

Internship Report on BRAC BANK Ltd. (BBL)

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Inspiring Excellence

Human Resource Management (HRM) is concerned with the acquisition, development, control and maintenance of Human resources in an organization. It can also be defined as the management of the workforce of a business organization to ensure sufficient staff levels with the right skills, properly rewarded and motivated.

Human Resource Management (HRM) is a planned approach to managing people effectively for better performance. It aims to establish a more open, flexible and caring management style so that staff will be motivated, developed and managed in a way that they can give of their best to support departments' missions.

Good HRM practices are instrumental in helping achieve departmental objectives and enhance productivity of any fast growing organization.

Organizational Commitment involves with an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership.

When employees believe that their organization intends to support them and expresses its commitment to its employees through its HRM practices (training, rewards, equal employment opportunity, etc.), it makes the employees more committed to the organization. Eisenberger et al (1990) discuss that those employees who feel that they are cared for by their organization and managers have not only higher levels of commitment, but also they are more conscious about their responsibilities, have greater involvement in the organization, and are more innovative.

1.1. BRAC Bank: Human Resource Department

Human resource department in BRAC Bank exist to help people and organization reach their goals. Along the way, they face many challenges arising from the demands of the employees, the organization, the society. The domestic and international environments are the particularly turbulent because of the growing challenges also result from ever changing laws, especially

laws that address the need for equal employment opportunity. Within these constraints, the human resource department of BRAC Bank (BBL) must contribute to the organization's "bottom line" in ways that are both ethical and socially responsible.

1.2. Functions of Human Resource Division

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

- Selection and Recruitment.
- 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.
- Policy Formulation for Staff Loans (Car/Housing).
- Policies for Resignation or Termination from Services.
- Retirement Policy.
- Employee Gratuity Fund Policy Formulation.
- Employee Provident Fund Policy Formulation.
- Employee Welfare Fund Policy Formulation.

1.3. Human Resource Division's Wings

In Human Resource Division of BRAC Bank Limited have work with five wings. The wings are-

- Recruitment.
- Administration.
- Training.
- Pay Benefits. &
- MIS & Strategic Planning.

1.4. Recruitment

Selection and Recruitment is an integral part of any organization that heavily depends on their workforce to successfully perform their mission and achieve their vision in the long run. 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 in BRAC Bank Limited.

1.4.1. Recruitment Process:

For the recruitment The BRAC Bank Limited use the following process

❑ **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.

❑ **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.

❑ **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.

❑ **Promotion:**

Promotion can be used as an effective tool for recruitment as it can serve the internal purpose for recruitment within the organization. Promotion may also take place if the

job size increased and the MD/ Management Committee decide(s) 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, Responsibilities, Dimensions, Changes in the Organization Structure, etc. Full justification of the necessity of the change must be presented.

❑ **Transfer on deputation:**

Based on requirements and needs bank can adopt that policy after taking the approval from MD's Offices.

❑ **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.

1.4.2. 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.

1.4.3. Recruitment Policy:

- All regular employees will appointed by the Managing Director.
- 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.

1.5. Administration

The Administration is the wing that maintains and controls the employees of BRAC Bank Limited. The administration has to go with the following work.

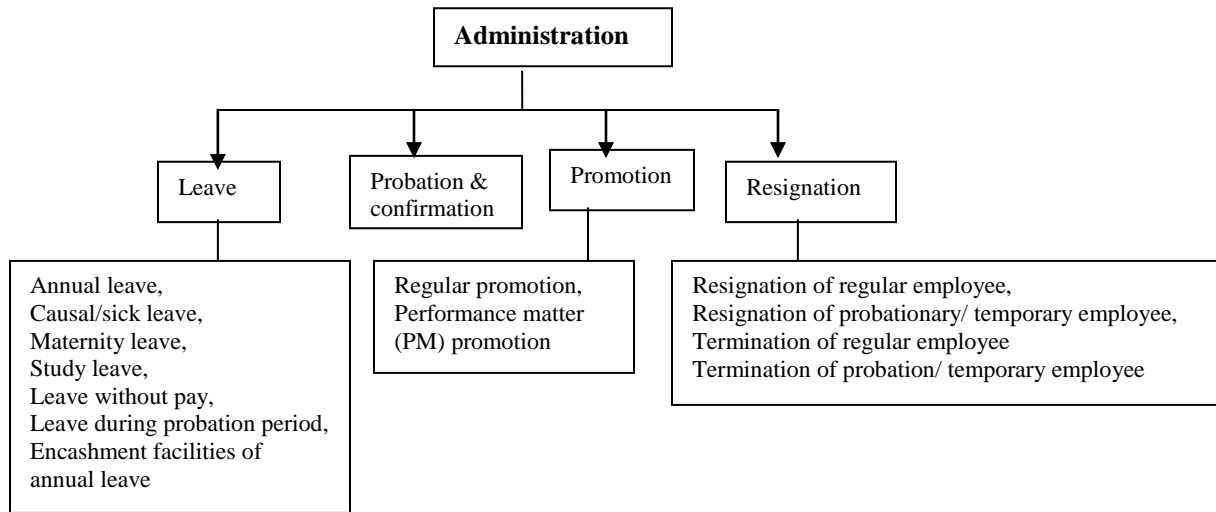


Figure 1.5: Administration wings of BBL

1.5.1. Leave:

The policies followed for employee leaves management based on the types of leaves and their criteria are given below:

Annual Leave:

All officers will become eligible for annual leave of 24 working days after completion of one-calendar year. Of these 24 days 15 days must be taken as consecutive leave each year. Any pending leave may be carried forward to the next year.

Casual/Sick Leave:

Casual leave up to 14 calendar days can be granted per year to an employee who may be unable to attend duty due to sudden illness or urgent private affairs. Not more than 2 days casual leave can be taken at a time in a month.

Maternity Leave: Female (confirmed) employees will enjoy 4 months maternity leave. One employee will be entitled to avail this leave for 2 times in her entire service period.

Study Leave: Study Leave is granted to an employee Study leave of maximum 2 years can only be granted to an employee without pay and allowances provided he/she has put in at least three years of service. This Leave is only granted to those employees who have achieved a minimum of 3 years of service record with the bank and also to those who are due to retire within 5 years of the date on which he/she is likely to return from the study leave.

Leave without Pay: Leave without pay may be granted to an employee in special circumstances where no other leave is admissible under these rules. In case of Leave without Pay, the period does not exceed 60 days.

Leave during Probation Period: For sick leave in the probation period, the leave has to be specially mentioned by the department. Casual leave will be granted to probationary employees after completion of 6 months. Any leave taken prior to completion of 6 months will be adjusted against the casual leave.

Encashment Facilities of Annual Leave: Annual leave encashment facilities may be allowed to the employees for a maximum of 90 days (based on last basic) at the time of employee's leaving the bank.

1.5.2. Probation and Confirmation:

The terms of probation are as follows:

- A person selected for appointment with less than 3 years job experience will be on probation period of one year.
- An employee with job experience of 3 years or more will be on probation for 6 months.

In the event of the probationer's failure to show satisfactory progress and acquire required efficiency during employee's probationary period, the appointing authority may, at its discretion, extend his probationary period by a maximum of additional 6 (six) months, or dispense with his service by giving one months' notice or by paying a sum equal to one month's pay without assigning any reason. An officer shall become eligible for confirmation in the specified post subject to employee's successful completion of the period of probation.

1.5.3. Promotion:

Promotion is a continuous process by which the employee motivates for better work; get the price for employee's better work. In BRAC Bank there are two types of promotions-

Regular Promotion:

Regular promotion is given according to the employee's regular performance. When the supervisor or department head of the employee evaluate that his employee is become an asset for the bank and deserve promotion then the supervisor or the department head take a promotion appraisal form from HRD and recommended the employee for promotion.

PM Promotion:

Performance Matter (PM) is the annual performance report of individual employee of BRAC Bank Limited. According to Performance Matter ranking scale the employee can get promotion in the job grade of their own.

According to the policy any employee can't get any promotion within a year after the employee's joining in the BRAC Bank Limited. And on the other section the employee can get promotion after six months of his previous promotion.

1.5.4. Resignation:

The following sections will display the policies of BRAC Bank Limited (BBL) regarding its employees' resignation and termination situations. This part will discuss about the policies and procedures for resignation or termination in situations when:

- A regular employee wishes to resign
- A probationary or temporary employee wishes to resign
- When a regular employee is terminated
- When a probationary or temporary employee is terminated

Resignation of Regular Employee:

A confirmed employee may leave or discontinue from the services of the bank by giving one month notice, in writing or pay to the bank as compensation an amount equal to the employee's total pay for one month.

Resignation of Probationary or Temporary Employee:

Probationary or any temporary employee shall leave or discontinue employee's service from the Bank by giving 15 (fifteen) days prior notice in writing of employee's intention to do so or pay to the bank as compensation an amount equal to employee's total pay for fifteen (15) days.

Termination of Regular Employee:

The competent authority may terminate the services of a confirmed employee or call upon him/her to resign without assigning any reason, by giving him/her one month notice in writing or on payment of one month substantive pay in lieu of such notice and the employee shall not be entitled to any form of compensation for termination of service.

Termination of Probationary or Temporary Employee

The service of a probationer or a temporary employee shall be liable to be terminated by the competent authority without assigning any reason without giving him or her any notice and the probationer or the employee shall not be entitled to any form of compensation for termination of service.

Performance Appraisal:

1. BBL provides enough information on specific method of performance evaluation system and allows its employees to formally communicate with supervisors regarding appraisal results.

Response	Frequency	Percentage
Not Agree	2	4%
Agree	43	96%
Total	45	100%

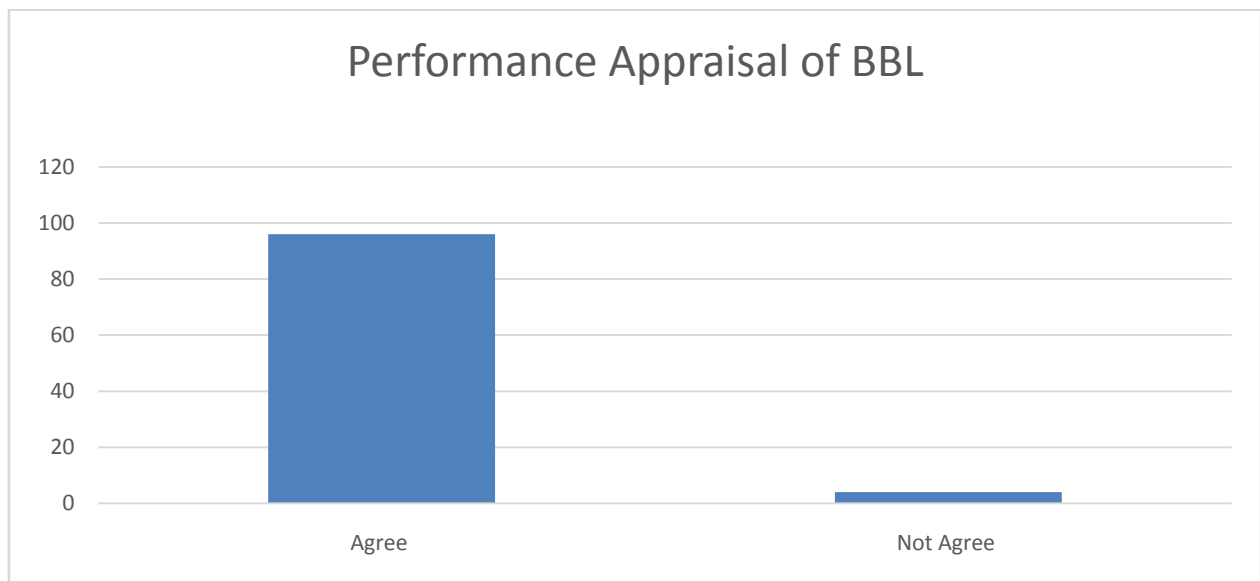


Fig 1: Performance appraisals are based on objectives and company provides enough information regarding specific method of performance evaluation system. Here employees are allowed to communicate with supervisors for appraisal results and put their comments.

Promotion

1. BBL Provides fair pay based on performance and there are advancement opportunities for competent employees.

Response	Frequency	Percentage
No	9	20%
Yes	32	72%
Depends	4	8%
Total	45	100%

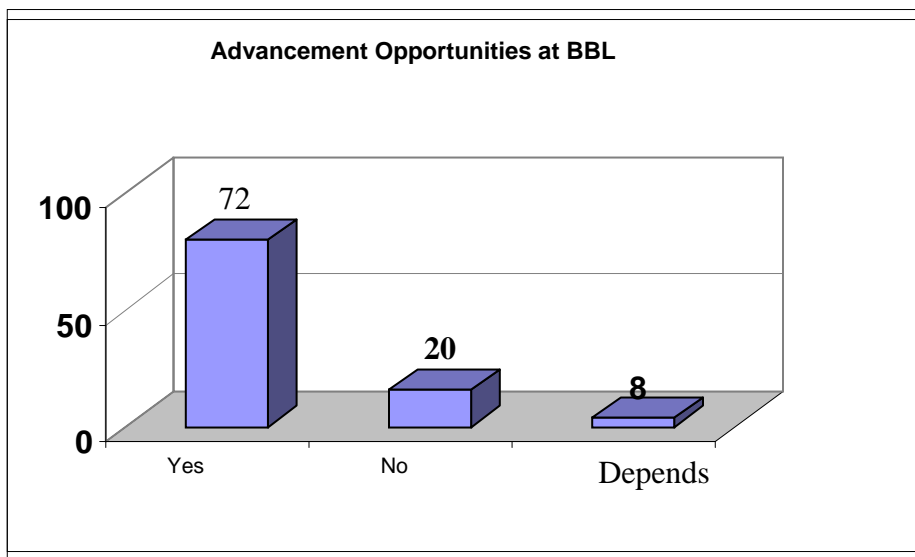


Fig. 2: BBL usually promotes their competent employees at regular interval. Also they provide fair pay comparing similar organization in Bangladesh.

Incentives

1. The company provides monetary rewards based on TARGET production

Response	Frequency	Percentage
Agree	45	100%
Total	45	100%

Monetary Reward at BBL

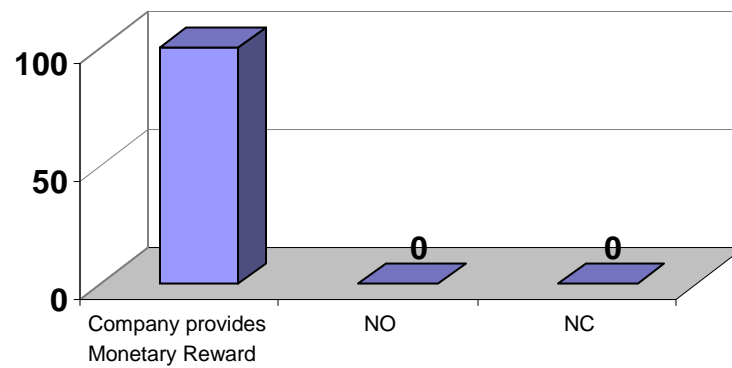


Fig. 3: BBL provides monetary reward for its employees. This reward is based on “Monthly Target Production”.

Benefits

1. BBL always emphasize on the maintenance of core benefits of its employees. Also they provide fringe benefits compare to similar organizations in Bangladesh.
- 2.

Response	Frequency	Percentage
BAD	4	8%
Good	40	88%
NC	1	4%
Total	45	100%

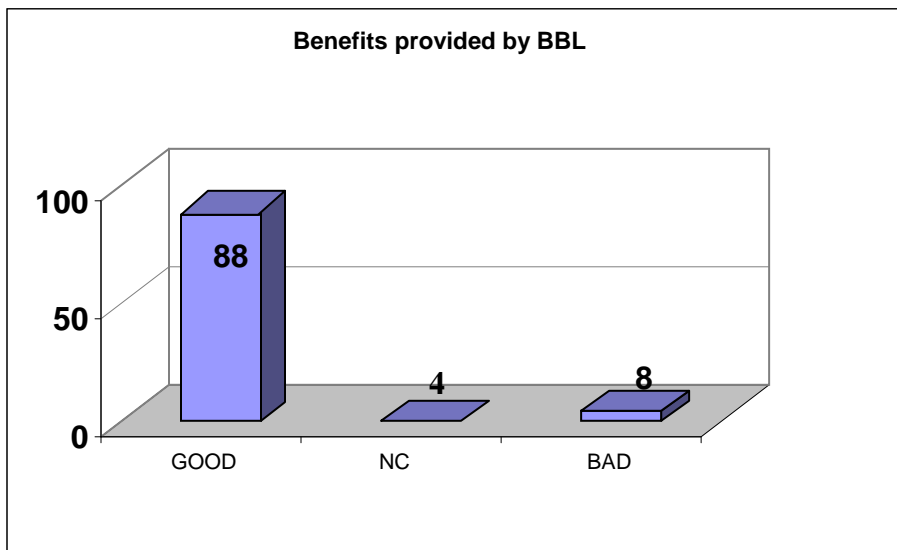


Fig. 4: At BBL the core benefits and fringe benefits are better than similar organizations in Bangladesh.

2. This organization ensures the wellbeing of its employees:

Response	Frequency	Percentage
Ensure wellbeing (A)	43	96%
Depends (B)	2	4%
Total	45	100%

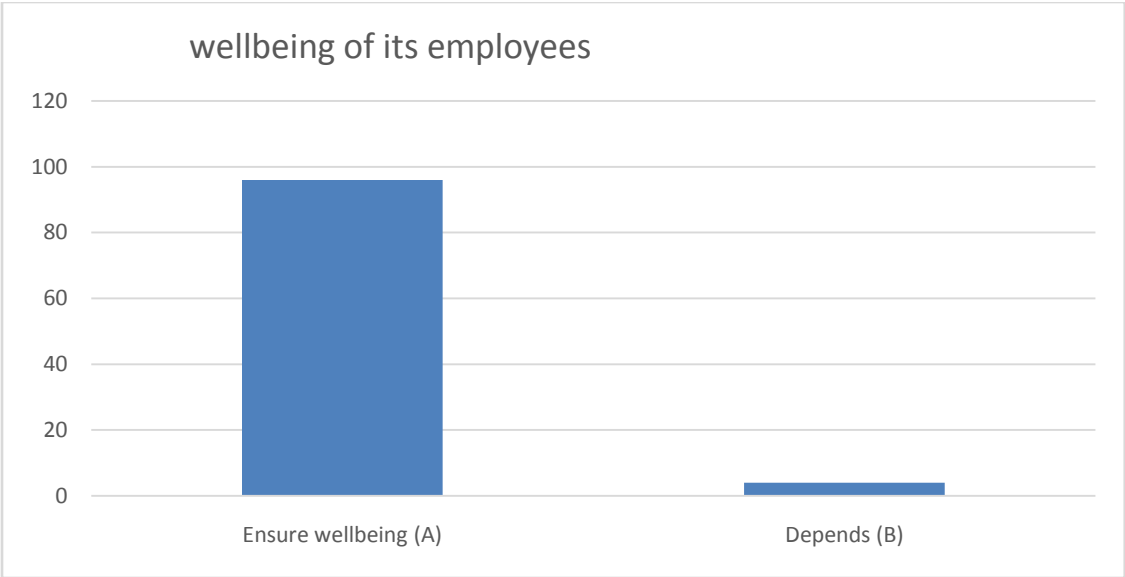


Fig. 4: At BBL the organization ensures the wellbeing of its employees.

Working Condition

1. My working conditions are good and I feel safe in working here.

Response	Frequency	Percentage
Good	43	96%
No Comment	2	4%
Total	45	100%

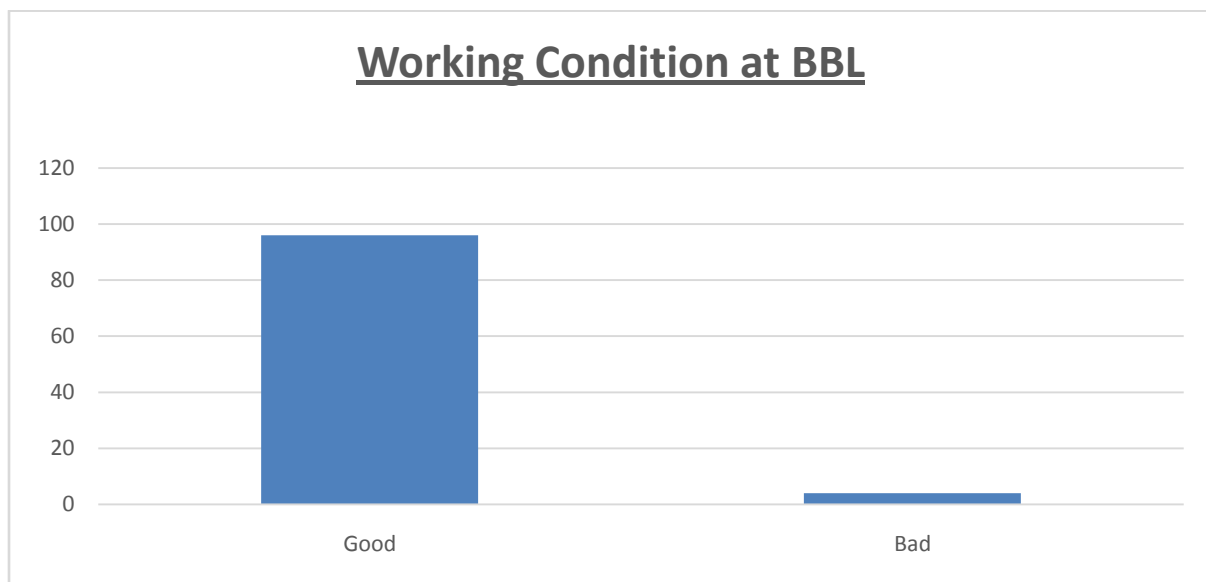


Fig. 5: Almost all employees agree that working condition in BBL is safe and good.

2. My health has not suffered as a result of working for this organization.

Response	Frequency	Percentage
Health Suffered	2	4%
Not Suffered	40	88%
No Comment	3	8%
Total	45	100%

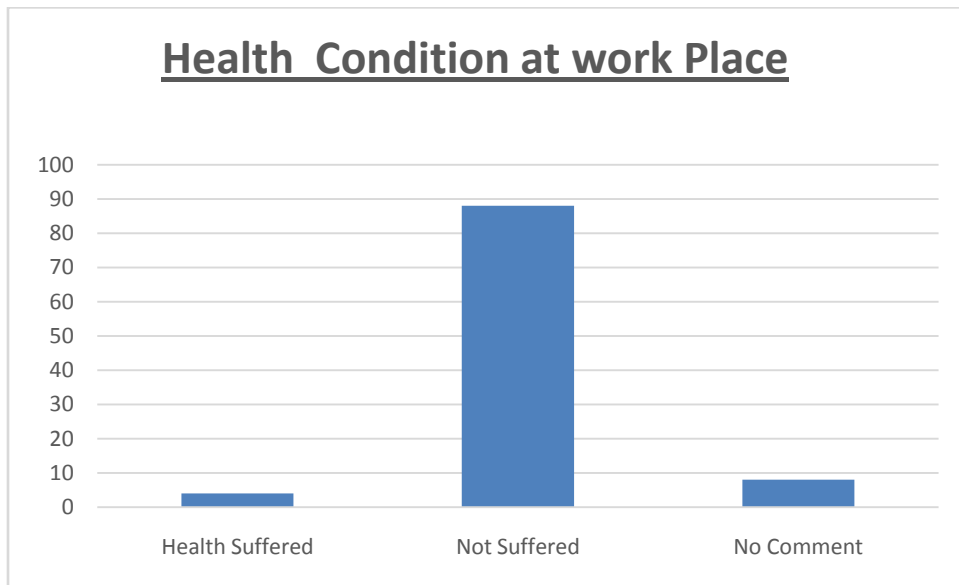


Fig.6: Most of the employees agree that their health has not suffered as a result of working here. However, 12% employees opined differently.

Equal Employment Opportunity

1. The company exercises and ensures equal employment opportunity.

Response	Frequency	Percentage
Not agree	2	4%
Agree	36	80%
No Comment	7	16%
Total	45	100%

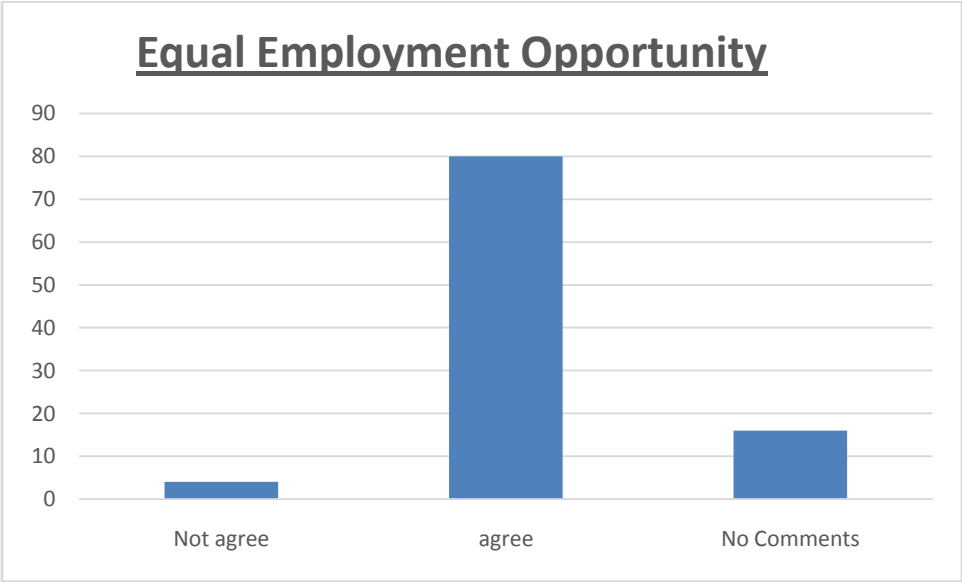


Fig.7: Most of the employees agree that the company exercises and ensures equal employment opportunity.

2. Men and women have the same employment opportunities in this organization.

Response	Frequency	Percentage
NO	0	00%
NC	0	00%
Yes	45	100%
Total	45	100%

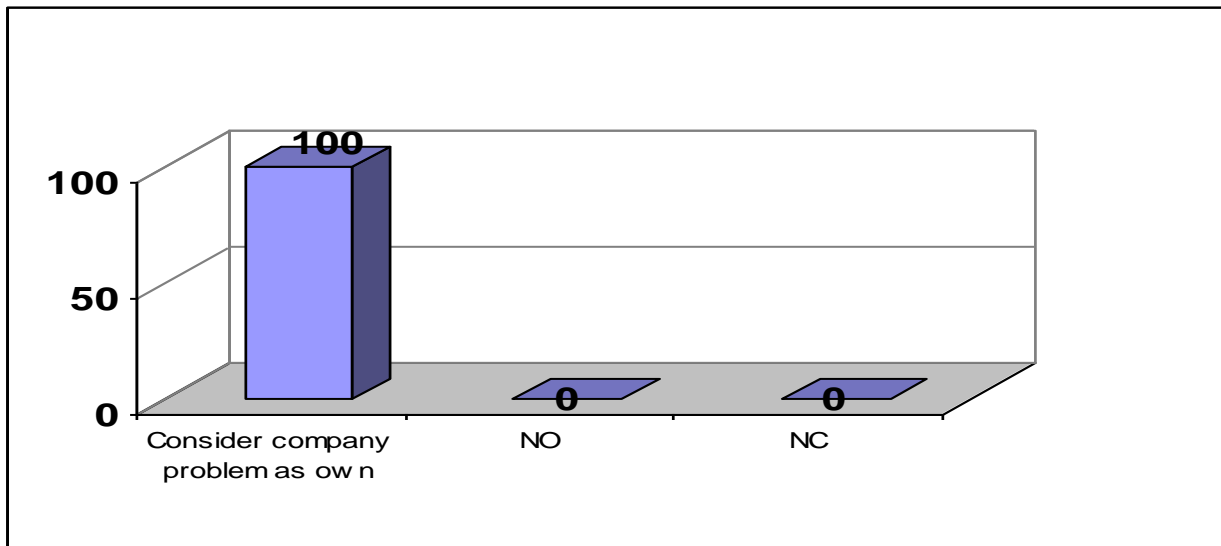


Fig.8: Man & Woman have equal employment opportunity in BBL.

3.4.2 EMPLOYEE COMMITMENT AT BRAC Bank Ltd (BBL):

1. I would be very happy to spend rest of my career with this company

Response	Frequency	Percentage
Not agree	2	4%
Agree	43	96%
Total	45	100%

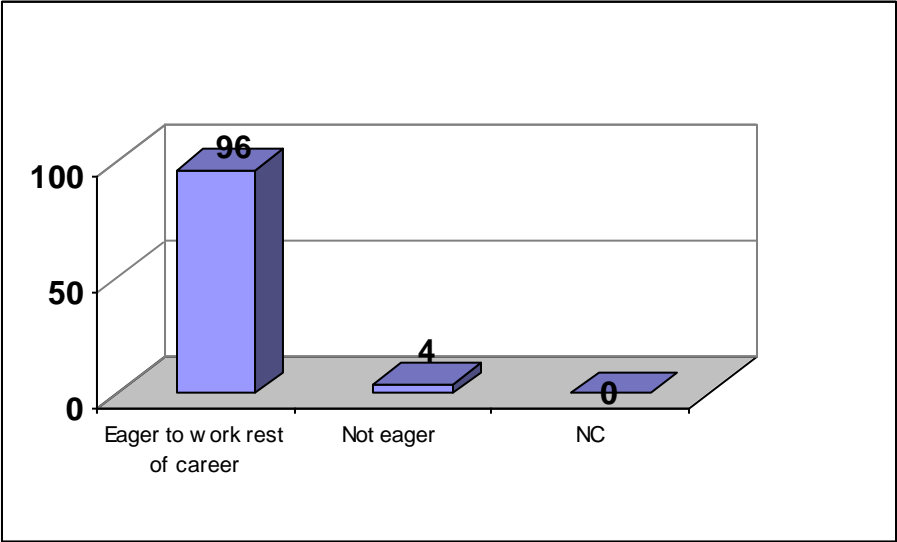


Fig.9: Most of the employees like to work rest of career which shows their strong willingness and job satisfaction.

3. I really feel as if this company's problems are as my own.

Response	Frequency	Percentage
Yes	45	100%
Total	45	100%

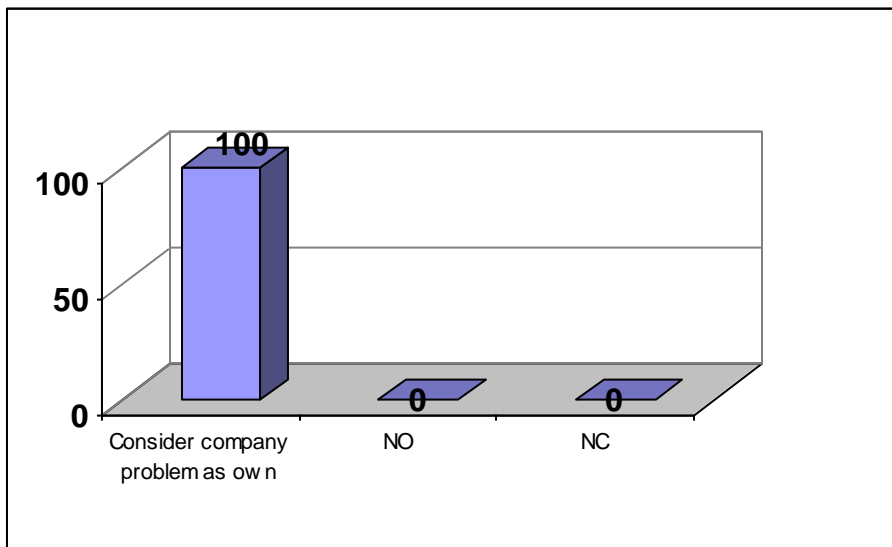


Fig.10: Everybody accepts that the company problem as their own problem which shows their strong commitment

4. I enjoy discussing my organization with people outside it

Response	Frequency	Percentage
NA	2	4%
Yes	43	96%
Total	45	100%

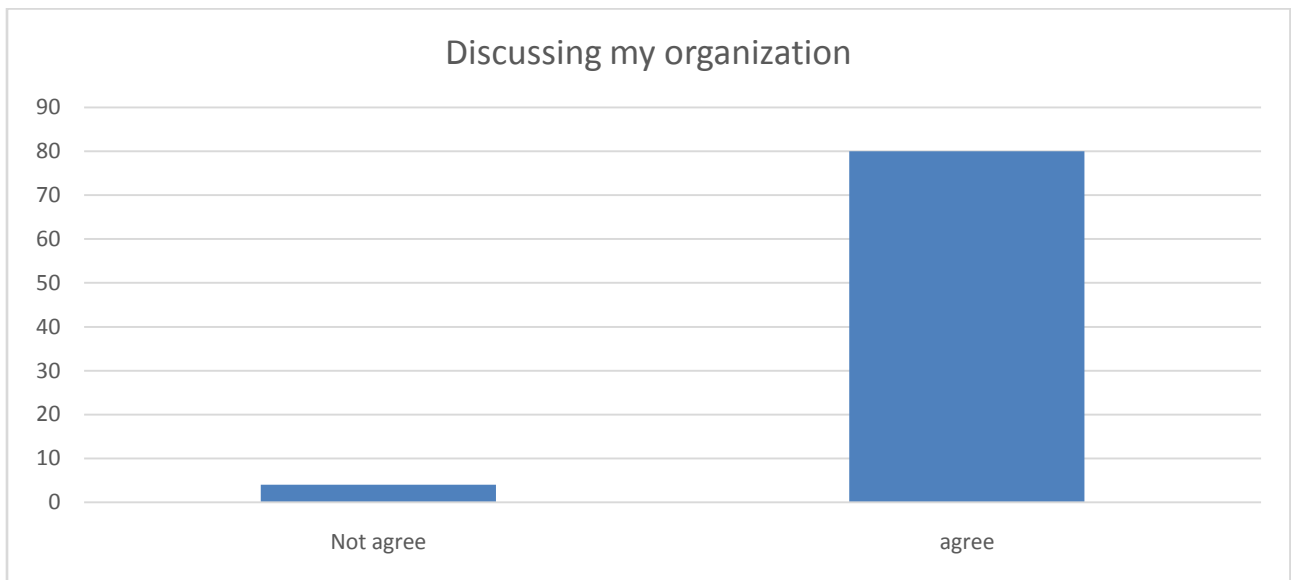


Fig.11: Almost everybody feel proud to discuss about BBL with people outside

5. One of the major reasons I continue to work for this organization is that another organization may not match the overall benefits I have here.

Response	Frequency	Percentage
Yes	16	36%
No	27	60%
Depends	2	4%
Total	45	100%

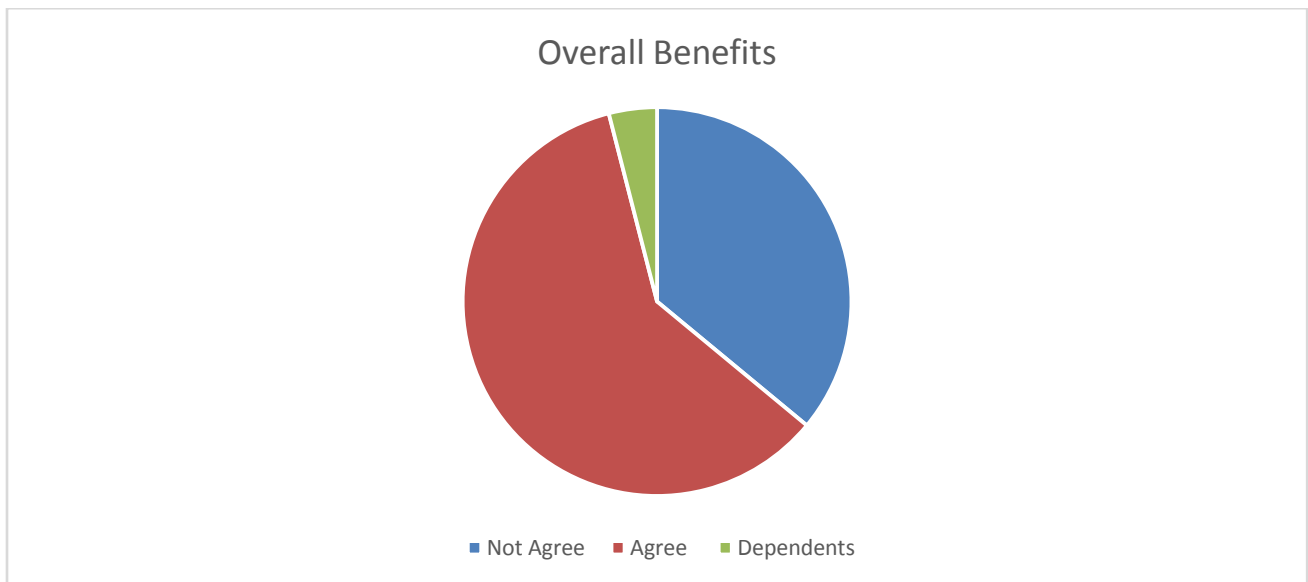


Fig.12: 60% employees think benefits is not only reason for staying at BBL. However, 36% employees are staying here as not getting overall benefits which are here.

5.0 Jumping from organization to organization does not seem at all unethical to me.

Response	Frequency	Percentage
Yes	25	56%
No	18	40%
Depends	2	4%
Total	45	100%

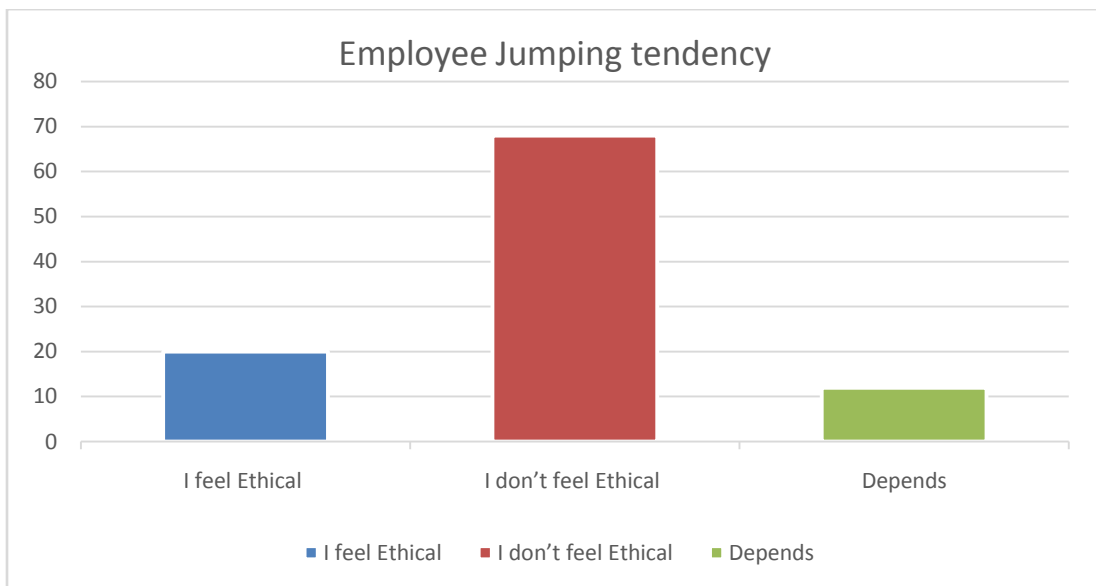


Fig.13: 56% employees of BBL think that jumping from organization to organization is ethical while 40 % do not agree on it.

6. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization

Response	Frequency	Percentage
Yes	25	56%
No	16	36%
Depends	4	8%
Total	45	100%

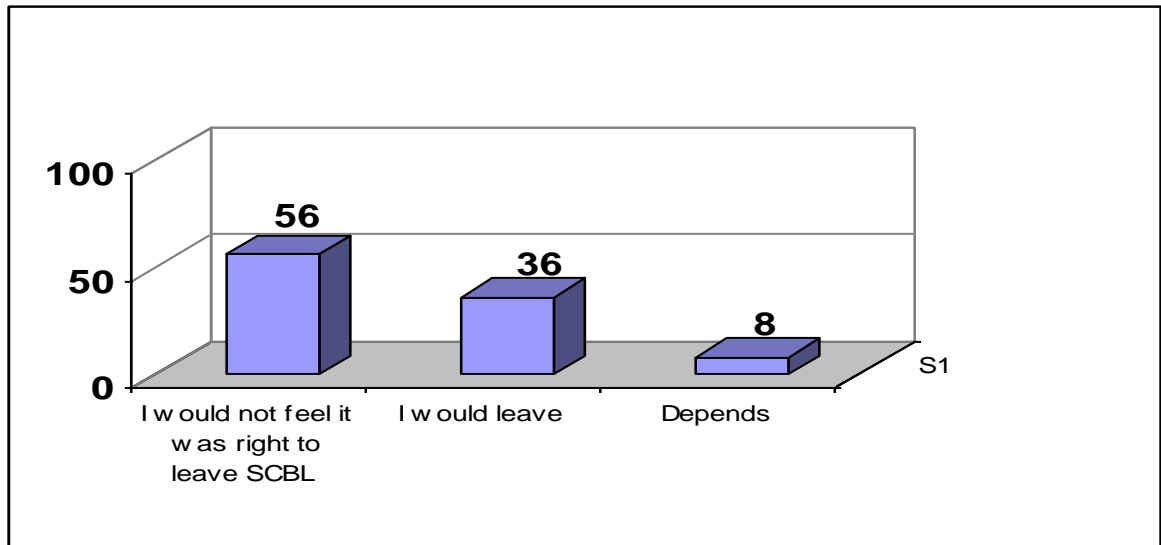


Fig. 14: 56% of SCBL employees feel it was not right to leave organization if he got another offer; but 36% do not agree on it.

3.4.3 Analysis & Results

HRM practices at BBL, Bangladesh:

- 68% of them have received training or mentors from their superior.
- 96% of employees agree that company provide enough information regarding specific method of performance evaluation system.
- 80% of employees agree that recruitment and selection process is impartial while 16% do not agree on it.
- Everybody accepts company provides monetary reward based on target production.
- 96% employees agree that working condition is good and safe here.
- 88% employees agree that health has not suffered as a result of working here.
- 96% employees agree that the organization ensures wellbeing of its employees.
- 80% employees agree that the company exercises and ensures equal employment opportunity.
- Men and women have same employment opportunity at BRAC Bank Ltd, Bangladesh.
- HR department make orientation program for newly joined employees here.

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