maintaining suitable work environment is the '**Stress Management**' of BRAC Bank. The Bank Management recognizes that stress at work is a serious issue and will take appropriate steps to eradicate problems relating to stress at work. In particular, the Bank Management will –

- Ensure collaborative and congenial relationship particularly during period of changes.
- Implement effective policies and procedures for dealing with bullying and any form of harassment
- Encourage good communications between staff and management.
- Promote the maintenance of a supportive culture in the workplace.
- Where appropriate, take into consideration an employee's personal problems/problems at home.
- Ensure employees are using time efficiently to highest productive output by working within acceptable working hour.
- Arrangements of interactive/team-building/entertaining sessions for the employees if necessary.

Employees should become aware of the causes of stress, and ensure that they do not work in a way which could neither cause them to suffer an increase in stress, nor cause an increase in stress on others.

5.1.9 HR Tie Up:

HR tie up is another initiative of BRAC Bank which is the contract or tie up with different business organizations, restaurants, shopping outlets. In this process the tied up outlets or restaurants offer discounts or special features to BRAC Bank employees. For example, discounted shopping at Aarong, gym membership discount at Gold Gym and many more offers for the employees for avail some fine restaurants.

5.1.10 ESS (Employee Satisfaction Survey):

Employee satisfaction survey is regularly conducted by HR Department. It is mainly done by the online survey but also considered as mandatory for each employee to be participated. Through this survey employers can get the clear idea about the matters like the present pay scale, working condition, work life balance of the employees, also they can hear from the employees who are serving outside the capital. Employees feel that they are given the authority to express freely and find a ground for confessing their problems or views

5.1.11 Example of Employee Retention & Development Program:

BRAC Bank is always active in identifying their future potential employees. For that purpose they have some activities maintained for the retention of those employees. BRAC Bank has many development programs like ZM (Zonal Manager) development program and BM (Branch Manager) development program. Through these development programs they identify some key employees and continuously monitor them and let them know that they have the opportunity for near future growth. ZM development program is practiced in SME division and BM development Program is for the Retail Banking. Here the process is shown:

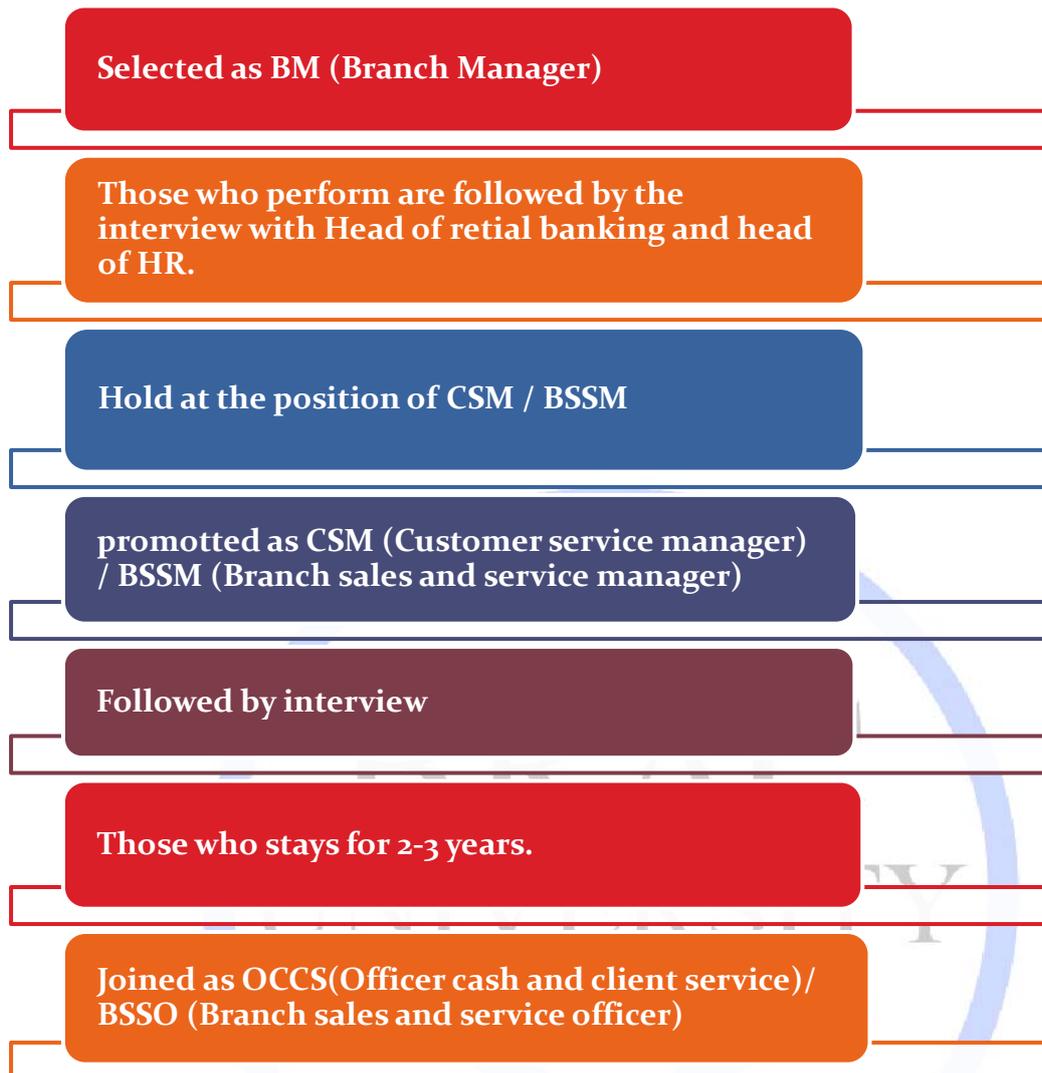


Figure: BM Development Program

5.1.12. Exit Interview as Feedback:

BRAC Bank thinks that capturing exiting employee data is important to the organization's success. Retention of skilled employees is critical for an organization to achieve consistent high performance. They know that retaining staff to maintain capability and productivity levels will best position them for financial success in the long term. Retaining talented employees also saves money that may otherwise have been spent on recruitment and training costs. When employees exit an organization they not only take with them all their skills and expertise but also an impression, opinion and wealth of experiences that influenced their decision to leave. BRAC bank knows that understanding of these staff turnover issues is vital to create and execute an effective staff retention strategy and to ensure your organization has the resources needed to grow and meet performance targets.

Internship Experience & Achievement

6.0 General Responsibilities

As an intern of HR division, all the task and responsibilities were related to the human force of BRAC Bank and HR activities. I was responsible for performing a variety of duties to support the Human Resource Division function of Head office. Specifically I worked with the recruitment team. My supervisor supported me at the beginning and briefs me about how the recruitment team works. Moreover my general working responsibilities were the communication with BBL employees, Documentation, file work, reference letter related issue, data entry, communicate with other team members and many more. Also I had the added duties on the time of MTO (Management Trainee Officer) recruitment. Working directly with the recruitment team on such a big project of MTO recruitment was a huge experience.

Usually interns are not assigned with core working responsibilities and they are not even participate in any decision making process as like the other regular employees. So there is no pre-scheduled or proper job description for interns. Various tasks that I had to perform are given as the job description.

6.1 Job Description:

Daily job activities and supportive duties performed by me as an intern are illustrated:

- ✚ Data entry of reference letter.
- ✚ Data entry of MTO CV's.
- ✚ Correcting old database.
- ✚ Calling interview candidates.
- ✚ Communicate with employees for reference letters.
- ✚ preparing files of newly joined employees
- ✚ Preparing joining package.
- ✚ Preparation of interview documents.
- ✚ Calling selected candidates for joining & provide them all the necessary information.

- ✚ Update and adding new documents of the employees personal fill.
- ✚ Entry the reference form's data of new joining employees in an Excel file.
- ✚ Sending reference letters.
- ✚ Division wise MTO CV sorting.
- ✚ Initial screening of CV's for MTO.
- ✚ Worked as a supporting member throughout the interview process of MTO.
- ✚ Performs other related duties assigned by my on-site supervisor.
- ✚ Coordinate and communicate specific work tasks with other personnel within the department as well as with candidates and employees in order to ensure the smooth and efficient flow of information.

6.2 Internship Experience and Achievement:

Throughout my internship period, I found something new to learn every day. I consider my first achievement as the chance of internship in HR division, because my major subject of Bachelor degree is HRM. Moreover the direct involvement in the MTO recruitment process gave the chance to learn how banks actually recruit for such a position. On the other hand BRAC Bank also arranged three days training program for all the intern of BBL. As an intern I got the opportunity to participate in the class-room session of the training as well as visited SME unit office and one of the branches as a part of training. For this kind of arrangement I got to see the difference of job responsibilities between the officers working in HR division with another Customer relationship officer of branch. Another interesting experience was attending in the "Town Hall Meeting". Also at the end of internship period we had attachment with other wings of HRD. For example we had to work with the Training and Development department, with the operations team, with Relationship team and with other teams. So I got to explore other working areas of HR division. Most importantly as an intern I was appreciated by the seniors and by my supervisor for completing any task efficiently.

CONCLUSION

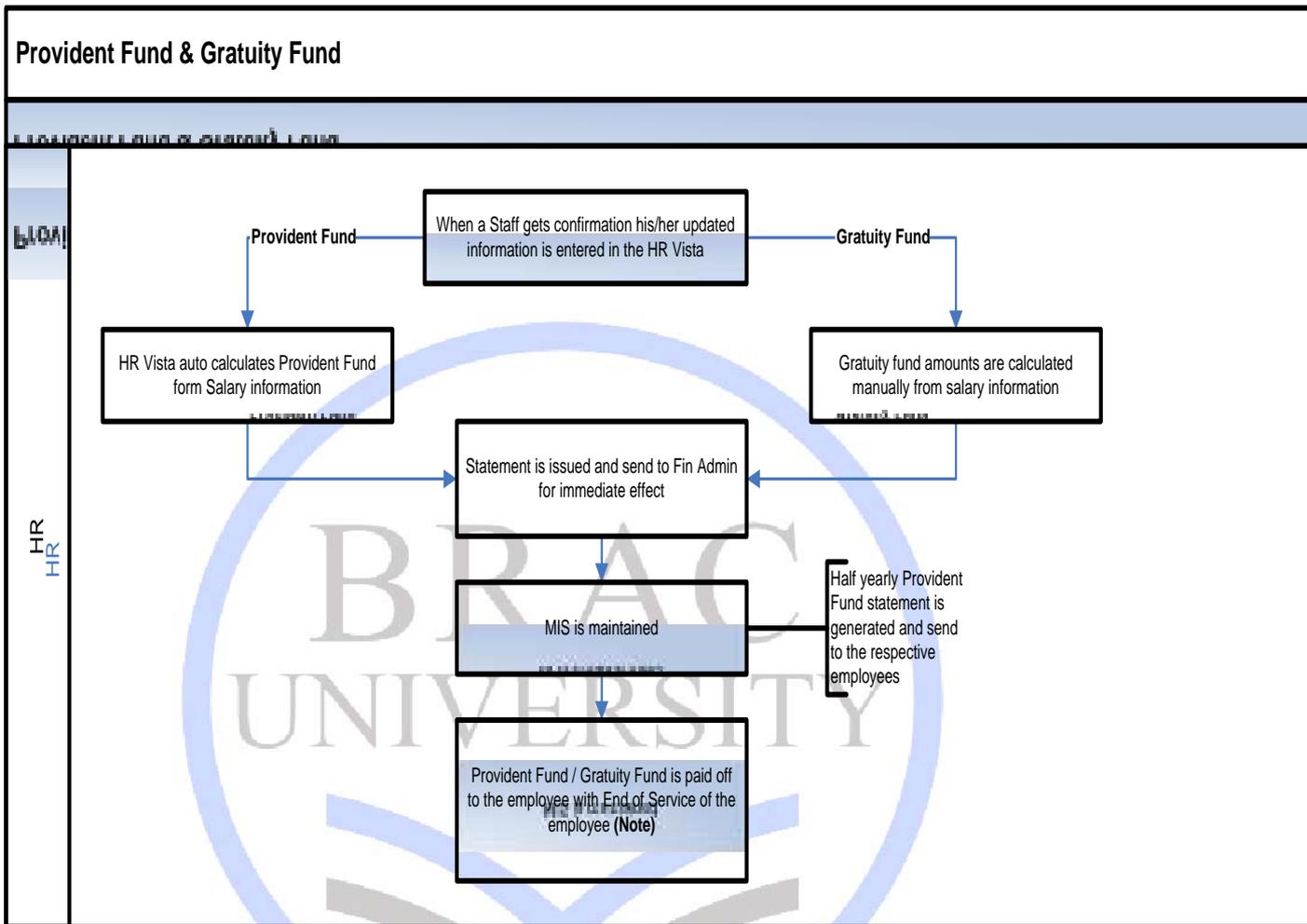
BRAC Bank Limited is a renowned Commercial Bank of the country. It is the fastest growing Bank in Bangladesh. Their numbers of client's service improves and supporters have been increase rapidly. Even their employee number is now around 8,456. They are maintaining their banking business with their 155 branches. For its diversified banking service, it has got a wide range of publicity and created a special image for the banking area in the country. BRAC Bank Limited intends to set standards as the market leader in Bangladesh. It demonstrates that they can provide efficient, friendly and modern banking service on a profitable basis.

The report is aimed at the Human Resource Division. BRAC Bank Limited operating in the market with the objective of becoming the Bank of choice for its clients and all its stakeholders. BRAC Bank Limited is committed to focus on its customer as well as its employees. This is sure that a strong Human Recourse practices will help BRAC Bank Limited cover the way leading to farthest destination.

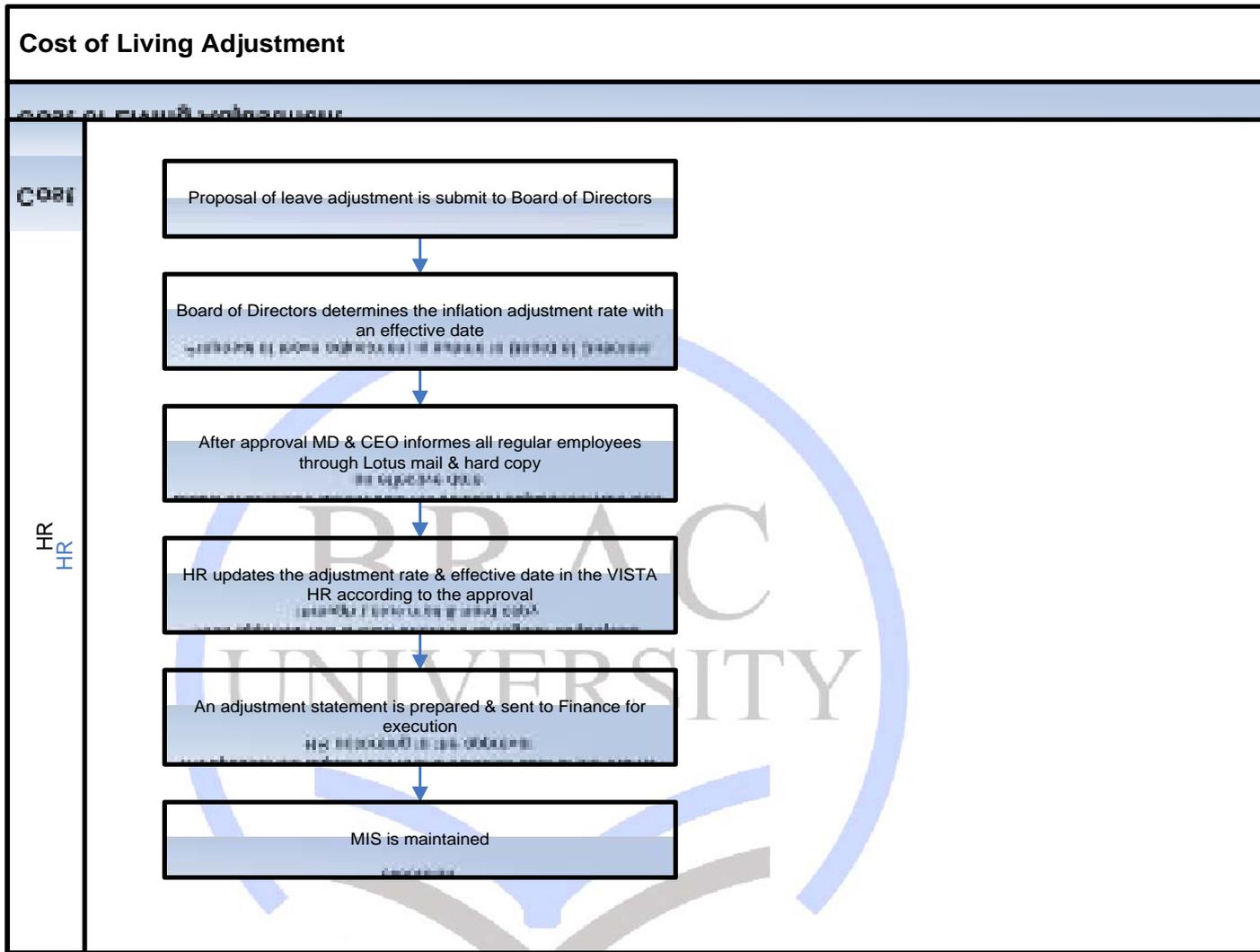
Human Resource Department is the most confidential department for any organization as well as Human Resource Division in BRAC Bank Limited. Here as an intern I am allowed to get limited information for my study. I am not allowed to get the information which is too much confidential for the Bank. But they allowed me to take the information for my report.

It was an honor for me that I have worked as an intern in a reputed organization like BRAC Bank Limited. The BRAC Bank Limited is a bank that confirms the best service to the customers as well as to the employees by Human Resource Division. By working in Human Resource Division the knowledge that I get there that would be helpful enough for me to sustain with the real organizational environment.

APPENDIX -1



APPENDIX -2



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