

INTERNSHIP REPORT
Human Resource planning and Practice at Agrani Bank Limited
STUDY ON
AGRANI BANK LIMITED
Kamlapur Branch, Motijheel.



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SUBJECT: SUBMISSION OF INTERNSHIP REPORT

Dear Sir,

As a part of MBA course, I have completed my assignment and research study on **“Human Resource Planning and Practice at Agrani Bank Limited, Kamlapur Branch, Dhaka”**. I have tried my best to furnish the report with relevant data, which I have collected during my job period. During this period I try to learn practical knowledge about Business world and also gained experience regarding practical aspects of Banking Business.

In this concern, I pray and hope that you would be kind enough to receive this report and bless me heartily.

Sincerely yours

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Acknowledgement

Praise to the Almighty, the creator and sustainer who have given me strength and opportunity to complete the Report on “ **Human Resource Planning and Practice at Agrani Bank Limited, Kamlapur Branch, Dhaka.**”First of all I would like to thank to our Honorable Teacher, Mr Arif Ghani, the coordinator of this program, I am grateful to him for giving me this opportunity to complete the assigned report. I specially want to thank all officers of the bank for their kind hearted support.

Finally I am indebted to the contribution of all whose cordial cooperation helped me directly or indirectly for the completion of this report.

Executive Summary

This report is based on practical working experience at The Agrani Bank Limited as a part of internship program. The Agrani Bank Limited is a scheduled Bank under govt. sector. The Bank started commercial banking operations since inception. The main function of the bank is intermediation i.e. collecting funds from the surplus units of the economy in the form of deposit and mobilizing deposit to the deficit units of the economy in the form of credit. In internship program course students have to prepare an internship Report at the end of the MBA Program. This report based on activities of HR Planning and practise in Agrani Bank Limited. I try to highlight the activities that performed by Agrani Bank Ltd. kamlapur branch and also the activities of whole Agrani Bank Ltd. I try my best to highlight every department of different activities that I learn during the preparation of the report. But there is some limitations collect the brief information about each and every department. Here I show the history and background of Agrani Bank Ltd. its corporate social responsibility and most of the activities of overall banking system.

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An internship report on
“HR Planning & Practices
In
Agrani Bank Limited”



Chapter-1

Introduction:

The theoretical knowledge and practical training is not the same theme. The theoretical knowledge is fulfilled when it can be used in the practical field. The goal of internship is to apply one's theoretical knowledge in practical fields. Thus internship is a pragmatic application of knowledge and achieving practical experience by engaging oneself in different and distinct sectors of work. That is why the internship program is also included in the curriculum of MBA in BRAC University, which is undertaken in different organization of the country. I have also completed my internship program at the Agrani Bank Limited, Kamlapur branch, Motijheel, Dhaka. There I practically gain knowledge of this institution and I discussed with the different Officers about my internship. They help me to know about human resource planning and practice.

Concept of internship:

Internship is a process to achieve practical knowledge about some theoretical lesson. Actually internship means having a practical knowledge from a real field of work.

The part "Internship" indicates practical training in any real field where theoretical knowledge is practically applied. Internship help to become aware of how practical practice deviates from theoretical principles. Thus internship program expands both the theoretical and the practical knowledge of the participants.

Objectives Of The Study:

As a partial fulfillment of the Master's of Business Administration internship is a requirement at the end of the completion of all the credit courses. The main purpose is to be familiar with the real world situation and practical experience in a business firm. Commercial bank, especially Private Bank is one of the important business sectors in Bangladesh. Agrani Bank Limited is a scheduled commercial bank in the govt. sector, which is focused on the established and emerging markets of Bangladesh. The purpose of this study is to earn a real life practical experience on Banking System

- To achieve the difference between theoretical and practical knowledge to have an exposure on the human resource function of Agrani Bank Ltd
- To determine the steps involved with HRM
- To determine the roles of HRM
- To identify the type of system is in HRM.
- To forecast the effectiveness of HRM.

Methodology of The study:

Sources of data

The study is based on primary and secondary sources of data. Data have been collected from office records, discussions with employees and from different paper circulars and annual report of Agrani Bank Ltd. For the report preparation, concepts and techniques are gathered from bank manuals and relevant books.

Primary data

I gathered primary data from the customers and some employees . I provided questionnaire to those customers and employees who were interested in participating in the survey.

Secondary data

Annual reports of Agrani Bank, online articles /website of Agrani bank ltd.

Research Design

My research is a Descriptive research. I have selected this topic and at first make an exploratory research. I just collected data and made the report.

Survey method

I collect a detailed questionnaire for my survey. I have collected the data both from secondary source and primary source

Scope of the Report

This report shows details about Agrani Bank Ltd and its Human resource management. This study also identify customer acceptance level in banking considering key dimensions such as reliability, responsiveness, assurance, empathy, and tangibles.

Limitations of the Study:

- Secrecy or confidentiality is a crucial matter in this organization. As an intern it was not possible to reach those secret topics.
- Not able to collect information from all the Employee & clients.
- Limited service hour.
- It was difficult to find out the gap between rules and regulations and real life practice. So, I went under a huge stress to find out those matters.
- Banking employees are very busy. Sometimes it seems hard to get their attention
- Lack of published relevant documents
- Lack of website information to reach on any nice ending.
- Facing hassle also to make communication with employees of the organization.

COMPANY OVERVIEW



**Welcome to
Agrani Bank Limited**



**AGRANI BANK LIMITED
WELCOME TO**

CHAPTER-2

History of Agrani Bank Ltd.

- Agrani Bank Limited Type- Public Limited Company .
- Industry- Banking Financial services
- Founded -March 26, 1972.
- Headquarters- Dilkusha .
- Commercial area- Dhaka, Bangladesh .
- Area served -Bangladesh .
- Key –people-Chairman
- Products Finance and insurance
Consumer Banking,
Corporate Banking,
Investment Banking,
Investment Management
- Net income Tk 264.6 crore (US\$ 38.35 million)
- Employees -13,269
- Website <http://www.agranibank.org>

Agrani Bank is a state-owned commercial bank of Bangladesh established in 1972 .Its headquarter is situated at Motijheel in Dhaka, the capital city of Bangladesh. It started functioning as nationalized commercial bank taking over assets and liabilities of the erstwhile Habib Bank ltd and commerce Bank ltd. functioning in the East Pakistan. It has been privatized on 15th November 2007 and emerged as Agrani Bank Limited (ABL) taking over assets, liability and goodwill of Agrani Bank. The authorized capital of the Bank is Tk. 800 crore. Agrani Bank Limited, a leading commercial bank with 867 outlets strategically located in almost all the commercial areas throughout Bangladesh, overseas Exchange Houses and hundreds of overseas Correspondents, came into being as a Public Limited Company on May 17, 2007 with a view to take over the business, assets, liabilities, rights and obligations of the Agrani Bank which emerged as a nationalized commercial bank in 1972 immediately after the emergence of Bangladesh as an independent state. Agrani Bank Limited started functioning as a going concern basis through a Vendors Agreement signed between the ministry of finance, Government of the People's Republic of Bangladesh on behalf of the former Agrani Bank and the Board of Directors of Agrani Bank Limited on November 15, 2007 with retrospective effect from 01 July, 2007.

Principal Activities:

The Principal Activities of the bank is:

- a) To facilitate and handle all kinds of commercial banking services to its Customers authorized by Bangladesh Bank.
- b) To perform Government Treasury functions and also act as an agent of Bangladesh Bank.

- c) The export and import trade of Bangladesh with other countries under various agreements.
- d) International Banking.

vision

To become the best leading state owned commercial bank of Bangladesh operating at international level of efficiency, quality, sound management customer service and strong liquidity.

Mission

To operate ethically and fairly within the stringent framework set our regulators and to assimilate ideas and lessons from best practices to improve our business policies and procedures to the benefit of our customer and employees.

Motto

To adopt and adapt to modern approaches to stand supreme in the banking arena of Bangladesh with global presence.

Strategic Objective of Agrani Bank:

- ✚ Winning at least 6.50 percent share of deposits and 5.50 percent share of loans and advance of Bangladesh market.
- ✚ Gaining competitive advantage by lowering overall cost compared to that of competitors.
- ✚ Overtaking competitors by proving quality customer service.
- ✚ Achieving technological leadership among the peer group.
- ✚ Strengthening the Bank's brand recognition.
- ✚ Contributing towards the economic well-being of the country by focusing particularly on SME and agricultural Sectors.
- ✚ Strengthening research capability for innovative products.
- ✚ Dedicated to extend a whole range of quality products that support divergent needs of people aiming at enriching their lives, creating value for the stakeholders and contributing towards socio-economic development of the country.

Management of Agrani Bank:

Management hierarchy of Agrani Bank is given blow:

Agrani Bank Limited is governed by a Board of Directors consisting of 13(thirteen) members headed by a chairman. The Bank is headed by the Managing Director & Chief Executive Officer; Managing Director is assisted by Deputy Managing Directors and General Managers. The bank has 11 Circle offices, 34 Divisions in head office, 62 zonal offices and 905 branches including 27 corporate and 40 AD(authorized dealer) branches.

Organ gram

Corporatization has necessitated the bank to restructure its Organ gram in force. As such existing positions, portfolios and functional jurisdictions of GMs, DGMs and heads of zones will be re-framed or re-designated. In order to run the gamut of the bank's activities mire efficiently and effectively, some divisions under head office will be merged together and some new ones will also be established.

Proposed Organ gram For Agrani Bank Limited

The organization have carried their business by using 7 Circle offices, 30 Divisions in head office, 52 zonal offices and 867 branches including 10 corporate and 40 AD (authorized dealer) branches. From the propose Organ gram I have omitted the divisional practice organ gram for head office. In the organ gram the Head office works for basically works for planning through strategic view and making decision to match with mission, vision, motto and credo. For other offices to gather information and analyzing those according to various factor such as; demography, gender etc. toward subordinate offices. It can create better practice a participative management. From Head offices planning the other offices follow that and try implement in the rural area.

Organ gram of Agrani Bank Limited:

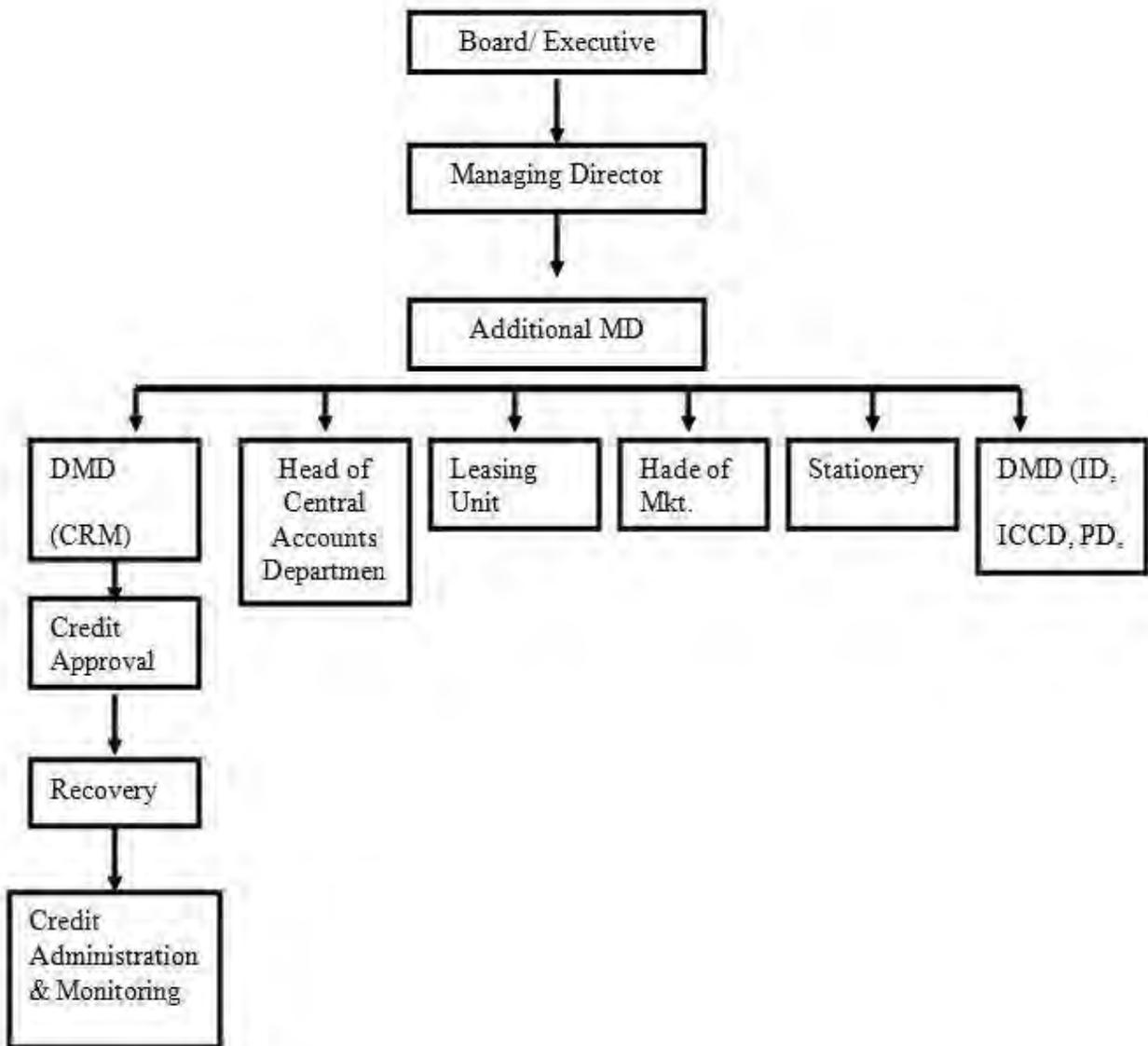


Figure: orgam gram of Agrani Bank Ltd

Division of ABL

Division Name
Agrani Bank Training Institute
Audit Implementation Division
Audit & Inspection Division
Board Division
Branch Control Division
Central Accounts Division
Common Services Division
Development & Co-ordination Division
Disciplinary Action Division
Foreign Currency Management Division
Fund Management Division
General Credit Division
Human Resources Division
Information Technology Division
Industrial Credit Division-1
Industrial Credit Division-2
International Trade Division
Law Division
Loan Classification Division
Loan Recovery Division
MD's Squad

Personnel Division
Planning, Research & MIS Division
Printing & Stationery Division
Public Relation Division
Reconciliation Division
Remittance Management Division
Rural Credit Division
SME & Micro Credit Division

Product and services:

Deposits (interest rate)

- Current Deposit
- Saving deposit
- Fixed deposit (FDR)
- Special Notice Time Deposit (SNTD)
- Non Resident Special Taka Account (NRTA)
- NR investors Taka Account (NRIT)
- Agrani Bank Pension Scheme (APS)
- Agrani Bank Bishesh Shanchay Scheme (ABS)
- Monthly Deposit Scheme (MDS)
- Monthly Income Scheme (MIS)
- Students Savings A/C (School Banking)
- Small Life Insurance Policy Holders A/C
- Farmers A/C
- Freedom Fighters A/C
- Other Beneficiaries A/C Under Social Security's Program

Foreign currency Account

- Foreign currency (FC) A/C
- Non Resident Foreign Currency Deposit (NFCD) A/C
- Resident Foreign Currency Deposit (NFCD) A/C
- Exporters Retention quota (ERQ) A/C
- Loan & Advance

Continuous Loan

- Cash Credit (Hypo)
- Cash Credit (pledge)
- Secured Overdraft (SOD)

Term Loan

- Inland Bill Purchase (IBP)
- Export Cash Credit
- Industrial Credit(IC)
- Housing Loan (General & commercial)
- Consumer Credit
- Loan for Overseas Employment
- Weavers' Credit

Rural & Agro credit

- Crop Loan
- Fishery Loan
- Animal Husbandry Loan
- Agri Machinery Loan
- Rural Transport Loan
- Swanirvar Loan
- Poverty Alleviation Loan

Small and Medium Enterprise Loan

- Service Sector Loan
- Trading Sector Loan
- Manufacturing Sector Loan

Import Finance

- Loan against Imported Merchandise (LIM)
- Loan Against Trust Receipt (LTR)
- Payment against Document (PAD).

Export Finance

- Export Cash Credit
- Packing Credit (PC)
- Local/Foreign Bills Purchased (FBP)
- Loan Against Export Development Fund (EDF)
- Advance Against Cash Incentive (Subsidy, Assistance)
- Treasury

Money Market

- Maintaining CRR and SLR
- Call Money Transaction
- Term Placement
- Treasury Bills
- Treasury Bonds
- REPO
- Reverse REPO
- Secondary Trading of Govt. Securities
- Custodian Services
- Other Investments

Foreign Exchange Market

- Providing Foreign Currency for Import Payment
- Preparation of Exchange Rate
- Foreign Currency Buying and Selling
- SWAP Transactions
- Foreign Exchange Forward Transaction
- Term Placement
- Letter of credit
- Letter of Credit-Sight
- Letter of Credit-Usance
- Back to Back L/C
- Letter of Guarantee
- Advance Payment Guarantee
- Bid Bond
- Performance Guarantee
- Shipping Guarantee
- Guarantee-Others
- Standby Credit
- Other Foreign Exchange Service
- Documentary Bill Collection
- Advanced Payment for import and Export
- Foreign Remittance (Incoming and Outgoing)
- Foreign Currency Endorsement against Passport
- Issuance of Draft, TT
- Collection of Draft, Cheque, TC
- Opening of Student File, Medical File
- Cash Service
- ATM Service
- Cheque Encashment
- Foreign Currency
- Fund Transfer
- Inter-Branch Money Transfer
- SWIFT

- Telegraphic Transfer (TT)
- Issuing Foreign Draft
- Encashing Foreign Draft
- Bangladesh Electronic Fund Transfer Network
- Bangladesh Automated Clearing House(BACH)
- Online Deposit to Accounts
- Value Added Service
- Locker Service
- Utility Bill Collection
- Merchant Banking Service
- Issue Management
- Underwriting
- Portfolio Management

Islamic Banking Service

Deposit

- Al Wadiah Current A/C
- Mudaraba Savings A/C
- Mudaraba Term Deposit
- Mudaraba Special Scheme Deposit

Investment

- Bai Murabaha(Pledge)
- Bai Muazzal(Hypo)
- Higher Purchase Shirkatu Meilk
- Bai Salam
- Information and Communication Technology

Development in IT sector

Information and Communication Technology (ICT) has its direct impact on productivity and competitiveness in both domestic and international markets. We are proud that Agrani Bank Limited was the first among the commercial banks in this country to introduce computer-based technology back in 1968. It started its journey from 1968 using IBM midrange computer. Since then amidst increasingly fierce competition, the efficiency gains and the speed of IT have offered us the opportunity to open up new sources of advanced, innovative products and improved customer service. Sufficient allocation will be made for hardware and software to ensure complete implementation of our ambitious plans for the increased use of ICT and Management Information Systems (MIS)

Overall automation

Agrani Bank Limited started widely using computer technology for automation of its various banking operations. Many important jobs of the bank are currently automated. The Information Technology (IT) Division of the bank responsible for managing automation of banking operations is well equipped with IBM Midrange computers, very High End Servers and latest microcomputers and staffed with trained and experienced personnel. The Bank uses its in-house software for processing most of the jobs performed on IT Division. The major jobs, developed and handled in IT Division are:

- a) Inter- branch Transaction Reconciliation.
- b) Foreign Bank Accounts Reconciliation (Nostro Accounts).
- c) Consolidation of statements of Affairs/ Income & Expenditure Statements.
- d) Personnel System.
- e) Pay-roll of Head Office Employees etc.
- f) Inventory Management.

Most of the banking activities can be carried out using this software. Bank provides continuous training for the uses of this software. The rest 388 branches will be brought under this system by May 2012. Now, all the branches are having adequate computers with internet connectivity along with 'Online Foreign Remittance Payment Software' and 'GL Software' capable of making instant payment of foreign remittance to the beneficiaries and preparing daily Statement of Affairs and Profit and Loss Statement besides making other day-to-day correspondences.

Online Banking

IT-based banking has a major role to play in rendering improved services to the valued customers and stakeholders in to-day's competitive banking environment. The Bank has taken various measures for automation of its functions and services. One of the major steps is installation of fully integrated online core Banking solution (T20 by Temensos). It began in 2010 with two pilot branches and how it has progressed further. At present, in our 102 major branches in the country are totally operating online Banking under this software. It should be mentioned that T24 software is rated as number one core banking software all over the world. For this purpose, a most modern data center equipped with all related hardware, database, connectivity and all other facilities was established in head office. Besides, a disaster Recovery Site (DRS) was rented in Mohakhali where a true replica of data center is established. The hardware related to data center and DRS has been set up with a capacity to handle all the online branches of the branches of the bank. Again, to handle such a big customer base, Oracle database is being used.

All the modules of T24 have been customized as per existing business process and rules of the bank considering the guidelines of Bangladesh bank. Another 250 branches will be brought under this system by 2012. The Bank has planned to bring a total of 400 branches under this system by the year 2013.

Introduction of T24 software will ensure services like internet banking, ATM banking, and mobile banking to the customers.

BACH & BEFTN

As part of the plan of Bangladesh Bank for automation of clearing payment system of the country, Bangladesh automated clearing House (BACH) was introduced in the bank. The two components of (BACH)- Bangladesh Automated Cheque Processing System (BACPS) & Bangladesh Electronic Fund Transfer Network (BEFTEN) are activities in the bank. A total of 178 branch of the bank in 9 clearing areas of the country have been brought under BACPS successfully. For this purpose, hardware, MICR check scanner, network connectivity has been established in each concerned location. For, BACH operation sophisticated centralized software has been customized and installed which has facilitated the smooth operation of the system throughout the country. The other component BEFTN has been allowed in it. The debit operation will begin very soon. With the introduction of automated clearing system, customer service has greatly improved.

E-GP

The government of Bangladesh has introduced e-GP(Electronic Government Procurement) program under CPTU(Central Procurement Technical Unit) of planning ministry. The contractors of 4 organizations i.e (1) Road & Highways,(2) LGED,(3) BWDB and (4) REB can participate in e-tendering by depositing their registration fee, renewal fee, tendering document fee, bank guarantee etc from designated 86 branches of the bank all over Bangladesh. A formal high-level training on e-Gp has been provided to a large number of employees of the bank. The bank has voluntarily participated in e-GP program to meet its commitment to serve the nation.

Website

Agrani Bank Limited has an informative website description of its various products, services, annual accounts, citizen's charter and other up-to-date information about the Bank.

The website www.agranibank.org services as a primary source of information of the bank. Current news on recruitment, tender etc. are also found in this website.

ATM

Agrani Bank Limited has introduced ATM(Automated Teller Machine) card facility Known as E-cash Card. Under this system, a cardholder can get round-the clock services of cash withdrawal and utility bills payment facilities. Our bank is sharing 200 ATM booths with AB Bank located at different cities of the country of which 5 are located at bank's premises. The bank is planning to increase the number of card holders, ATM booths and related products.

Introduction of Mobile banking

Agrani Bank Limited is planning to offer some transaction facilities through mobiles set. As most of the population of Bangladesh is un-banked, our bank is going to implement a system to launch mobile banking channel. With this facility any person having a mobile number will be able to use his number as a bank account. The facilities of mobile banking are:

- a) Cash Deposit
- b) Cash Withdrawal.
- c) Fund Transfer to another Mobile Account.
- d) Utility Bill Payment.
- e) Receive Remittance from Home And Abroad.
- f) Salary Payment
- g) Merchant Payment

AN OVERVIEW OF ABL.KAMLAPUR BRANCH

1. Name of the Branch	: Kamlapur BRANCH
2. Address	: kamlapur,Dhaka
3. Branch Status	: Domestic
4. Manager	: 01
5. No. of Employee	: 20
Office time	:Sunday to Thursday(10am to 6pm)
Transaction time	: Sunday to Thursday(10am to 4pm)

Chapter-3

Human Resource Management:

Human resource management involves all management decisions and practices that directly affect or influence the people, or human resources, who work for the organization. In recent years, increased attention has been devoted to how organizations manage Human Resources. This increased attention comes from the realization that an organization's employees enable an organization to achieve its goals and the management of these human resources is critical to an organization's success.

3.1 Functions of HRM:

- Planning for Organization, Jobs and People
 - Strategic Human Resources
 - Human Resources Planning
 - Job Analysis
 - Acquiring Human Resources
 - EEO (Equal Employment Opportunity)
 - Recruiting
 - Selection
 - Building performance
 - Human Resources Development
 - Human Resources Approaches to improving Competitiveness
 - Rewarding employees
 - Performance Appraisal
 - Compensation and Benefits
 - Maintaining Human Resources
 - Safety and Health
 - Labor Relation
 - Employment Transitions
 - Managing Multinational HRM

3.2 Importance of HRM:

Today, professionals in the human resources area are important elements in the success of any organization. Their jobs require a new level of sophistication that is unprecedented in human resources management. Not surprisingly, their status in the organization has also been elevated. Even the name has changed. Although the terms personal and human resources management are frequently used interchangeably, it is important to note that the two connote quite different aspects. Once a single individual heading the personal function, today the human resource department head may be a vice president sitting on executive boards, and participating in the development of the overall organizational strategy.

3.3 Philosophy:

Human Resource works with the employees in the organization. Its main views are to put the right people in the right places and also make them an asset for an organization.

3.4 Objective:

Human Resource Management refers to the practices and policies one need to carry out the people or personnel aspects of one's management job. These include:

- Conducting job analysis (determining the nature of each employee's job)
- Planning labor needs and recruiting job candidate.
- Selecting job candidates
- Orienting and training new employees
- Managing wages and salaries (determining how to compensate employees)
- Providing incentives and benefits
- Appraising performance
- Communicating (interviewing, counseling, disciplining)
- Training and development
- Building employee commitment.

Chapter-4

Human Resource Management and Development

We treat our human resource as an instrument for development. Our workforce is the prime factor of our success. Following Corporatisation, the Bank's key strategy is to set a new standard towards the full range of exploration and development of our human resources, in 2007, we concentrated more on quality, efficiency, creativity and professionalism in our human resources.

The promotion criteria were revised in 2007 and as many as 1248 employees from different grades were promoted. Of them, 34 became DGMs, 77 AGMs, 163 SPOs and the remaining 974 in other grades.

4.1 Human Resource Planning:

Human resource planning is concerned with the flow of people into, through, and out of an organization. HR planning involves anticipating the need for labor and the supply of labor and then planning the programs necessary to ensure that the organization will have the right mix of employees and skills when and where they are needed.

4.2 Manpower planning and Career Development

Headcount at the end of 2007 was 11345, comprising 6358 officers and 4987 staff members. Rationalization of manpower continues as part of the employee productivity enhancement programmed. Under the World Bank Enterprise Growth and Bank Modernization Project, immediate appointments of consultants with the rank and status of General Manager for credit, Audit, Information Technology and Accounting are now under active consideration. 123 security guards from 4 companies were appointed to Head Office and different zones. The policy of out-sourcing for non-core activities will continue in 2008 as and when required.

Major changes have been made in the criteria for promotion, especially for promotion to the rank of Assistant General Manager and Deputy General Manager. Although recognition of seniority continued an increased weight age was given to proven professionalism and the candidate's future potential.

4.3 Human Resource Demand:

Once HR planners have collected information from both internal and external sources, they forecast the demand for labor. How many and what type of people will be needed to carry out the organization's plans in the future? These forecasts are grounded in information about the past and present and in assumptions about the future. Different methods of forecasting the demand for labor require different assumptions. Some of the more common assumptions are that past trends and relationships among variables will hold up in the future; that the productivity ratio is constant (or follows a known pattern) as the number of units produced increases; and that the business plans of the organization, sales forecasts, and so on are reasonably descriptive of what will actually happen. In a highly volatile business, these assumptions may not be valid. It is always wish to

explicitly list one's assumptions in forecasting and to put on more faith in the forecast than in the assumption on which it was based.

Demand forecasting:

Demand forecasting method can be divided into two categories. They are Judgmental and Mathematical. In practice, most organizations use some combination of the two methods. In our country most of the financial institutions use the judgmental method.

Judgmental Methods:

Judgmental methods make use of knowledgeable people to forecast the future. Judgmental methods do consider quantitative data but also allow for intuition and expertise to be factored in. These methods may be used by small organization or by those new to HR forecasting that do not yet have the database or expertise to use some of the more complex mathematical models. Judgmental methods also may be preferred when an organization or environment is in a state of transition or turmoil; at such times, past trends and correlations cannot be used to make accurate predictions about the future.

Supply of labor:

Once the demand for labor is predicted, it is necessary to forecast the supply of labor that the organization will already have available to meet the demand. It is basically of two types:

1. Internal supply of labor
2. External supply of labor

Gap Analysis:

In an organization there might be two type of gap exists:

1. Shortage:

When demand is more and supply of human resource is less in a particular area this called shortage.

2. Surplus:

When supply is more and demand of human resource is less in a particular area this called surplus.

4.4 Job Analysis:

The procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it.

The process of job analysis is of two types:

- A. Job Description
- B. Job Specification

A. Job Description:

A list of a job’s duties, responsibilities, reporting relationship, working conditions, and supervisory responsibilities- one product of a job analysis.

B. Job Specification:

A list of a job’s “human requirement”, that is, requisite education, skills, personality, and so on – another product of a job analysis.

Job Analysis:

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A list of a job’s “human requirement”, that is, requisite education, skills, personality, and so on – another product of a job analysis.

4.5 Organizational Practices:

Organizational Practices is not properly followed by Agrani Bank Limited. Job description and specification exists in the organization but in the case of demand and supply of their human resource in different department and branches they usually not assess the demand and supply gap properly, as a result employee surplus and shortage have been found in their several department and branches as well. In this case what they did, if there is shortage of employee they have tried to find out the area and then search employees from other areas and by giving proper training they sent them and if there is any surplus employees exists the branch manager or divisional head usually not informed Human Resource Department.

4.6 Recruitment:

When a vacancy occurs and the recruiters receive authorization to fill it, the next step is a careful examination of the job and an enumeration of the skills, abilities, and experience needed to perform the job successfully.

4.7 Recruitment process:

In the recruitment process there are couple of steps are to be followed:

1. **Written test:**

The recruitment test is combined of both elaborative and MC.Q. type. Usually Agrani Bank Ltd assigned this to some organization. The particular organization does all the thing. In the written test a person has to obtain a certain marks to pass the exam.

2. **VIVA:**

The candidate after qualifying written test has to face VIVA test. VIVA usually taken by the top management of the bank. Only short listed candidate are selected finally for the job.

The Recruitment Process of the Organization:

Organization
Vacant or new position occur
Perform job analysis and plan recruiting effort
Generate applicant pool via internal or external recruitment methods
Evaluate applicants via selection process
Impress applicants
Make offer

4.8 Method of recruitment:

There are two method of recruitment:

1. Internal recruitment
2. External recruitment

Internal recruitment:

Most companies fill vacancies internally whenever possible. A number of internal recruitment methods are use for different level of jobs. Lower-level jobs such as manual and clerical jobs are often called **nonexempt** jobs because their incumbents are not exempt from the minimum wage and overtime provisions of the Fair Labor Standards Act. These people typically are paid an hourly wage. In contrast, higher-level administrative, managerial, and professional employees are paid on a salary basis and are **exempt** from the overtime provisions of the Fair standard Labor Act.

External recruitment:

In addition to looking internally for candidates, it is customary for organizations to open up recruiting efforts to the external community. Through the recruiting process, the hiring manager should stay in close touch with the recruiter. The hiring manager should examine resumes or application that have passed initial screening by the recruiter and should also review some of the application that the recruiter rejected during the first steps. Such involvement on the part of the hiring manager allows feedback as to whether or not the recruiter's decisions are consistent with the hiring manager's preferences.

External recruitment methods are often grouped into two classes: 1. Informal and 2. Formal.

Informal Method:

Informal recruiting methods tap a narrower labor market than formal method. Informal method includes rehiring former employees or former cooperative education students, hiring people referred by present employees, and hiring from among those who have applied without being solicited (such applicants are called walk-ins or gate hires).

Employee's referral, also known as **word-of-mouth advertising**, is quick, effective, and usually inexpensive. Because employees who refer their friends and acquaintance as candidates have their own credibility on the line, they tend to refer people who are well qualified and well motivated and then to mentor these individuals once they are hired.

Formal Methods:

Formal method of external recruiting entail searching the labor market for candidates who have no previous connection to the firm. These methods traditionally have included newspaper advertising, use of employment agencies and executive search firms, and campus recruiting. Posting jobs ads on the Internet, either on the company's own site or a commercial job board, has also become extremely popular in the last few years.

Historically, newspaper advertising has been the most commonly used method of recruiting. Formal method includes:

- Recruitment Advertising
- Internet Recruiting
- Employment Agencies
- Public Job Service Agencies
- Private, For-profit Agencies
- Unions
- Additional Recruiting Methods
- Campus Recruiting
- Executive Search Firms etc.

4.9 Selection:

Selection the right employees are important for an organization. First own performance always depends in part on subordinates. Employees with the right skills and attributes will do a better job for the company. Employees without these skills wont perform effectively and as a result the firm will suffer.

4.10 Process of selection:

Selection activities typically follow a standard pattern, beginning with an initial screening interview and concluding with the final employment decision. The selection process typically consists of eight steps:

1. Initial screening interview
2. Completing the application form
3. Employment test
4. Comprehensive interview
5. Background investigation
6. A Conditional job offer
7. Medical or physical examination
8. The permanent job offer.

Initial Screening:

As a culmination of our recruiting efforts, organization should be prepared to initiate a preliminary review of potential acceptable candidates. This initial screening is, in effect, a two steps procedure: (1) the screening of inquiries and (2) the provision of screening interviews.

Completion of the Application Form:

Once the in initial screening has been complicated, applicants are asked to complete the organization's application form. The amount of information required may be only the applicant's name, address, telephone number and other information.

Employment tests:

Organization historically relied to a considerable extent on intelligence, aptitude, ability and interest tests to provide major input to the selection process.

The comprehensive interview:

The applicant may be interviewed by HRM interviewers, senior manager within the organization, a potential supervisor, potential colleagues or some or all of these.

Background investigation:

The next steps in the process are to undertake a background investigation of those applicants who appear to offer potential as employees. This can include contacting former employers to confirm the candidate's work record and to obtain their appraisal of his or her performance, contacting other job-related and personal references, verifying the educational accomplishments shown on the application, checking credit reference and criminal records, and even using third party investigation, to do the background check.

Method of selection:

There are two statistical methods of selection- correlation and regression. **Correlation** is use to assess the strength and direction of a relationship between variables, whereas **regression** makes use of the relationship to predict scores on one variable from scores on one or more other variables.

Physical/ Medical Examination:

Physical exams can only be used as a selection device to screen out those individuals who are unable to physically comply with the requirements of a job.

4.11 Conditional job offer:

If a job applicant "passed" each steps of the selection process so far, it is typically customary for a conditional job offer to be made. Conditional job offers usually are made by an HRM representative. In essence, what the conditional job offer implies is that if everything checks out "okay- passing a certain medical, physical or substance abuse test" the conditional nature of the job offer will be removed and the offer will be permanent.

Job offer:

Those individual who perform successfully in the preceding steps are now considered to be eligible to receive the employment offer.

4.12 Organizational practice:

Agrani Bank Ltd recruit employees both formal and informal ways. Formal recruitment usually done through newspaper advertisement, where entry-level employees has been recruited. In the advertisement, criteria are mentioned specially for recruitment. But sometimes they also recruited experienced people in med level and top level. Informal method is also true for this bank. In this case they consider the educational level for entry level i.e. cash officers, junior officers etc. They also recruit mid level people those who are experienced and good track record. Top level people recruitment also been done on contract basis.

4.13 Training:

The process of teaching new employees the basic skills they need to perform their jobs. Training refers to the methods used to give new or present employees the skills they need to perform their jobs. Training might thus mean showing a machinist how to operate his or her new machine, a new salesperson how to sell his or her firm's product, or a new supervisor how to interview and appraise employees. Training basically provide to the entry-level employees.

On the job training:

It means learning by doing. It means employees training completed while he works. It is basically a practical oriented training program.

Off the job training:

It means training provided to the employees out of the office in a training institute for a particular period of time i.e. for 15 to 20 days. During this time the employee does not have to go to office.

4.14 Development:

Development basically provide to the management level. Management development is any attempt to improve managerial performance by imparting knowledge, changing attitudes, or increasing skills. The ultimate aim of such development programs is, of course, to enhance the future performance of the organization itself. For this reason, the general management development process consists:

- (1) Assessing the company's needs (for instance, to fill future executive openings, or to boost competitiveness),
- (2) Appraising the managers' performance, and then
- (3) Developing the managers (and future managers) themselves.

4.15 Development and Training

Training is a proven instrument for Human Resource Development, in this age of accelerated technological improvements, training plays a key role in developing knowledge and skills and change of attitude.

Agrani Bank Training Institute (ABTI) was established on the 24th December 1976. ABTI is entrusted with the responsibility of formulating and designing course curricula, reading materials, course contents for imparting training (both theoretical and practical) to the officers/staff members. ABTI imparts training on different banking issues for the purpose of enhancing professional and administrative efficiency of all officers and managers. ABTI also conducts workshops, seminars, conferences, symposia, etc. on important issues for top executives. To cope with the changes and introduction of new tools and techniques for implementation of guidelines of Government and regulatory bodies and also for the purpose of implementation of various reform programs, ABTI stresses on actual need based training.

Agrani Bank training institute has already covered a total number of 46880 officers and staffs under different banner of training through 1460 courses/workshop from its inception. In 2007, ABTI maintained its momentum in the training arena covering a total of 2069 officers and staff through 67 courses/ workshops.

In 2007, ABTI undertook comprehensive training programs. The following courses/workshops are worth mentioning: Documentary Credit, Branch Management, Banking Foundation Course, Human Relations and Communication Development, Basic Accounting and Agrani Bank Accounting Procedures, Audit, Inspection and Implementation, Money Laundering Prevention, Credit Risk Grading, Internal Control and Compliance, UCPDC-600, Foreign Remittance Management, Management of non-performing Loan and techniques of profitability, Accounts Manual and Chart of Accounts, New Capital Accord (BASEL-II). Communicative English in Banks, Human Resource Management, Management Development Programme , Procedure of Suit Filing and Techniques of Suit Settlement, Maintaining Records of Fixed Assets , Government Receipt System and Reporting Process, Computer : PC –MS Office, Computer : Application and Operation of Branch Banking Software, Computer: Its use in Agrani Bank, Branch Banking Software : Bexi Bank-4000 etc.

Apart from the training courses being offered by the ABTI,298 executives/officers were nominated for undergoing various training courses at BIBM, BPATC, BBTA, ICCB, ICICI, BAFEDA, Academy for planning and Development, etc.

In 2007, on invitation from many foreign organizations, 19 executives/officers were sent abroad to attend various training courses, workshops, seminars, conferences and symposia to acquire updated knowledge and techniques of banking.

4.16 Method of Training and Development:

There are some training and development methods which is given as under:

Training	Development
<ol style="list-style-type: none">1. On the job Training2. Apprenticeship Training3. Informal Learning4. Job Instruction Training5. Lecture6. Program Learning7. Vestibule or Simulate Training8. Computer Base Training9. Training Via CD- ROM and the internet	<ol style="list-style-type: none">1. Managerial on- the- job Training2. Job Rotation3. Role Playing4. Behavior Modeling5. In House Development Center

4.17 Organizational practice:

Skilled human resource is nucleolus of any service-oriented organization. By keeping this in med- level they give priority in human resource development. For human resource development and making them updated Agrani Bank Ltd. provide training to its employees throughout the year in its well-decorated training institute situated on the Noia Polton. The institute has own trainer and also bring specialist as a guest speaker for provide training. Besides employees are also being sent to BIBM for better training.

4.18 Performance appraisal:

Performance appraisal is defined as evaluating an employee's current or past performance relative to his or her performance standard. The appraisal process therefore involves:

1. Setting work standard
2. Assessing the employee's actual performance relative to these standard and
3. Providing feedback to the employee with the aim of motivating the person to eliminate performance deficiencies or to continue to perform above per.

4.18 Why performance appraisal:

There are four reasons for appraise performance.

1. Appraisals provide information upon which promotion and salary decisions can be made.
2. Provide opportunity for supervisor and subordinate to review the subordinate's work- related behavior.

3. Appraisal is part of the firm's career planning process, because it provides an opportunity to review the person's career plans in light of his or her exhibited strengths and weakness.
4. Finally it helps the Manager or the supervisor to better manage and improve organization's performance.

4.19 Steps in Appraising Performance:

The performance appraising process contains three steps:

1. Define the job:

It means making sure that supervisor and subordinate agree on his or her duties and job standard.

2. Appraise performance:

Appraising performance means comparing subordinate's actual performance to the standards that have been set; this usually involves some type of rating form.

3. Provide feedback:

Performance appraisal usually requires one or more feedback sessions. Here the subordinate's performance and progress are discussed and plans are made for any development that is required.

4.20 Appraisal Methods:

The appraisal itself is generally conducted using a predetermine and formal method like one or more of those described in this section.

1. Graphic Rating Scale:

A scale that lists a number of traits and a range of performance for each. The employee is then rated by identifying the scale that best describes his or her level of performance for each trait.

2. Alternation Ranking Method:

Ranking employees from best to worst on a particular trait, choosing highest, then lowest, until all are ranked.

3. Paired Comparison Method:

Ranking employees by making a chart of all possible pairs of the employees for each trait and indicating which is the better employee of the pair.

4. Forced Distribution Method:

Similar to grading on a curve; predetermined percentages of rates are placed in various performance categories.

5. Critical Incident Method:

Keeping a record of uncommonly good or undesirable examples of an employee's work related behavior and reviewing it with the employee at predetermined times.

6. Behaviorally Anchored Rating Scale (BARS):

An appraisal method that aims at combining the benefits of narrative critical incidents and quantified ratings by anchoring a quantified scale with specific narrative examples of good and poor performance.

7. Management by Objectives (MBO):

Involves setting specific measurable goals with each employee and then periodically reviewing the progress made.

4.21 Organizational practice:

Agrani Bank Limited partially follow Graphic Rating Scale method. Here each individual have different format for appraising. Almost Junior to Senior employees have similar format to fill in but there is some exception for the senior level. The format is designed in the way like Fist page has to be filled up by the employees by himself but they have to signed in all the pages. There is point system for appraising employees. For example, if the employees have Banking Diploma they get additional point and the M.B.A degree holders get more marks than the Graduate and Masters pass holders. There is also provision for marks for the employees those who can bring more deposit or bring good customer. By considering all these, Divisional Head put marks and evaluate each employee. After that the appraisal form will send to Human Resource Department. Usually HRD receives this form from allover the country. After received completely all the forms they make it ready for the final evaluation for the top management. Usually there exists evaluation team where they finally select the deserving candidates. After that a list has been sent to the Board for the final approval.

Motivational activities

4.22 Compensation:

Employee compensation refers to all forms of pay or rewards going to employee and arising from their employment, and it has two main components. There are direct financial payments in the form of wages, salaries, incentives, commissions, and bonus and there are indirect payment in the form of financial benefits like employer- paid insurance and vacations.

Pattern of compensation

Financial	Non Financial
<ul style="list-style-type: none">• Basic Salary• Bonus• Wages• Incentive• Commission	

- | | |
|---|--|
| <ul style="list-style-type: none"> • Housing facilities • Transportation • Medical • Education facilities for children • Vacation • Insurance | |
|---|--|

4.23 Reward:

Reward basically provided to the employees of the organization for their good performance. It is of two types (1) Intrinsic and (2) Extrinsic.

(1) Intrinsic Reward:

It is the personal satisfactions one gets from the job itself. These are self-initiated rewards, such as having pride in one's work.

(2) Extrinsic Reward:

It includes money, promotions and benefit. Their common thread is that they are external to the job and come from outside source, mainly management.

4.24 Reward Plans:

Short term

Financial:

Best performer of the branch/bank can be rewarded quarterly/six monthly/yearly to create a challenge among the members. Air tickets for couples or family or fixed cash/gifts can be paid.

Non financial:

Certificates/medals to be given to the outstanding performers. Photo can be published in the news paper or special reward can be given from the Management/Board. Special greetings can be given to the employees on the occasion of their marriage ceremony/ birthday etc.

Reward for the family members:

Children securing good result/achievement financial reward (prize bond/ cash) or non financial rewards (watch/ornaments etc.) can be given to them.

Long term

- 01. House building loan:** persons having served for a specific period and the repayment for a longer period;
- 02. Furniture loan:** From the level of AO to Chief Officer;
- 03. Educational loan:** for acquiring professional education;
- 04. Marriage loan:** Once having a reasonable amount with less interest rate;
- 05. Motor cycle/car loan:** for permanent employees have served for a specific period;
- 06. Retention of Car:** The retention of car for the Executive under a suitable plan and this will reduce the running cost of the cars;
- 07. Medical Facilities:** For the family;
- 08. Attractive super annulations fund** (to be revised from time to time considering inflation)
- 09. Provident Fund:** in conformity with the other private sector banks
- 10. Gratuity:** in conformity with the other private sector banks

4.25 Benefits:

Benefits include mandatory protection programs, pay for time not worked, optional protection programs, private retirement plans and a wide variety of other services.
Employee Benefits

0.1 Short term benefits

Salaries, wages, bonuses, allowances, paid annual leave, medical leave and non monetary benefits are recognized as an expense in the year in which the services are rendered by the employees of the company.

0.2 Defined contribution plan

As required by Bangladesh's law, the company has to make contributions to the General Provident Fund ("GPF"). Such contributions are recognized as an expense in the income statement in the year to which they relate. Once the contributions have been paid, the company has no future obligations.

0.3 Termination benefits

Employee termination benefits are recognized only either after an agreement is in place with the appropriate employee representatives specifying the terms of redundancy or after individual employees have been advised of the specific terms.

Pattern of Reward and Benefit

Reward	Benefit
<ul style="list-style-type: none">• Increment (Double/ Triple)• Cash Benefit• Promotion• Best performance	

- Provident fund
- Group Insurance
- Profit bonus
- Gratuity

4.26 Sample Employee Salary Skill

Sl.	Salary Scale 1997	Salary Scale 2005	Designation
1	15000 (Fixed)	23000 (Fixed)	Managing Director
2	4-14300×12900-300	4-22100×19300-700	Deputy Managing Director/General Manager
3	6-13500×11700-300	6-20700×16800-650	Deputy General Manager
4	8-13100×10700-300	8-19800×15000-600	Assistant General Manager
5	10-12100×(a) 9500-260	10-19250×(a) 13750-550	Senior Principal Officer
	11-11660 (Only For Bangladesh Bank)×(b) 8800-260	11-18850 (Only For Bangladesh Bank)×(b) 12800-550	
6	14-10840×(a) 7200-260	14-17650×(a) 11000-475	Principal Officer
	12-10320 (Only For Bangladesh Bank)×(b) 7200-260	12-16700 (Only For Bangladesh Bank)×(b) 11000-475	
7	16-9750×6150-225	16-15480×9000-405	Selection Grade of Scale 6800-13090
8	16-8160×4800-210	16-13240 (Not applicable in Bank)×7400-365	
9	11-7740×7-5595-EB-195×4300-185	11-13090×7-9075-EB-365×6800-325	Senior Officer /Financial Analyst/Assistant Engineer/Statistical Officer/Rural Credit Officer/Assistant Programmer/ Senior Computer Operator
10	11-6625×7-4590-EB-	11-10360×7-7060-EB-	Officer/Sub Asstt. Engineer

	185×3400-170	300×5100-280	(Senior Grade)/Computer Operator/Data Entry Supervisor/Control Supervisor
11	11-5505×7-3635-EB-170×2250-155	11-8820×7-5850-EB-270×4100-250	Sub Asstt. Engineer/ Stenographer/ Draftsman/ Estimator/ Rural Credit Supervisor
12	11-5130×7-3425-EB-155×2375-150	11-8060×7-5310-EB-250×3700-230	Attorney Assistant (With Power)/Head Cashier/Godown Inspector/Sr. Field Assistant
13	11-4735×7-3195-EB-140×2250-135	11-7500×7-4970-EB-230×3500-210	Attorney Assistant/Sr. Typist-Cum-Clerk/Sr. Typist-Cum-Clerk/Sr. Typist/Sr. Cashier.
14	11-4315×7-2940-EB-125×2100-120	11-6940×7-4630-EB-210×3300-190	Steno-Typist/Care Taker
15	11-3920×7-2710-EB-110×1975-105	11-6380×7-4290-EB-190×3100-170	Typist-Cum-Clerk. (Selection Scale) Driver (S/Grade)
16	11-3605×7-2505-EB-100×1875-90	11-5920×7-4050-EB-170×3000-150	Clerk/Cashier-cum-Clerk/Typist-Cum-Clerk, Typist/Telephone Operator/Electrician/Godown Keeper/Field Assistant/Driver/Tracer/Care-II
17	11-3300×7-2310-EB-90×1750-80	11-5410 (Not applicable in Bank)×7-3760-EB-150×2850-130	
18	11-2905×7-2080-EB-75×1625-65	11-4870×7-3440-EB-130×2600-120	Armed Grade (S/Grade)
19	11-2695×7-1980-EB-65×1560-60	11-4590×7-3270-EB-120×2500-110	Chief Jamader/Jamader/Armed Guard/Plumber/Lift Operator
20	18-2400×1500-50	11-4310×7-3100-EB-110×2400-100	Peon/Chowkider-Cum-Peon/Godown Chowkider/Sweeper/Mali/Cook/Fa rash

4.27 Sample of Salary Statement of Agrani Bank Employees

SALARY AND ALLOWANCE	TAKA
Salaries officers	423,686,973

Salaries staff	162,339,370
Dearness allowance (officers & staff)	17,231
Bonus (officers & staff)	190,319,653
Banks contribution to provident fund	424,345
Bank contribution to employees pension fund	166,972,504
Banks contribution to gratuity fund	2,534,927
Conveyance allowance	1,957,340
Entertainment allowance	94,431
Children education allowance	589,396
Other allowance	6,003,111
Honorarium & fees	872,798
Medical expenses consultation	417,923
Medical allowance	34,768,188
Uniform and other apparels	3,888,558
Overtime expenses	4,355,116
Staff income tax	2,600,000
Lunch subsidy	61,789,789
Sports and cultural activities	1,289,000
House rent allowance (officers)	184,660,292
House rent allowance (staffs)	75,218,354
Wages paid temporary employees	6,028,083
Death relief grant scheme	5,633,292
Staff transport	6,255,203
Police & Ansar expenses	4,958,679

Hill allowance	735,497
DMD allowance	196,039
Total	1,348,606,092

4.28 Organizational Practice:

Agrani Bank Limited usually provides more or less the above compensation, reward and benefits. They provided financial compensation like Basic salary, Bonus, Wages, Incentives and Non-financial like Housing, Medical, Transportation, Insurance.

4.29 Employee Relation:

Employee relation means managing the relationship between Managers and Workers. Firms in which only some of the employees are unionized may have both employee relations and labor relation functions for dealing with the two types of employees.

Employee Relations of ABL

Like before, the Staff Welfare Fund, which is run by the bank's employees out of their regular contribution, continued to stand by its members for their well-being. A Board of Trustees is run by the bank to provide staff members a sum of money as admissible under the rules on his/her termination or retirement from the bank services or to his/her nominee or legal representative in case of death. To this end, two funds – Agrani Bank Limited Employees Provident Fund and Agrani Bank Limited Super Annuation Fund, are maintained.

During 2007, a sum of Tk. 2.56 million was doted out to the employees concerned and their spouses for health care. The fund also provided Tk. 1.66 million by way of scholarship to 377 children of the employees for outstanding performance in S.S.C. and H.S.C. examinations.

The bank encourages its employees to shake off monotony by engaging them in recreational activities in the form of sports and culture. Its soccer and cricket teams, qualified in the First Division and the premier Division League, have regularly been participating in various tournaments. The bank also patronizes sports and cultural activities throughout the country.

4.30 Reasons for employee relation:

Employee relation in an organization is necessary for the welfare of the organization. If the relationship is well then organization is benefited. It also helps the Management to take decisions effectively by taking advice from the employees. It also includes research and meetings with top Management to develop a position on pay and other expensive benefits.

4.31 Major Labor Laws:

Some of the major laws given as under:

1. Railway Labor Act (1926):

Railway workers are permitted to organize and bargain collectively. Airline workers were added in 1934.

2. National Labor Relations Act (Wagner Act) 1935:

Establishes right to organize, to bargain collectively and to engage in concerted activities, creates the National Labor Relations Board to implement and enforce the act.

3. Labor Management Relations Act (1947):

Amends the NLRA. Adds union unfair labor practices. Weakens the right of workers and unions.

4. Executive Order 10988 (1962):

Encourages bargaining in federal sector Followed by state laws encouraging bargaining by state and local Government employees.

5. Postal Re-organization Act (1970):

Places the U.S. Postal Service under the NLRA.

6. Health Care Amendments (1974):

Places the private sector of the health care industry under the NLRA

7. Civil Service Reform Act (1978):

Establishes the current system for regulating labor Management relationships in the federal Government.

4.32 Environmental Policy

Our environmental management policy stipulates adherence to environmental health and safety regulations and guidelines, refraining from business that impairs the ability of our future generations to meet their own needs. The policies with regard to safety, health and environment management are also being observed in our lending practices.

4.33 Corporate leadership and Social Responsibility

The Corporatization of our bank has paved the way for our corporate leaders to initiate and maintain a strong and effective corporate structure in line with the directives and guidelines of the Government and Bangladesh Bank.

Bank are very sensitive to the society that we operate within. They have a deep commitment, loyalty and a high sense of responsibility to our nation and the people. Our ethics are clear: not to earn excessive profits, but to operate in a rational and sensitive way.

Bank conform to all of the stringent regulations issued by the Government and the Bangladesh Bank. As part of our corporate social responsibility, we contribute greatly to the nourishment of the country's arts, crafts, culture and sports. We share all sorts of values and sentiments, irrespective of caste, creed or colors. Moreover, we uphold the concept of avoiding gender discriminations. We keep the door open for empowerment of women workforce to ensure a level playing field in terms of promotion, placement and delegation of power.

Bank arrange competition for the children regularly to explore their literary and dramatic talents in a colorful program named Agrani Bank Shishu Sahittaya Award at shishu Academy.

Also in 2007, we lived up to our commitment by donating tk.02 million to Dhaka Ahsania Mission for building its cancer hospital in the capital.

As part of our commitment, we take part in activities like beautification of city roads and highways, erecting road-side sheds to save the passengers from the blazing sun and incessant rain.

Immediately after two consecutive floods, the Agrani family donated Tk. 3.3 million along with Tk. 1.7 million from the Bank totaling TK. 5.00 million to support the disaster management effort.

Following the Sidor that devastated the country's coastal areas, our hundreds of employees, including a high-profile team from Head Office, volunteered their services to support relief operation and disburse relief goods in the affected areas.

4.34 Organizational practice

Agrani Bank Ltd. also has good relationships among employees. The employees have well access to their boss and can provide their opinion regarding any issues.

ZONEWISE NUMBER OF BRANCHES:

SL. No	Name of Zone	No.of Branch	SL. No	Name of Zone	No.of Branch
1.	Bagerhat	13	29.	Kushtia	21
2.	Barisal	14	30.	Moulvibazar	18
3.	Bhola	9	31.	Mymensingh	15
4.	Bogra	30	32.	Madaripur	10
5.	Brahmanbaria	13	33.	Manikgonj	11
6.	Chandpur	16	34.	Munshiganj	14
7.	Chapai Nawabganj	13	35.	Noagaon	12
8.	Chirragong North	26	36.	Narayanganj	12

9.	Chittagong Central	21	37.	Natore	11
10.	Chittagong South & H/L	26	38.	Narsingdi	9
11.	Comilla	29	39.	Netrokona	11
12.	Chuadanga	14	40.	Noakhali East	16
13.	Dhaka Central	17	41.	Noakhali West	23
14.	Dhaka North	30	42.	Pabna	23
15.	Dhaka South	19	43.	Patuakhali	19
16.	Dhaka West	14	44.	Pirojpur	7
17.	Dinajpur	16	45.	Rajshahi	17
18.	Faridpur	17	46.	Rangpur	16
19.	Gazipur	15	47.	Satkhira	10
20.	Gaibanda	11	48.	Sirajanj	20
21.	Gopalganj	8	49.	Sylhet East	21
22.	Jamalpur	19	50.	Sylhet West	19
23.	Jassor	27	51.	Tangail	23
24.	Jhenaidah	14	52.	Thakurgaon	10
25.	Joypurhat	8		Sub- Total	856
26.	Khulna	28			
27.	Kishoreganj	12		Corporate Branches	10
28.	Kurigram	9			
				Total	866

Chapter-5

Findings of the report

- The main aim of Agrani Bank Ltd is to stimulate industrialization throughout the country by applying the HRM supports and advices through out the various methods and tools. Agrani Bank Ltd follows the proper rules regulations guided by govt. or as per organization's own policy.
- There is a training department and human resource division of Agrani Bank Ltd to run the activities of human resource.
- Human Resource division of Agrani Bank Ltd consists of seven sub-section such as policy and general administration, Management(officer) section, Management (STAFF) Section, House building advance section, Leave and Vacation section, Welfare section, Disciplinary section.
- The compensation policy of Agrani Bank Ltd deals with the central accounts department. This policy is separated from human resource division.
- There were no personnel to recruit Agrani Bank Ltd .
- Agrani Bank Ltd prefers advertisement in the media as a best source of recruitment policy.
- There is no alternative way to recruiting policy such as internship, over time, job rotation, sub contracting etc.
- Agrani Bank Ltd uses initial screening, employment test, interview, background investigation, and reference check for selecting employees in this organization.
- uses un-structure /non-directive interview, job related interview and panel interview for interviewing the applicants.
- A large number of applicants, lack of specialized skills political pressure, union pressure, etc. are the meyor problem face by the organization regarding selection.
- follows the proper effective techniques of selection, such as viva, medical and experience.
- selection committee influenced by the reference group in selecting a person.
- Experience and interviews are considered as the main importance in selecting people.
- 2-6 months time takes to appoint a person affect selection process.
- Permanent promotion method is followed.
- Seniority promotion criteria are followed.
- Violence of rules and regulations is seen not to promote a person.
- Both vertical and horizontal types of promotion are maintained.
- Replacement transfer, district, Upazilla, Zone, and division types of promotion are maintained.
- Disciplinary Action Type of action t take when objective arises from employees.
- On the job training, job rotation, understanding method, lecture method, and courses methods are used for training.
- As per policy, bonus house rent, are the additional offerings except salary.
- Violence of law, dissatisfaction of job, poor salary, package sapless opportunity of are the root cause of grievances in Agrani Bank Ltd.
- Evaluation of solution, applying solution, and feedback solution steps are followed to solve problems/ grievances.
- Staff management is handled the grievance.
- Sometimes pressure groups involvement in application the HRM

- Lack of adequate ,updated and accurate information from the HR management information departments (MIS)
- Lack of coordination in exchange of transferring HRM information among various banks.
- High-educated personnel are in the management.
- There are some fringe benefits to the employees with cash benefit.
- Lacks of eagerness to devote themselves for bank because of lower benefits are given to employees.
- Social benefits are high from the banks to be people in various ways such as infrastructural facilities, securities etc.

Chapter-6

Recommendation

After completion the study I have gathered some practical knowledge about the Human Resource practices in Agrani Bank Limited. Now I would like to provide some recommendations, which might be helpful to upgrade the Human Resource practice of Agrani Bank Limited is given as under:

1. First of all the main important thing for an organization is the Recruitment, which exists in this bank, is not well designed. The bank usually recruited people in tradition way. In this case what they can do is that they can go for campus recruitment, hire institute for helping them recruiting people. Because the institutes are well equipped than the bank. They can also go for online recruitment, which is a modern method.
2. From the point of Training it can be said that their training course is well but not that much practical. They provide training to their employees is their training institute or send them to BIBM which is one of the reputed institutions for the bankers to be to be trained up. In this sort of training they usually get theoretical idea. In this case they can also arrange on the job training which will enables the employees to learn more effectively.
3. Another thing is that after getting training the employee usually not posted it their properly area. For example an employee got training in Credit but he has been posted Foreign Exchange Department, in this case what happened is that after couple of time he forgot the content of the training. So it should be kept in mind that after training they should be properly posted.
4. Another problem is in their performance appraisal system is quite back dated. Usually an employee is eligible to get promotion every after 03 years. But which is not true as a result employees got frustrated could not concentrate in their work besides there is not option for performance basis promotion. In this case it has to be taken into consideration that promotion is motivation, which is useful for employees. As a result it will also useful to reduce employee turnover.
5. The bank does not have have compensation for its employees which is low comparatively very low in the organization, which should be increased.
6. There should be also option for reward system which is not present in this bank.

Conclusion

In this modern area of globalization and privatization, the national commercial organizations are still playing an important role in the development of economic condition of Bangladesh. Though Bangladesh needs huge industrialization to develop its weak economic condition and acute unemployment problem, for industrialization it needs infrastructure, communication facility, available energy, government policy, and effective manpower etc. So all these things need capital and Agrani bank is the name, which comes first for this assistance from Bangladesh government. As Bangladesh is one of the developing countries in the South East Asia with a challenging economic condition and unemployment problem. So huge capital investment is badly needed to enrich the economical scenario as well as employment opportunities. Agrani Bank Ltd is playing a vital role by investing huge amount in industrialization in our country. For proper utilization of human resource, the bank should overcome its limitation and follow the recommendation mentioned earlier. Agrani Bank Limited one of the largest bank in the country having enough outlets all over the country as well as overseas arrangement out of the country is progressing slowly than the third or second-generation banks. They also could not retain their employees only because of their some lack of concentration in some areas. It should be kept in mind that efficient employees of an organization is the assets of that organization and that is why it should be taken up carefully. If they can meet up their shortage they will do much better in the banking sector in Bangladesh.

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