



**INTERNSHIP REPORT ON
HUMAN RESOURCES DIVISION OF
BRAC BANK LIMITED**

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Letter Of Transmittal

September 23, 2010

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Subject: **Submission of Internship Report.**

Dear Madam,

This is my pleasure to present my internship report entitled “**Internship Report On Human Resource Division of BRAC Bank Limited.**” I have conducted my internship program in BRAC Bank Limited, Head Office, 1 Gulshan Avenue, Gulshan-1, Dhaka – 1212, under your close supervision.

I believe that knowledge and experience I gathered during the internship period will be helpful in my future professional life. I will be grateful to you if you accept the report. I will be available for defense on this report any time.

Your support in this regard will be highly appreciated.

Thanking you.

Sincerely yours’

Shaba Mumtahena
ID – 05304010

Acknowledgement

Completion of this report has made me grateful to a number of persons. First of all I would like to acknowledge my supervisor and teacher **Farhana Nur Malik** not only for giving the opportunity to prepare the report but also for providing me the opportunity to improve the report by extending the submission deadline on this semester. She was also available when I needed her for help, suggestions and guidelines. I am also grateful to **Ms. Tahniyat Ahmed Karim**, Head of Human Resources, BRAC Bank Ltd. for giving me the valuable opportunity to do my internship in her department and supporting me with knowledge and resources. I am also grateful to the entire HR Team of BRAC Bank Ltd. as they have always been there for me when I needed them the most. Their active participation to all my questions, queries during my internship has made this journey a true success. I would like to name here **Md. Rezaul Amin** (Head of Recruitment, Compensation & Benefits), **Mr. Mahbub Alam** (Head of Learning & Development), **Md. Shanjidul Bari** (HR Relationship Manager, Wholesale Banking), **Mr. A.R.M Rukunuzzaman** (Manager, Compensation), **Mr. Abdullah Harun Imam** (Manager, Recruitment), **Mr. Zafar Iqbal** (Acting Manager, External Training), thanks to all of them for providing valuable suggestions and information in preparing this report. It was my privilege and I am truly honored working with such a wonderful team.

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Executive Summary

This is the internship report based on the three month long internship program that I had successfully completed in BRAC Bank Limited under Human Resource Division from 03.05.2010 to 29.07.2010 as a requirement of my BBA program on Department of Business Studies, BRAC University. As being completely new to practical, corporate world setting, every hour spent in the HRD gave me some amount of experience all the time all of which cannot be explained in words. But nevertheless, they were all useful for my career.

This report includes how an HR Department works, what are the possible divisions and work distribution in an HRD, recruitment process, training and development initiatives, how to keep employees motivated as well as how to control insubordinations, compensation and benefits planning, how to lead etc.

I have worked in Human Resource Division of BRAC Bank Limited with almost all the wings of HR like Recruitment, Learning & Organization Development (Training), Compensation, Pay and Benefits and HR Administration.

BRAC Bank has a rich Human Resource Department. It maintains the organizational responsibilities successfully. The HR team of BRAC Bank is completely organized and well reputed team.

First six weeks of my internship program on Human Resource Division I have worked with the full support of recruitment wing and the next three weeks I worked with the training wing then the next two weeks I got attached with the Payroll wing and the last one week I worked with the Administration wing.

I have worked with different types of recruitment procedure of BRAC Bank Limited. Within my three months internship around 424 regular employees and 419 contractual

employees are recruited in regular basis in BRAC Bank Limited in different procedure and system. I have also assisted the recruitment team in doing other works like joining workers, updating CVS etc.

In Training wing I have mainly assisted the training team in updating the personal files of regular employees with the number of trainings that they have done in 2010. I have assisted the compensation, pay and benefit team in order to process their final settlement data and the administration team in processing of leave of the employees.

My personal views about the HRD, my value addition to the HRD are also included in the report. With limited knowledge and experience I tried my best to make this report as much understandable as possible and translated the real world experience into a document. The various boundaries to process improvement and maintaining ethical standards in a corporate environment have also been experienced. But even so, how those policies and practices are In-Line with the corporate strategy are discussed in this report.

Before drawing any conclusion based on this report it may be noted that the report was prepared in a very short term and there is lack in data. But still the report may be useful for designing any further study to evaluate the HR facilities provided by the banks.

Chapter # 01

Introduction

- Objective of the report
- Scope of the report
- Methodology of the report
- Limitations of the report

1. Introduction :

1.1 BRAC Bank Limited – An Overview of the Organization

BRAC Bank Limited is a full service scheduled commercial bank. It has both local and International Institutional shareholder. The bank is primarily driven with a view of creating opportunities and pursuing market niches not traditionally meet by conventional banks. BRAC Bank has been motivated to provide “best-in-the-class” services to its diverse assortment of customers spread across the country under an on-line banking dais.

At present, BRAC Bank is one of the fastest growing banks in the country. In order to support the planned growth of its distribution, network and its various business segments, BRAC Bank is currently looking for impressive goal oriented, enthusiastic, individuals for various business operations.

The bank wants to build a profitable and socially responsible financial institution. It carefully listen to the market and business potentials, It is also assisting BRAC and stakeholders to build a progressive, healthy, democratic and poverty free Bangladesh. It helps make communities and economy of the country stronger and to help people achieve their financial goals. The bank maintains a high level of standards in everything for our customers, our shareholders, our acquaintances and our communities upon, which the future affluence of our company rests.

According to the Half-Yearly Financial Statement of 2010- the number of Employees including contractual engaged for the whole year or part there of (who received a total yearly remuneration of Tk. 36,000 or above) were 6,306 where as the total number of employees were 7,075 as the same period of pervious year.

1.2 Scope of the Report:

Human Resources are essential and foundational to the growth and development of any organization and hence the ability to satisfy and retain quality and trained employee is vital. It must be therefore very crucial to identify if there is an underlying dissatisfaction amongst the existing employees of the organization. Therefore, the bank is the largest beneficiary because through this report we can identify how to confront the challenges.

This report will give a clear idea about ‘Human Resources Department in the BRAC Bank Ltd.’ How efficiently they utilize their resources? What types to benefits they offer to their employees to motivate their work? Does the training program that they organized is effective or not? What are the aims to develop training program? To have answers of all these questions, it is tried to go through the BBL HR policies; with three months working experience in HR and had discussions with officials of different wings.

1.3 Methodology:

In order to attain the objectives, collection of primary data is necessary. This data will be used to analyze the problem statement. The largest part of the analysis however would obviously be conducted by carrying out the employee satisfaction survey. The intention is to obtain a randomly selected unbiased sample of 100 employees across the bank and to question them on various HR Grounds to assess the employee satisfaction level. Therefore the methodology would include relevant information is collected from interviews, Surveys, observation and annual reports of the bank. The relevant information is collected from the primary sources and also uses the secondary sources of information.

Primary data are collected through:

- Observation for the total internee period
- Open ended and close ended questions
- Conducted discussions with Officers of HRD

Secondary data are collected through:

- Manuals and Annual Report of BRAC Bank Limited
- Website browsing.

1.4 Limitations of the Report:

The sources of the report are collected from different desks, various documents of BRAC Bank Limited (BBL). Though the entire staff member remains busy all the time for their desk work they helped a lot to manage and collect the data & information. But it was very difficult to collect information on the client as it is very sensitive and secret issue for the Bank. Every task has some limitations. So, there have also some limitations of the study. These are as follows-

- Shortage of time period:** This report is written within a shorter period of time since many days have passed during the training session. So the time constraint of the study hindering the course of vast area and time for preparing a report within the mentioned period is really difficult.
- Busy working environment:** The officials had some times been unable to provide information because of their huge routine work. That is why we do not gather vast knowledge about the critical issues.
- Secrecy of Management:** There some information which are confidential for collecting the data. So, some data could not been collected for confidentiality or secrecy of management.
- Uneven Sample Distribution:** The sample distribution may not be even, there may be a majority of people coming from a fixed range of income level.

Chapter # 02

Organization

- History of BRAC Bank Ltd.
- Product/ Service of BRAC Bank Ltd.
- Organogram of BRAC Bank Ltd.
- Vision, Mission statement of BRAC Bank Ltd.

2. Organization:

2.1 History of BRAC Bank Limited:

BRAC Bank Limited, one of the latest generation of commercial banks started its journey on July 04, 2001. It is an affiliate of BRAC (Bangladesh Rural Advancement Committee), one of the world's largest non-governmental development organizations founded by Fazle Hasan Abed in 1972. It has been the fastest growing Bank in 2004 and 2005. The Bank operates under a "double bottom line" agenda where profit and social responsibility go hand in hand as it strives towards a poverty-free, enlightened Bangladesh.

BRAC Bank Limited, with institutional shareholdings by BRAC, International Finance Corporation (IFC) and Shore Cap International, has been the fastest growing Bank in Bangladesh for the last three consecutive years. In the recent past the bank has gone public with price of shares reaching impressive heights, further showing promising future.

BRAC Bank, a fully operational Commercial Bank, focuses on pursuing unexplored market niches in the Small and Medium Enterprise Business, which hitherto has remained largely untapped within the country. In the last five years of operation, the Bank has disbursed over BDT 2200 crore in loans to nearly 50,000 small and medium entrepreneurs in 2007. And this year Bank's disbursement plan is BDT 4100 crore. The management of the Bank believes that this sector of the economy can contribute the most to the rapid generation of employment in Bangladesh. Since inception in July 2001, the Bank's footprint has grown to 36 branches, more than 400 SME unit offices and 38 ATM sites across the country, and the customer base has expanded to 200,000 deposit and 45,000 advance accounts through 2006. In 2005, BRAC Bank had a \$178 million portfolio consisting of around 21,000 loans with an average loan size of \$8,000. It has around 400 regionally-placed loan processing units offering services in the heart of rural

and urban communities and employs over 700 business loan officers – around 60% of total staff.

In addition to small business lending, BRAC Bank has fast growing remittance, savings mobilization and consumer lending businesses. In the years ahead BRAC Bank expects to introduce many more services and products as well as add a wider network of SME unit offices, Retail Branches and ATMs across the country.

International Finance Corporation:

BBL has important international shareholdings apart from BRAC: IFC and ShoreCap. International Finance Corporation (IFC) is the commercial wing of World Bank. Using certain channels and overseas representatives, IFC helps local financial institutions find profitable ways to target small and medium sized companies. Funding comes from the Asian Development Bank, Canada, the European Commission, the Netherlands, Norway, the United Kingdom and IFC itself.

IFC is a 9.5% shareholder in BBL. A new assistance program signed in August 2005 aims to double the bank's number of small and medium enterprise clients in 18 months through campaigns to target women entrepreneurs and rural clients, introduce new products and train branch managers.

Shore Cap International Ltd

Another international institutional investor Shore Cap International Ltd. is an international private non-profit, equity company seeking to invest in small business banks and regulated micro finance institutions in countries with developing and transitional economies. Shore Cap typically invests between \$500,000 and \$2 million for an ownership position of 10-25% of a company. As a minority shareholder, Shore Cap seeks financial institutions with a strong, experienced management team and a committed set of local development-minded investors. Shore Cap currently owns 8.75% of BBL's shareholdings.

2.2 Product & Service of BRAC Bank

BRAC Bank Ltd. is currently focusing on four different areas of business activities.

These are:

- SME Banking
- Retail Banking
 - ✓ Retail Distribution
 - ✓ Non Funded Business and Secured Value Center
 - ✓ Alternate Delivery Channel
 - ✓ Unsecured Value Center
 - ✓ Liability
 - ✓ Service Quality/Business Intelligence
 - ✓ Collections
 - ✓ Cross Selling
 - ✓ Regional Distribution
- Corporate Banking
- Probashi Banking
- Cards
- Treasury & Financial Institutions
- Marketing & Corporate Affairs

The businesses directly related to customer service are briefly described in the following sections:

SME Banking:

BRAC Bank considers the population of Bangladesh the most valuable resource of the country. According to BRAC Bank, after achieving liberation, the attainment of economic uplift should be our most important goal. Micro lenders are working here in the financial field, providing very small amount and on the other hand regular commercial banks have been providing bigger amount of loans to larger industries and trading organizations. But the small and medium entrepreneurs were overlooked. This missing middle group is the small but striving entrepreneurs, who because of lack of fund cannot pursue their financial uplift, as they have no property to provide as equity to the commercial banks. With this end in view-BRAC Bank was opened to serve these small but hard working entrepreneurs with double bottom line vision. As a socially responsible bank, BRAC Bank wants to see the emancipation of grass-roots level to their economic height and also to make profit by serving the interest of missing middle groups. 50% of BRAC Bank's total portfolio usually collected from urban areas, are channeled to support these entrepreneurs who in future will become the potential strength of our economy. The Bank currently is the market leader in giving loans to Small and Medium Entrepreneurs. It has been doing this for the last five years. Showing SME Network coverage in the figure below:

SME Products

Currently BRAC Bank is offering 13 SME packages. These are listed and briefly explained below:

- ❖ **Anonno Rin** - "Anonno Rin" is a business loan designed to finance small scale trading, manufacturing and service ventures, especially to help small and medium entrepreneurs to meet their short-term cash flow shortages and bridge the fund-flow gaps.
- ❖ **Apurbo Rin** - Apurbo is a loan facility for Small and Medium business. Apurbo loan has been designed and targeted for relatively bigger business units requiring loan above tk. 8 lacs to 30 lacs.

- ❖ **Pathshala Rin** - “Pathshala Rin” is a loan designed to meet the needs of small and medium sized private educational institutions, such as kindergartens, schools and colleges etc.
- ❖ **Aroggo Rin** - “Aroggo” is a loan allowed to various Health service Provider like private clinics, diagnostics centers and doctors' chambers. The product offers fixed assets purchase financing under equated Monthly Installments.
- ❖ **Digoon Rin** - This is a double loan on clients’ deposits. With this, clients do not need to encash their savings rather they can take double amount of loan on their deposit for their business expansion.
- ❖ **Supplier Finance** - SUPPLIER FINANCE is a loan facility for the enlisted Suppliers of various large retailers, marketing companies, distributors, exporters etc. This product’s main objective is to help various Suppliers to meet their short-term cash flow shortages or bridge the fund-flow gaps. Amount is minimum BDT 3 lac up to maximum BDT 30 lac.
- ❖ **Prothoma Rin** - "PROTHOMA RIN" is a loan facility for small and medium sized business, which is operated by women entrepreneur. The product offers terminating loan facilities for the purpose of working capital finance and/or fixed assets purchase. Loan limit is from minimum BDT 3 lac up to maximum of BDT 9.5 lac.
- ❖ **BIZNESS Account** - “Bizness Account” is an interest bearing current account for sole proprietorship business Entrepreneur. Opening balance required is only BDT-10,000.00
- ❖ **Cash Secured Loan** - "Cash Secured Loan" is a loan facility for small and medium sized business. There are two types of loan facility in the product i.e. Secured Loan and Secured Overdraft. These facilities are fully secured by fixed deposit of BRAC Bank. Amount is minimum BDT 3 lac up to maximum BDT 30 lac.
- ❖ **BIZNESS Loan** - Bizness loan is an equated monthly loan facility for all types of business who have healthy bank transactions for the purpose of working capital finance and/or fixed assets purchase. Loan limit is minimum BDT 10 lac to maximum of BDT 50 lac.

- ❖ **Proshar** - "Proshar" is a loan facility for small & medium sized manufacturing business. The product offers loan facilities for working capital finance and/or fixed assets purchase.
- ❖ **Trade Plus** - Trade plus is a composite facility for small & medium sized import-oriented businesses to meet their trade finance requirements.
- ❖ **Super Supply Loan** - Super Supply Loan is a loan facility for Suppliers of various large retailers, marketing companies, manufacturing companies and various corporate houses. This product's main objective is to help various Suppliers to meet their financial requirements.

Retail Banking:

There are retail banking products of three categories. One is Loan Products, second is Deposit Products and the other is Cards.

In Loan Products category there are eleven services/products facilitating clients' demands. These are:

Salary Loan, NoW Loan, Car Loan, Teacher's Loan, Study Loan, Travel Loan, Credit Card Loan, Top Up Loan, HighFlyer Loan, Secured Loan/ OD and Doctor's Loan.

Under Deposit Products category currently there are ten services/products in total. These are:

Fixed Deposit, Interest First, Abiram Account, DPS, EZee Account, Savings Account, Short Term Deposit, Current Account, Salary Account and Step Up Fixed Deposit.

Under Cards category there are two types of cards products active. One is ATM Debit Cards and the other is Co-Branded Cards. ATM Debit Cards facilitates money withdrawal of upto BDT 20,000.00 per day. Also checking balance statements of ATM and POS (Point Of Sale) transactions. The Cards Department provides 24 hour customer support hotline to resolve queries and problems.

The Co-Branded Cards are from Aarong, ALICO and DIA Gold. The BRAC Bank Aarong ATM Card gives users 5% cash back facility from shopping in any Aarong outlets. The holder of BRAC Bank ALICO ATM Card can enjoy a special life insurance facility with insurance coverage of upto BDT 200,000.00. And BRAC Bank DIA Gold ATM card holder will enjoy a special cash back and cash discount feature. This feature is 10% discount from any diamond product bought and 8% discount on making charge of any gold products bought from DIA Gold.

Corporate Banking:

Corporate Banking section has three types of coverage currently. These are:

1. Corporate Loan Products
2. Trade Financing
3. Corporate Cash Management

Corporate Loan Products is offering six services at the moment. The services are listed and described in the following section:

Corporate Loan Products

Overdraft – This is an on-demand credit facility designed to meet day-to-day operational activities of the business, including purchase of raw materials and expenses.

Term Loan – Short Term Loan/Revolving Loan: This scheme is to meet different short-term fund requirements of the client. Payment of duty, Tax, VAT and other expenses related to the release of goods from customs through pay orders in the name of customs authority or Bangladesh Bank cheque is payable through this scheme.

Lease Finance – One of the more convenient long-term sources of acquiring capital machinery and equipment. The client is given an opportunity to have exclusive rights to use an asset, for an agreed period of time, against payment of rent.

Loan Against Trust Receipt (LATR) – This is advancement against a Trust Receipt provided to the client when the documents covering an import shipment are given without payment. Under this system, the client will hold the goods of their sale proceeds in trust for the bank, until the loan allowed against the Trust Receipt is fully paid.

Work Order Finance – BRAC Bank provides Work Order finance facility for its valued clients. Through this arrangement, clients can avail loan facilities against valid Work Orders up to a certain proportion.

Medium Enterprise - The products offered under this sort of financing are versatile in nature and each product is tailored according to the need of the borrower, under certain parameters. The range of organizations this sort of financing caters to include proprietorship concerns, private limited companies, educational institutions as well as NGOs.

The purpose of this unit is to serve medium enterprises having facility requirements like a large corporate in nature, but smaller in volumes. The facilities may range from a single-funded or non-funded limit to a composite credit facility that includes various corporate products. The Bank believes that the emerging medium enterprise of today is tomorrow's large corporate that will facilitate the true growth of the nation.

Trade Finance:

Letter of Credit (LC):

This facility is related to import or local purchase of different items. It is also provided for the import and export of goods (such as raw materials, machinery, equipment, any trading item).

Letter of Guarantee (LG):

To meet different contractual requirement such as participating in Bid, Performance Guarantee and Advance Payment guarantee for different contractual requirements.

Corporate Cash Management

NCS – BRAC Bank will collect clients' bills through their Bills Pay Machines in the strategic locations of the city and also at the correspondent branches, where the BRAC Bank branches are not available and at the booths.

PTS – PTS will allow clients to disburse all kinds of payments anywhere in the country through BRAC Bank's own branch network in Dhaka, Chittagong, Sylhet, Savar, Feni and the partner bank branches all over the country.

Advantages to Employers – BRAC Bank provides services such as Salary Upload, Multi-Location Salary, payroll management, MIS on payroll etc. Salary Upload facility requires a consolidated cheque of the total salary amount and a break-up of the disbursements to the employees in soft and hard copy format, BRAC Bank will do the rest. Multi-Location Salary features salary disbursement in multiple locations within BRAC Bank network. Payroll MIS creates standard reports for corporate clients with neatness and conciseness.

Advantages to Employees – Along with all other Retail Banking services, employees can avail 24 Hour Banking through ATMs, Online Banking, Extended Banking Hours till 8:00 PM except for Thursdays and Fridays and Payday Overdraft on request for emergency situations (this is adjusted with the employee's following month's salary).

Cash Management Services – BRAC Bank's national Collection Services (NCS) is designed to assist corporate with nationwide collection requirements by providing faster funds availability in a cost-effective manner.

Cash Collection Services: Through BRAC Bank Cash Collection Services they collect cash directly from clients offices/business premises. The whole process is arranged with executive logistic services.

Drop Box Facility: On request, BRAC Bank can install Drop Box at customer's office which can be used for depositing cheques or any instruction. Their representative will visit client's office and clear the box every day.

Probashi Banking

Our nation's workforce who are away from their families, relatives, friend and above all, from breathing the air of our country, working abroad for the prosperity of their lives and the nation in the long run while sacrificing a lot. BRAC Bank, through Probashi Banking services, is facilitating the banking needs of remitters. Currently BRAC Bank is providing six services for remitters under Probashi Banking. These products/services are described below:

Probashi Current Account – It is ideal for Probashi Bangladeshis who do not wish to earn interest due to religious reasons. This account also comes with cheque book and ATM card and is ideal for regular transaction.

Probashi Savings Account – This account provides interest which is paid in June and December of each year. This account comes with a cheque book and ATM Card and is ideal for Probashi Bangladeshis who want to save. Accounts are maintained in Taka.

Probashi DPS – Is a savings scheme specially designed for the Probashi clients. This service requires monthly installment of minimum Tk. 500.00 and any multiples. Provides a savings account with a personalized cheque book, earnings remitted to savings account will be automatically transferred on the due dates and loans are provided against 90% of deposited amount.

Monthly Installment	Amount after maturity			
	4 years	7 years	11 years	14 years
500	28,667	58,650	116,603	179,550
1000	57,334	117,300	233,207	359,101

Probashi Fixed Deposit – A fixed deposit account allows remitters to deposit their money for a set-period of time, thereby earning them a higher rate of interest in return. Fixed Deposits can be made from 3 months to 3 years. Interest is paid on the maturity at a very attractive rate. Accounts are maintained in Taka.

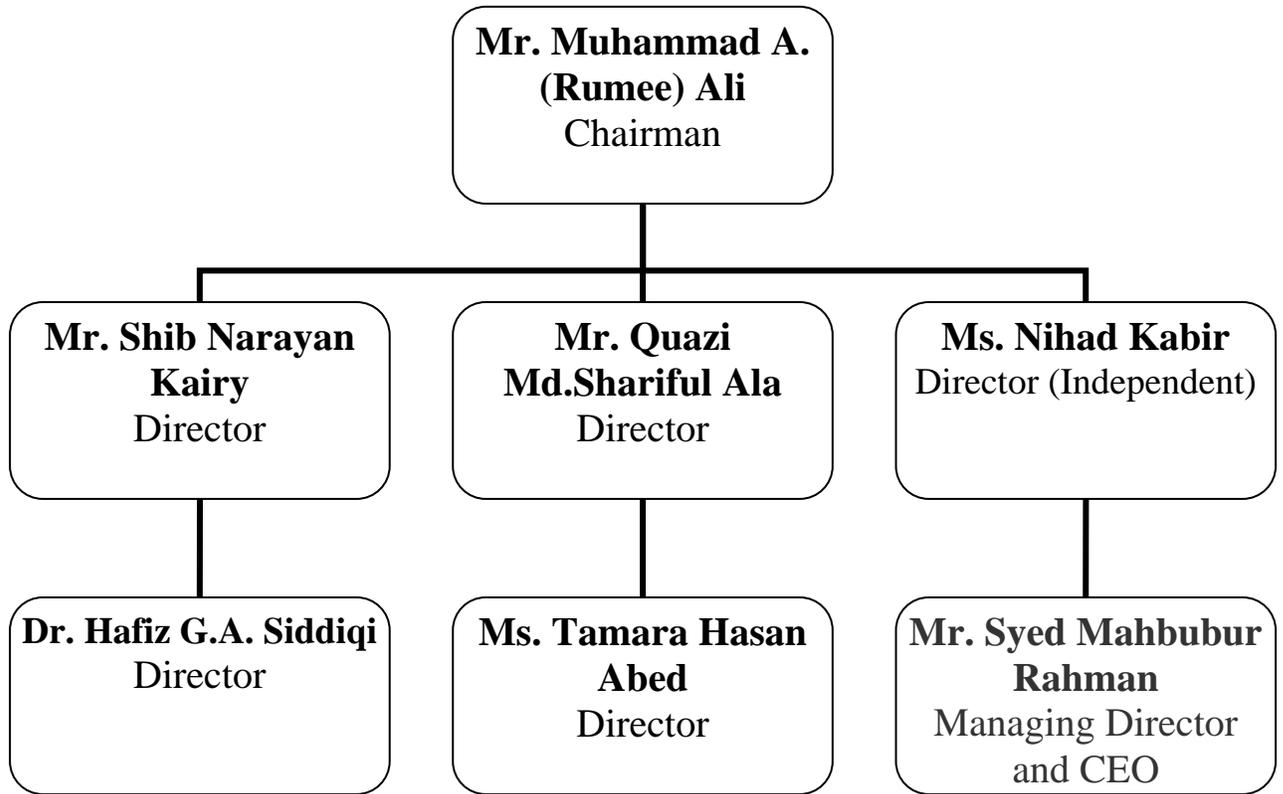
Probashi Abiram – Probashi Abiram is a Fixed Deposit which is ideal for Probashies who want to get a return every month. If one has sufficient funds, this can be made into a fixed deposit from 1 year to 3 years and interest will be paid every month on their Savings Account automatically. This is ideal for customers who want to pay their DPS installments. Accounts are maintained in Taka.

Probashi Shubidha (NRB Beneficiary) Account – This is a specialized account for Non-Resident Bangladeshis where the remitter can open an account for the Beneficiary. The beneficiary can then avail all the services offered by BRAC Bank such as: SMS Banking, Phone Banking, Internet Banking etc. When the beneficiary's account is setup, the Remitter just requires the account number, and amount of money to be sent to make a

safe, fast and efficient transaction. Transaction is completed within 6 hours of receiving instructions.

2.3 Organogram:

Board of Directors



Management Committee

Mr. Syed Mahbubur Rahman
Managing Director & CEO

**Mr. Mohammad
Mamdudur
Rashid**
Deputy Managing
Director

Mr. Rais Uddin Ahmad
Company Secretary &
Head of Legal, Regulatory &
Internal Control

**Mr. Nabil
Mustafizur Rahman**
Chief Credit Officer

**Mr. Syed Faridul
Islam**
Head of SME
Banking

**Ms. Tahniyat
Ahmed Karim**
Head of Human
Resources Division

**Mr. Firoz
Ahmed Khan**
Head of Retail
Banking

**Mr. Mohammed
Rahmat Pasha**
Head of Treasury
& Financial
Institutions

**Mr. Khwaja
Shahriar**
Head of Cash
Management
Custodial Services
Probashi Banking

**Mr. Shah Alam
Bhuiyan**
Head of Operations
& Acting Head of
Operational
Risk Management

**Mr. Md. Sarwar
Ahmed**
Head of IAM –
SME & Retail
Banking

**Mr. Zeeshan
Kingshuk Huq**
Head of Corporate
Affairs

2.4 Vision & Mission of BRAC Bank Ltd.

- **Vision:**

Before stating the vision of BRAC Bank Limited, Bangladesh, let us first have the idea about the Bank's plan of action and goals in Bangladesh.

BRAC Bank will promote broad-based participation in the Bangladesh economy through the provision of high quality banking services. The Bank plans to achieve this by increasing access to economic opportunities for all individuals and businesses in Bangladesh with a special focus on currently under-served enterprises and households across the rural-urban spectrum. BRAC Bank believes in mutual benefits, the Bank's and its clients' benefit will depend on each other. So the pursuit of profit and developmental goals is mutually reinforcing. The target is to increase the ability of under-served individuals and enterprises to build their asset base and access market opportunities so that it increases the economic well-being for all Bangladeshis at the same time, and this will contribute significantly to the profitability of the bank.

BRAC Bank intends to set standards as the market leader in Bangladesh. It will demonstrate that a locally owned institution can provide efficient, friendly and modern full-service banking on a profitable basis. It will produce earnings and pay out dividends that can support the activities of BRAC, the Bank's major shareholder. Development and poverty alleviation on a countrywide basis needs mass production, mass consumption and mass financing. BRAC Bank's goal is to provide mass financing to enable mass production and mass consumption and thereby contribute to the development of Bangladesh. The Bank's goals are thus aligned with those of BRAC.

The Vision Statement

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

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

- **Mission:**

BRAC Bank will adhere to highly professional and ethical business principles and internationally acceptable banking and accounting standards.

Every BRAC Bank professional will need first of all a commitment to excellence in all that he/she does, a keen desire for success, a determination to excel and a drive to be the best. BRAC Bank Ltd. will individually and jointly learn continuously from customers and professional colleagues around the globe to improve the way of doing business so that the Bank remains the best in market. The Bank is willing to walk that extra mile with enthusiasm and empathy to serve their customers and to solve problems together so that their customers succeed in their business and remain loyal to the Bank. BRAC Bank will set up goals for themselves and then exceed the goals that they have set up. The Bank shall not accept failure.

The Mission Statement

Here also we know that the mission statement for any business or organization must be in line with its long term plan or vision. The mission statement should clearly state ‘what is the short term plan of the organization to achieve its long term goal’, which is the vision, or ‘doing what exactly now as well as in near future will ensure our goal in distant future’. But BRAC Bank has multiple mission statements, each important and specific to its vision. The following lines will show the mission statements of BRAC Bank Ltd:

- ❖ Sustained growth in 'Small & Medium Enterprise' sector.

- ❖ Continuous low cost deposit growth with controlled growth in Retail Assets.

- ❖ Corporate Assets to be funded through self-liability mobilization. Growth in Assets through Syndications and Investment in faster growing sectors.
- ❖ Continuous endeavor to increase fee based income.
- ❖ Keep our Debt Charges at 2% to maintain a steady profitable growth.
- ❖ Achieve efficient synergies between the bank's Branches, SME Unit Offices and BRAC field offices for delivery of Remittance and Bank's other products and services.
- ❖ Manage various lines of business in a fully controlled environment with no compromise on service quality.
- ❖ Keep a diverse, far flung team fully motivated and driven towards materializing the bank's vision into reality.

Chapter # 03

My Internship Experience

- Job Description
- Critical Observation
- Areas Need to Improve

3. My Internship in BRAC Bank HRD

As an intern I was given all the liberty to work freely in BRAC Bank HRD. I was given specific tasks periodically which were important for the department. The first six weeks I worked with the Recruitment wing. Then the subsequently three weeks I worked with the Training wing. After that the next two weeks I got attached with the Payroll wing and the last one week I worked with the Administration wing. My value addition to BRAC Bank HRD is discussed below:

3.1 Job Description:

- Creation of Database of the interview candidates.
- Conducting different interviews.
- Maintaining & updating database of the employees.
- File processing.
- Updating personal files.
- Checking the documents of personal file.
- Sending reference letters.
- Maintaining the external CVs.
- Employee Satisfaction Survey results preparation.
- Preparing final settlement data.
- CV data entry.
- Calling the candidates.
- Joining of the selected candidates and interns.
- Assisting the recruitment team in checking the reference of all the BRAC Bank employees.
- Maintenance of the external CVs in archive that come to the HR or collected from the job fair.
- Assisting training team to evaluate the exam scripts of the trainees.
- Assisting training team for updating the personal files of the permanent employees with the no. of trainings they have done
- Processing of leave of the employees.

- Updating the Database of disciplinary actions.
- Updating the Database of provident fund.
- Creating the Database of full & final settlement of the resigned or terminated employees.

3.2 Critical Observations:

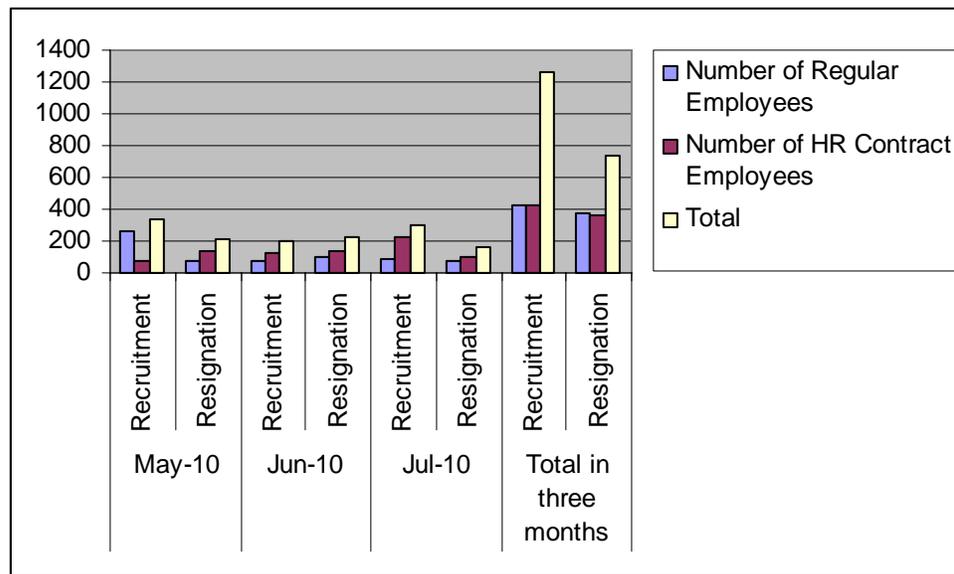
As I have mostly worked with the recruitment team I have noticed that one of the characteristics of this fastest growing bank is rapid expansion of service area. And to support this, BRAC Bank relies on heavy recruitment. In the past three months, BRAC Bank has recruited over 800 people. But this large volume of recruitment gives rise to a question that whether BRAC Bank is preferring quantity over quality regarding its manpower. The following sections will briefly describe this issue.

We know that in Human Resource Management, Recruitment is one of the key activities of an HR Department where the quality of recruitment directly affects organization's productivity thus success in the long run. So the performance of HR Department in finding good candidates and selecting the best from the pool is vital for an organization. In BRAC Bank, staff requisitions come in short interval every week and Department Heads, Managers puts pressure on Recruitment to get the requisitioned number of people as soon as possible. It is as if they don't care whether the new hires will fit for the post or not. They completely rely on the interview and never concern themselves with the fact that within a limited amount of time, quality recruitment is impossible. Most of the time, Recruitment wing in HRD gets requisition for processing along with some pre-selected CVs coming from the concerned departments. The managers who place requisition for manpower interviews those candidates unofficially and then they send the CVs along with their requisition form. This reduces the work of the Recruitment wing in HRD to a great extent but chances of selecting a deserving candidate from external sources is reduced as well and it also opens up scope for nepotism. References from superior levels are also entertained as those CVs are always given priority in times of recruitment even if the candidate is unfit or unqualified for the vacant post.

This bold style of recruitment might be the reason behind high turnover rate in BRAC Bank Ltd. The following data analysis will show last year's and starting of this year's manpower status in the Bank in terms of number of recruitment versus number of employees resigned.

<i>Month</i>	<i>Status</i>	<i>Number of Regular Employees</i>	<i>Number of HR Contract Employees</i>	<i>Total</i>
May 2010	Recruitment	266	71	337
	Resignation	76	135	211
June 2010	Recruitment	72	129	201
	Resignation	94	135	229
July 2010	Recruitment	86	219	305
	Resignation	71	97	168
Total in three months	Recruitment	424	419	1262
	Resignation	376	367	743

Chart Recruitment vs. Resignation



The high level of resignation tendency seen among the HR Contractual staff is due to the fact that they do resign for better opportunities and additionally, the HR Contractual staffs becoming permanent or regular more frequently as a considerable number of CVs against an Internal Job Watch comes from existing contractual employees of the Bank along with their respective line managers' recommendation.

Other issues regarding HR Recruitment are discussed below:

- Not Sufficient manpower to execute large sized recruitments. For a small recruitment team (7 members only) the large number of requisition processing has become a challenge recently as the Bank is growing faster than expectation.
- There is no rule, policy or guideline provided to the recruitment officers for the CVs which are rejected after an interview.
- The accepted candidates' CVs go to their personal file upon their joining in the Bank and sometimes the selected CVs are also get stored with the not selected CVs or with newly arrived CVs. So these candidates are also called during interview.
- The rejected CVs are always kept stored wherever there is some space in the office. Teams' coordination is vital for a department's success. The wings related

to Recruitment often fail to coordinate themselves due to stagnant or duplicated processes.

During internship program, I have found some critical issues in the other wings of Human resources Department of BRAC Bank Limited-

- It has seen that BRAC Bank does not go for paper ad that much when they recruit employees. Only when they recruit the Management Trainee Officers and higher positioned employees like CEO, then they give ad in the newspaper. They should give more paper ad so that many people can know about it.
- BRAC Bank is a big company now. Insufficient manpower in proportion to the bank's total workforce. They should recruit sufficient people based on the demand of different wings in HR as there is lots of pending work in HR admin & in Pay benefits because of less manpower. Sometimes they keep a lot of work pending. If they check the papers on regular basis then the work does not remain pending.
- Strong influence of external references in some cases. The external forces should be reduced.
- HR software in use needs up gradation and modifications.
- BRAC Bank uses VISTA Manager as software for different purposes. Sometimes it disturbs and gets slow.
- In HRD there is no specific place for interns where they can work so they have to roam around and search for empty desk to do their work. Sometimes all the desks get busy and interns found no place. This consumes a lot of time of the interns and as well as the employees.

3.3 Areas need to improve:

- A CVs' archive should be maintained in a computerized database to reduce paper uses and space consumption. The CVs can be scanned as PDF files and maintained in Compact Disks archive.
- The existing requisition form can be made simpler by turning it into a one page form instead of two including only the needed fields so that one glance is enough to verify it. This will also reduce hassle when photocopying them for personal files or other documentation or filing.
- The Interview Scorecard can be qualitative instead of quantitative so that Board Members can easily fill up and comment about an interviewee in the scorecard.
- HR Vista Manager needs to pick up more features & speed. It should be upgraded.
- They can go for paper advertisement also for the other vacancies rather than Management Trainee Officers and higher positioned employees.
- They can keep a specific place for interns where they will assign their work to them.

Chapter # 04

Human Resource Division of BRAC Bank Limited

- Different types of employees
- Human Resource Division

4.1 Different types of employees:

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

1. Regular/ Full time employee:

In full time category, employees are joined as probationary for six months or one year depending on job category. They also have to sign a deed for three years a long with depositing taka one lac refundable. The regular employees are allowed to get the bonus, incentives and other allowances with their basic salaries. And these types of employees also have the benefit of getting extra facilities the BRAC Bank limited is providing for their employees.

2. HR Contractual:

Contractual employees are taken for specific period like six months basis. Along with their salary, they get attractive performance bonus if they achieve their target which determined by organization. HR temporary contract are for those categories whose Job description is such, where he/she needs to be under the direct supervision of Bank's authority, whose performance is monitored by the Bank Management. They might be specialist, consultant, and specially assigned staff. Staff under HR contract are those people who directly or indirectly deals with customer, has access to Bank's confidential data's & valuable properties (car, etc.), deals with sensitive areas, also where staff need to deal with customer as a representative of BRAC Bank directly.

3. Outsource Staff:

Other contractual employees are not entitled for any service agreement. They will be recruited through outsource agencies. The requirement of any support staff through outsource agency must come through HR signed by the Division Head. HR will send the requirement to provide staff by the Outsource Agency. Outsource Staff recruitment depends on the budgeted requisition of the staff from the respective departments. However, for non-budgeted requisition it will go through after the approval process of MANCOM. The bank reserves the right to terminate the contract

with the Outsource Agency without assigning the reason whatsoever. The Outsource Staffs salaries are fixed and they won't get any allowances with their salary.

4. Intern:

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

The HRD will prepare the proposal of such engagement with individual/institution and forward it to the MD& CEO for consideration with the recommendation of the Head of HR. Individuals engaged as Internees will be paid a consolidated Honorarium of Tk. 3500/- per month, as decided by the MD/MANCOM and will not be entitled to any other benefits. Managing Director & CEO will determine and analyze the necessity of intern on the basis of yearly budget and also requirement of special projects. As per requirements Department Head will make the intern requisition and after receiving intern requisition HR will take 15 days for an intern to join.

All Internships program will be for a three months. Prior approval by MD& CEO internship program can be extended for a maximum period of six months.

5. Management Trainee Officer (MTO):

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

4.2 Human Resources Division:

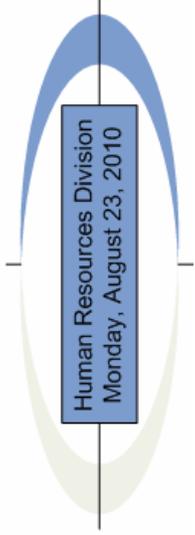
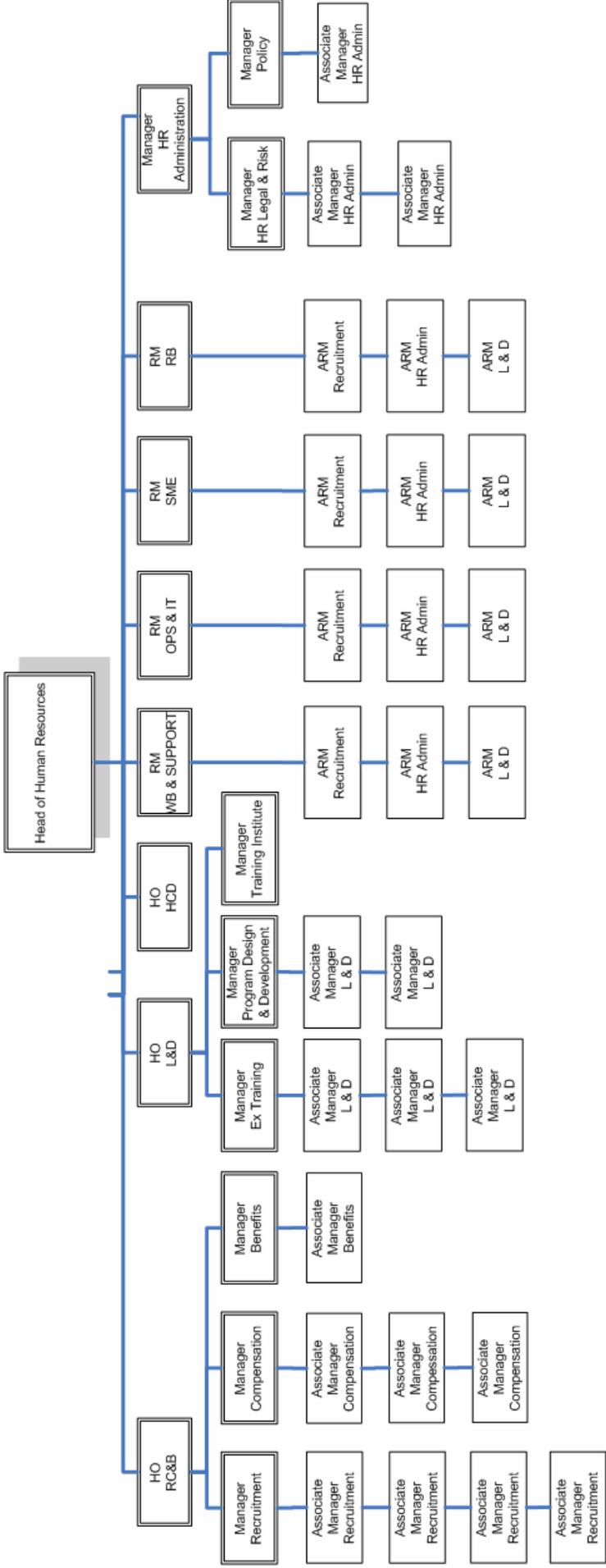
Having a Human Resources Department in Bangladeshi business organizations today is becoming a common and important part. But Human Resource Management is a relatively new discipline to study and implement in this part of Asia and in most organizations HR Department work as a ‘Support’ department to the organization. Whereas it was supposed to be an integral part of the business without which an organization cannot maximize the utility of its most valuable resource, which is the workforce, the employees of the organization. In HRD, there are 39 permanent employees are currently functioning.

In BRAC Bank Ltd. there are three different divisions of departments. One is ‘Business’, another is ‘Support’ and the other is ‘Operations’. Here also HRD is a Support department to the Bank. The ‘Business’ division includes the departments which are directly related to the Banks banking business, banking products e.g. SME, Retail, Corporate etc. Whereas ‘Operations’ division includes departments related to logistics, transports etc. e.g. the GIS (General Infrastructure Services) Department. BRAC Bank also outsource for contractual posts e.g. the Bank is currently outsourcing from an organization named “CLEANCO” for floor maintenance. They also hire HR Contracts who, upon satisfactory performance and experience, can achieve a regular post in the bank. The HR policies regarding employees of BRAC Bank will be discussed later.

The Human Resources Department currently has 5 different wings. These are:

- **Recruitment**
- **Learning & Organization Development (Training)**
- **Compensation, Pay and Benefits**
- **HR Administration**
- **MIS & Strategic Planning**

All the senior managers of these wings reports to the Head of HR, Ms. Tahniyat Ahmed Karim who is also one of the Senior Vice Presidents and member of the Management Committee (MANCOM) of BRAC Bank Ltd. Organogram of HRD is given below:



HO L&D = Head of Learning and Development
 HO RC & B = Head of Recruitment Compensation & Benefits
 HO HCD = Head of Human Capital Development
 RM = Relationship Manager
 ARM = Associate Relationship Manager

Functions of the HRD

Though there is a big difference between text books and real workplace scenario, BRAC Bank HRD's functions does not differ much. According the HR discipline, they too have a recruitment division, training & development division, compensation & benefits planning division and there are performance measurement methods and rewards for good performance as a motivational drive in BRAC Bank HRD's policy. The HR Administration division and MIS & Strategic Planning division were out of the ordinary HR theory. The functions of BRAC Bank HRD are discussed elaborately in the following sections.

4.2.1 Recruitment

The recruitment division is responsible for collection of CVs, Job Applications for vacant posts, Internship Applications etc. The recruitment officers collect and store these hard copies and also updates, maintains computer databases regularly. The recruitment officers' task is to organize CVs for potential candidates so that in time of recruitment they can be found and short listed within a reasonable time. The very general idea about the functions of recruitment division is that after CV short listing, the short listed candidates are contacted (usually by telephone) for interviews. In case of large number of candidates, letters are mailed to the applicants/candidates mailing address. These are done according to the interview schedule made before contacting the candidates. The interview or written test schedule is made prior to contacting with the short listed candidates by communicating with respective departments who submitted requisition for the needed workforce. The respective Department Heads accompany the Head of HR in the interview board and cross Department Heads also join the board. After the interview the recruitment division acquires the Interview Score Sheet which is printed and handed to Interview Board before starting the interviews. The filled out Interview Score Sheets are then used to list the finally selected candidates for the respective posts. According to the Score Sheets, the Recruitment Division issues Offer Letters/Appointment Letters to the finally selected candidates and requests them to collect their Letters from the HRD. The new employees are then greeted to finish all the official formalities (e.g. Bond

Signing, PIN number assignment etc.) and assigned a joining date in their respective departments. Written tests are only arranged when necessary, usually in case of large number of applicants. Before a recruitment process is completely finished, the recruitment officers must communicate with the Learning & Organization Development officers so that they can arrange orientation or initial training sessions for the newly recruited employees on time. This is done frequently because most of the time the posts getting filled up require an initial training or orientation.

BRAC Bank also provides a large number of internship opportunities for students all over the country. Communicating with different departments and finding out open internship scopes is one of the tasks for a recruitment officer. Departments, Branches also communicate with Recruitment Team whenever there is an Internship opportunity is available in their respective stations. Matching the subject studied by the student and the open department enables the recruitment officer to make decision in selecting an intern. BRAC Bank HRD gives priority to interns (who have successfully completed their internship in any department or branch of BRAC Bank) when they apply for a vacant post.

The steps involved in a recruitment process are as follows:

1. A properly filled-out Staff-Requisition Form is submitted by the concerned Department Head or Manager.
2. The Requisition should be supported by the Manpower Budget for the year; otherwise, a Non-Budgeted Requisition must be signed and approved by the Managing Director upon stating valid reason for the recruitment.
3. Determining the type of recruitment is the next step so that source of CVs can be identified. For a Full-Time/Regular post an Internal Job Watch must be circulated with details of the post throughout the bank using Lotus Mail. External CVs are also accepted for a post offered through mail but in these cases, internal source is preferred by the concerned department as some posts require existing, experienced employees within the bank. For example, a Regular post open in Unsecured Value Center usually prefers an HR Contract working in Unsecured Value Center for past two years with satisfactory performance.

4. Criteria for existing Regular employees to apply in an Internal Job Watch are: a) the employee must have worked 1 Year after his/her confirmation and completed 1 continuous year of service in his/her current department.
b) Must have minimum performance rating 'P' (for Proficient)
c) Must have completed 8 mandatory E-Learning courses.
5. Condition for HR Contracts is 2 years of continuous service in the current department.
6. For external CVs the Recruitment wing looks into the archive of CVs applying for any suitable post and for large recruitments we publish circular in Newspapers. Usually in "Prothom Alo" and "The Daily Star".
7. On the day an Internal Job Watch closes or a Paper Ad reaches deadline for CV submission, the Recruitment wing checks all the CVs as an initial screening and then sends the CVs for final short listing to the concerned departments who submitted requisition. The finally selected applications are then called (issued interview cards in case of large recruitments e.g. CRO's for SME Banking) for an interview after setting an interview date and venue.

The recruitment wing manages Internal Job Postings, recruiting HR Temporary Staffs and Outsourcing Staffs. The Service Level Agreement (SLA) schedule is strictly followed by all concerned wings.

The Recruitment SLA procedure followed is given below:

Recruitment through Internal Job Search & CV Bank		
Sl. No.	Particulars	Working Days Required to Complete the Task
01.	Internal Job Search will be published or CV will be collected through the CV bank/E-Recruitment site after getting requisition from respective department with respective Job Description (JD) as per approved head count budget.	05
02.	After CV collection interview will take place.	05
03.	From the date of CV collection, HRD will constitute interview Board and Members will be informed prior to interview.	03
04.	Appointment letters will be signed after final interview.	03
05.	Appointment letters to be handed over to candidate after signing by HOHR and Managing Director.	02
Recruitment through Advertisement		
06.	After Receiving Requisition from Concerned Department, Marketing Department will publish the Advertisement upon the advice from HRD. Advertisement will also publish in our website.	07
07.	Application Duration (Collection of CV with application from external candidates against the advertisement published)	15
08.	HRD will scrutinize the CVs (Other than CRO & MTO) after CV scrutinize is over.	03
09.	HRD will arrange the Interview (Other than CRO & MTO) after CV collection is over.	05
10.	HRD will scrutinize the CVs (Only for CRO & MTO) after the period for collection of CV is over.	10
11.	HR will Process the data of the scrutinized CRO & MTO applicants	10
12.	HR will send the letters to the applicants ahead of interview process	15
13.	HRD will arrange the Interview (Only for CRO & MTO) after CV scrutinize is over.	10
14.	Other Process (Sl # 03 to 05)	Same as above (Sl # 3 to 5)

*MTO refers Management Trainee Officer and CRO refers Credit Risk Officer

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 organization structure should be prepared for the Bank and for each Division & Branch. The organization structure 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.

The 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.
- Officer Grade I and Officer II can appoint directly after the interview.
- From Senior Officer and more there will be a second interview with the Managing Director of BRAC Bank Limited after the first interview.

- For internal job posting the employee can only apply if he has the service time in BRAC Bank is more than two years and also need to recommend the candidate's application by the reporting supervisor of the employee.
- The HR Contract employee can apply for the regular post after servicing more than two years in the BRAC Bank.
- Outsource Staff can apply for the regular post after servicing more than three years in the BRAC Bank.
- The new recruited will get the probationary period of one year if the employee has less than three years of working experience and will get the probationary period of six months if he has more than three years working experience.

4.2.2 Training & Development

After recruiting a potential candidate the next important function of HRD is to orient the new entrant to the organization and providing him/her with all the necessary knowledge about their duties and responsibilities. This is done to ensure effective input from the employees into the organization thus, their most efficient level of performance. The training program used in the organization also ensures employee retention. To BRAC Bank Ltd. spending in training programs for employees is not an expense, but an investment. Each and every permanent employee must have 30 days of training.

Training & Development Issues

The training program includes:

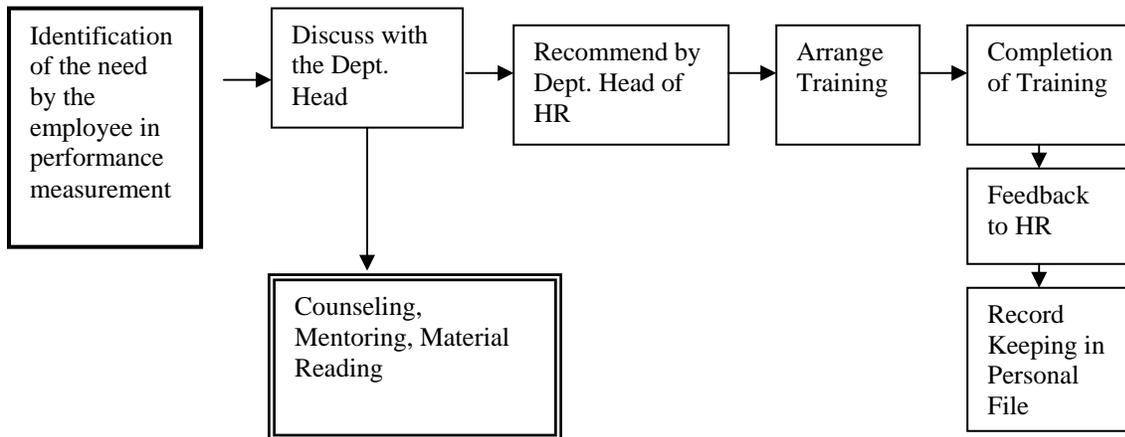
- Orientation Training: Orientation program consists a five days' workshop which includes brief ideas about BRAC Bank and its Human Resource Division in the first two days; Anti-money laundering, Negotiable Act and Finacle (Financial article) are discussion topics of last three days. Sometimes seven days training are provided to the contractual employees with their respective department.
- In-house training: This training is conducted by their own trainer when it is necessary for the new or existing employees. Here the trainers are paid five

hundred taka in weekdays and seven hundred taka in weekend. This training includes both job specific and need base training. Orientation training is also a part of in-house training.

- Job specific training: “Mock Branch” training is an example of job specific training which is applicable for all branch employees. This training improves employee’s knowledge, service quality, and risk and compliance issues about specific job.
- Need based local/foreign training: These trainings are conducted by hiring external trainers or sending the employee in the external training houses by seeing advertisements of training offers in newspapers or via email. As these are expensive trainings so every single employee cannot participate. Nominations are given from each department and then approval is taken from division head and only the nominated employees take part
- Peer or Supervisor’s coaching: This training is conducted under the direction of supervisors or fellow colleagues.
- E-learning: Online training and evaluation. It is a mandatory part of training. There are six courses that every employee must do. The mandatory four courses are 1. Human Resource Division, 2. Anti-money laundering, 3. BRAC Bank overview (which includes operations, retail banking, SME and whole-sale banking) 4. Company secretariat, legal and regulatory and internal control. The other two courses are based on the respective department. Examinations and results both held and published via internet.

Every department has to follow an employee performance measurement method devised by the HRD. This performance measurement form is filled out and signed by the supervisors and respective Department Heads. Based on these performance reviews, training needs are identified for different employees.

Below is a training need identification flow chart:



Training procedure for Management Trainee Officers (MTO):

- Joining/participating in orientation with different departments
- Foundation Course
- Attachment with SME Unit Offices & Branches
- Organization of Development Program
- Attachment with different departments
- Information Technology Training
- On job hands-on training according to Job Description

In every 3 month, the HR sits with the trainees to follow up on their progress along with MANCOM. The whole training program is divided into two major parts. One part is the training on foundation courses and the other part includes attachment in core and support business and operations unit.

1. Core banking training comprises of BIBM – Foundation course, Induction and SME & Retail Attachment.
2. After completion of foundation courses, the trainees are attached in different departments basically on core business departments and operations departments. The training and development department conducts this training session; HR department works as a coordinator for the whole process. Training wing also follow an SLA.

The training procedure followed by BRAC Bank HRD can be summarized in the following steps:

No	Particulars	Working Days Required to Complete the Task
1	Orientation Training after the new hires has completed all the formalities.	03
2	Special Training for Retail Staff and Corporate who deal with Cash	03
3	Arrangement of Post field attachment training for CRO's who have been nominated by the concerned authority.	05
4	In-house resource person will be informed prior to training.	03
5	HRD will be informed/ Concern person will be informed by HRD prior to foreign training.	45
6	Concern person/department will be informed prior to outside local training.	05
7	HRD will be confirmed by the concerned department/person after receiving offer from HRD.	02
8	If the participants arrange any course (local training institute), it should be informed to HR along with proper approval from MD/COO for necessary action before training.	05
9	Training Arranged by Bangladesh Bank or any legalized body where any staff of the bank has been nominated by the supervisor and the same has been informed to HR.	04
10	For cancellation of participation in any training (Local or in-house), HR must be informed through concern supervisor/department heads before training.	03

4.2.3 Compensation, Pay & Benefits

The Bank is committed to follow a fair, competitive and flexible remuneration policy. The Board is the final authority for approval of this policy and will amend and review the policy on recommendation of the Managing Director / Management Committee periodically.

The remuneration policy of the bank will cover all persons engaged in permanent service of the bank.

The different job grades at BRAC Bank are as follows:

- Deputy Managing Director
- Executive Vice President
- Senior Vice President
- Vice President
- Senior Assistant Vice President
- First Assistant Vice President
- Assistant Vice President
- Senior Principal Officer
- Principal Officer
- Senior Officer
- Management Trainee Officer (Direct Recruit)
- Officer Grade II
- Officer Grade I

The Salary structure of the Bank is based on the aforementioned Job Grades. Job grades are decided on the basis of an analytic assessment of the position based on the size, responsibilities, decision-making authorities and the nature of the job.

The remuneration of employees consists of:

- Basic Salary
- House Rent and
- Medical Allowance

Salaries are confidential between the employees concerned and the Management. The salary ranges for these job grades are reviewed from time to time.

HR Temporary & outsource staff do not have any assigned job grade. The contracts get a consolidated payment per month and there are no other entitlements applicable except commission based on job criteria.

Basic Pay

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

House rent allowance:

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

Medical allowance:

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

Festival Bonus

All regular and confirmed employees get two bonuses each year. One in Eid-UI-Fitr and another during Eid-UI-Azha only for Muslims and employees of different religion gets that bonus during their respective religious festival.

There is also a performance bonus system maintained by the Compensation, Pay & Benefits wing. But final evaluation is always decided by the MANCOM.

Other than the above benefit there is a Provident Fund System, a Gratuity System, Group Hospitalization Insurance Policy, Employee Security and Welfare Fund maintained by the Bank.

Regular and confirmed employees can apply for House Building Loan and Car Loan. Allowances are also available to only regular and confirmed employees but Car Allowances are only for the grades above Senior Principal Officer (SPO).

There is an annual increment for all regular and confirmed employees on their joining anniversary.

- Festival Bonus will be paid to all confirmed officers/staff at one month basic salary which will be reimbursed twice in each calendar year. All confirmed employees would get one bonus during Eid-ul-Fitre and another one for Muslims during Eid-ul-Azha and for others based on their respective religious festival.
- Non-confirmed employees will be entitled to get Festival bonus as pro rata basis depending on his/her BBL joining Date.
- HR Contract & Outsource Staff would get 1 bonus, which is 50% of this gross salary.

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

- Revised Pay Scale, and/ or
- Inflation adjustment rate
- Performance

Performance Bonus (PB) ;(once a year):

The Board of Directors at its discretion, based on the Bank's profit will declare a certain percentage of the pre-tax profit as Performance Bonus.

The contribution measurement will be coming from the Performance Matters. Performance Matters for such purpose shall be made on the criteria set by the management from time to time.

Amount of Performance Bonus will be 3% based on net profit after tax and method of distribution will be based at Management discretion

No bonus will be applicable to the employees rating marginal & unsatisfactory.

Final Evaluation will be decided by the MANCOM for the entire bank after going through a 'rating' process to ensure that a consensus is reached for the entire bank.

Leave Fare assistance (LFA); (once a year):

Leave Fare Assistance is a non-recurring benefit for all the permanent employees of the Bank who have completed at least one year service. According to Bangladesh Bank policy all the permanent employees have to take 15 days mandatory leave in one go and LFA will give in this leave period, so that everyone will be encouraged to avail the leave. The Board has approved the LFA in its 92nd Meeting.

BRAC Bank provides Leave Fare Assistance to its Employees to ensure that the employees enjoy a sound mandatory leave of 15 days in one go. This will definitely enhance the employees' satisfaction and it will enhance competitiveness with peer organization in the industry.

Every Permanent employee of the bank is eligible to receive the LFA who have completed at least one year service. This benefit is available at the time of mandatory Leave. However, after completion of one year service and being confirmed, calendar year must have the option to accommodate staff mandatory leave.

LFA will be given at the time when an employee will avail the 15 days mandatory leave. LFA will be the one month's basic salary of processing month for current and future treatment. For previous treatment, the amount will be one month's basic salary of Mandatory Leave Availing month.

Every Confirmed Employee is entitled to receive LFA only once in a year. If any staff fails to go to mandatory leave his/her LFA will not be carried forward. That means in a calendar year only one LFA will be given to the staff.

The Staff has to have enough leave balance to accommodate 15 days one go leave, otherwise s/he will not be entitled to have the Leave with LFA.

Staff can't claim the mandatory leave after separation situation arise that means if an employee resigns from the services or in the notice period s/he can't claim for mandatory leave with LFA. The other hand if any staff is terminated/ dismissed s/he can't claim for mandatory leave with LFA after receiving the letter.

Government rules and regulations will be followed regarding tax issue. LFA will be included in the income certificate of staff for tax return purpose.

After receiving Mandatory Leave application HRD will produce the Pay Slip. Head of HR will approve this slip and send to FAD (Funding Allowance Document) for payment and FAD will pay accordingly.

It will be come into force from January 2008 according to approval of the board.

Telephone policy:

Employees from AVP and above are entitled to have mobile phone sets with all facilities (T&T incoming, outgoing, and ISD connection)

Employees of the bank below AVP are requested to take up a post-paid mobile at their own expense according to departmental need and also given a ceiling on the basis of their job functionality.

All others except SME will have to get their monthly bill approved by the departmental/divisional head prior to submission for payment disbursement. Others may avail a bank's mobile, provided they seek prior approval from the competent authority.

Hospitalization Insurance:

In the event where hospitalization or surgery is required for a member of the officer's (confirmed employee) dependent (Spouse and Children) including hospitalization on account of maternity - the Bank will reimburse the officer (Group C) up to a maximum of Tk.35,000/- per annum, for executives (Group B) Tk.100,000/- per annum and 200,000/- per annum for MANCOM (Group A).

Travel allowance:

An employee of the Bank may be allowed to draw traveling allowance in respect of journeys performed for the purposes authorized by the competent authority which include:

- On officially assigned tour
- To give evidence in a court of law
- On transfer
- On compulsory recall from leave
- To appear at a departmental/professional examination as authorized by the competent authority
- To attend a course of training sponsored by the Bank
- To bear the cost of travel of deceased employee

Types of allowances under travel policy:

- Traveling Allowance (Mode of Transport)
- Accommodation Allowance (Hotel Rent)
- Daily Allowance

Gratuity:

The Gratuity Fund is a terminal benefit that an employee receives at the time of retirement/resignation.

- **Eligibility:**
Regular confirmed employees who have completed at least 5 Years continuous service are entitled to receive Gratuity Benefit.

- **Gratuity Calculation:**
Last month's basic Salary multiplied by the year of service completed e.g., if an employee serves The Bank for 6 years and then resigns/retires his Gratuity Calculation shall be (Let's assume his Basic Salary is Taka 20,000.00):
Taka 20,000.00 x 6 years = Taka 1, 20,000.00
The custody, management, investment and control of the fund shall be vested in the board of trustees.

- Regular employees after confirmation need to fill up and submit the "Application for Enrollment as Member" to become a member.

- There shall be at least 6 trustees of the fund. Trustees will be nominated by the MD.

- The MD shall be an Ex-Officio Member and Chairman of the Board of Trustees.
 - The Head of Human Resources - Ex-Officio Member.
 - The Head of Financial Admin - Ex-Officio Member.
 - At least three representatives from the members as nominated by the Chairman.

If there is a shortage of member of the board of trustees due to resignation then the Chairman can nominate trustee/s to reach the minimum number.

The Board of Trustees shall meet at least 4 times in a calendar year. At least 7 days prior-notice should be given to the trustees before a meeting.

All money of the fund shall be deposited in a Special Account with any bank, This should be mentioned here that the Account is maintained jointly by authorized members of the board of trustees.

The Trustees are authorized to invest the surplus money of the fund in accordance with the provisions of Company Act 1994 and Income Tax Rules 1984.

Security Fund:

The objective of the fund is to provide predetermined monetary benefit against Death and Permanent Disability of regular confirmed staff to his/her Dependent/Heir/Nominee by the Bank. All Regular Confirmed employees are eligible to avail this benefit. The fund for this benefit is created solely with The Bank's Contribution.

The Bank will contribute Taka 5.00/Thousand on a yearly basis against the last basic salary of each eligible employee. (The rate of contribution may be changed subject to the approval of the board.) The Bank maintains a liability account to manage the fund.

The total amount of benefit will be equal to 36 times of the last basic salary of the employee.

Two forms of benefits:

a) Death Benefit:

- If an eligible employee dies within the term of employment.

b) Permanent and Total Disability (PTD):

Disability resulting from accidental means that is continued for at least Six months and is certified by Bank's designated doctor as incurable.

For both cases the benefit shall be paid to the nominee upon receipt of necessary proof. (In case of minor nominee, the benefit will be paid to the legal guardian of the nominee)

Exclusion from Employee Security Benefit:

Employees will not be eligible for the benefit, if Death or disability is caused by:

- For further injury of Employees with pre-existing degree of disablement.
- Attempted suicide or self-inflicted injury.
- Civil commotion, Assault, homicide or any war like operations.

- Making an arrest as an officer of law.
- Committing a felony.
- Racing on wheels.
- Accident while the employee is affected by Alcohol/Drug.

The Board of Directors reserves the power to close fund at any time. At such event the fund shall be refunded to the Bank.

BRAC Bank Employees' Provident Fund:

The BRAC Bank employees' provident fund requires the employer i.e. BRAC Bank Limited to contribute to the fund 10% of basic salary for all regular confirmed employees. Every member of this fund on retirement is provided with a sum of money as determined by the established rules for the fund on retirement or resignation from his or her services. This fund has been effective from the 1st of January 2003.

A board of trustee is entrusted with the control, management and investment of the fund. The trustees of the board are nominated by the Chief Operating Officer (COO) who also holds the right to replace any such trustee. Each trustee may hold the office for a period of three years.

Contribution:

As stated by the rules, each member contributes a sum equal to 10% of the basic salary each month that is deducted by the bank at the time of payment. BRAC Bank Limited matches the employee's contribution with a monthly payment equal to 10% of the basic salary of each member. Every half year, each member's account is credited with interest pertinent to the income earned on the investments from the fund. The sum of money given by the members and the amount contributed by the bank are credited separately to his/her account in a special ledger kept by the trustee at the head office of the bank in Dhaka.

Payment:

At the time of resignation or retirement, the employee is entitled to receive the employer's contribution and the accumulated interest subject to his or her length of membership in the contributory provident fund.

If the employee has been a member for less than or equal to year then he/she will not be eligible to receive any of the above mentioned contributions. He/she will only be able to obtain his added contributions over the period of his membership.

If the duration of membership has been equal to or less than three years then the member will be entitled to receive 50% of the employer's contribution and accumulated interest.

If the duration of membership has been more than 3 years then the member will be entitled to receive 100% of the accumulated interest and employer's contribution.

In case a member is dismissed due to negligence or incompetence, he or she will be entitled to receive her/her own contribution along with the accrued interest thereon at the settled interest rate. The bank's contribution however may be forfeited and distributed among the members according to the individual balances of the members.

The same is applicable in case of an employee dismissed from the bank due to misconduct or fraud. However, for such purposes, only the trustees shall be the sole judge of whether the cause of dismissal or forced retirement is significant enough or not.

Welfare Fund:

The motive behind establishing the welfare fund is to be able to provide the regular confirmed employees from JO to SPO with financial support for incidents or events when the cost may not be affordable for the employees. These may include the following:

- Accidents on the job
- Extended illness
- Education for children
- Marriage of children

Employees of the grade JO to SPO may be the members of this fund. The amount to be received by the employees under such special circumstances would be settled on by the

fund management committee after thorough assessment of the claim application and relevant documents.

A beneficiary will not be entitled to receive fund more than once in one calendar year.

Maximum limit for relevant occurrences are stated below:

- Severe Accident & Extended Illness TK 50,000

- Education/Examination:
 - o SSC & HSC TK 10,000
 - o Degree (BA/ BSS/ BSC/ BCOM/ BBA) TK 20,000
 - o Master Degree/ MBA TK 50,000
 - o Marriage Ceremony TK 1, 00,000

Car Loan Scheme:

The car loan facility is extended to employees of or above the grade PO. The amount of loan that these employees can take obviously varies according to their respective job grades.

Principal and Senior Principal Officers can take loan amounting to Tk.800, 000

AVP, FAVP, SAVP can file for loan amounting to Tk.10, 00, 000

VP and SVP can file for loan extending up to Tk14, 00,000

Car Allowances:

Employees of or above the grade of AVP are also provided with car allowances that incorporate expenses for Fuel, Driver and Maintenance.

AVP, FAVP, SAVP can have an amount of TK.29, 000 allocated as car allowance per month.

The VP and SVP can have an amount of TK.37, 000 allocated as car allowance per month.

Staff Loan:

Staff loan is granted to regular confirmed employees of the bank. The duration of service of the employee has to be at least a year long. The employee can apply for loan extending up to 5 times of his/her gross salary at 10 % interest rate.

House Building loan:

Employees who have had a service length of 5 years and above are eligible to apply for house building loan. A committee will oversee the loan application and monitor the location for house building the debt burden ration of the employee and other relevant issues. The debt burden ratio for the employee has to be 50% or below for the loan to be approved. The repayment schedule for the loan has to be before the retirement of the employee. The interest rate of the loan is 3%.

Termination Benefit:

In case a confirmed employee is asked to resign from his/her services by the relevant authority without stating any reason, he/she is eligible to receive one month's notice in writing or one month's gross salary as payment. If the employee is duly notified with one month's notice, he/she will not be entitled to receive any form of compensation for the termination of services.

Suspension Benefit:

In the event that a report/information about misconduct or fraud is received against an employee, he/she has to undergo stages of disciplinary proceedings. The employee is presented with charge sheet and is given 4 days to come up with an explanation. A preliminary enquiry committee is formed and an enquiry notice is issued that marks the beginning of a proper domestic enquiry. If, according to the committee's report, the employee is found guilty he is duly punished. In case the employee is found not guilty, he/she is retained with due respect. During the period of enquiry, the employee may be

suspended and will only receive 50% of his basic salary. In case he/she is proven to be not guilty, then the full amount of salary must be refunded to the employee.

4.2.4 HR Administration

We know that the word 'Administration' means controlling people. In BRAC Bank limited, HR Administration is much more than just controlling. It includes motivating the workforce, encouraging them to be more productive and innovative, leading or selecting or providing an appropriate leader for a leaderless team.

Some smaller and simpler day-to-day functions are carried out by the Administration as well. These includes employees' leave balance monitoring and approving if they can avail leave, if 'yes' then planning and suggesting how many days, which days etc. Checking and approving employees' different loan (House Building, Personal, Car etc.) requests. Administration also carries out quarterly 'Reward and Recognition' event which is called 'The Town Hall Meeting'. Here BRAC Bank employees get rewarded based on their quarterly performance evaluation.

Administration also has to undertake some harsh duties which are Show Cause letter issue, Warning letter issue, issuing letter of Termination, issuing Dismissal order, Audit and Investigation etc. These are certain unavoidable and rare incidents caused mostly by employees and their personal issues that directly violate Bank's code of conduct.

The HR Vista DBMS Software specially designed for BRAC Bank is used by the Administration for employee record updating. Administration also carries out Confirmation, Renewal of Contract and Promotion formalities.

Since BRAC Bank focuses more on SME sector, the Bank heavily depends on their Customer Relations Officers (CRO). Due to their educational level and type of duty depends on ethical standards, the CROs are often required to be monitored and lead. Assigning a good Sales Team Leader (STL) for different CRO teams in different districts is also a task of HR Administration.

Another motivational factor rewarded and monitored by HR Administration is 'Bright Ideas'. Bright ideas are usually those which employees come up with from their own judgment and if it benefits the Bank (e.g. Cost reduction, organization or work process

development) then it is considered as a Bright Idea. The respective employees are rewarded accordingly as a factor of motivation.

The HR Administration covers the following tasks:

Leave System:

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.

Annual leave encashment facilities may be allowed to the person for a maximum of 90 days at the time of Employee's leaving the bank. Any leave taken in advance to be adjusted during the final settlement period.

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. Casual Leave more than 3 days will be considered as sick leave and has to be supported by medical reports. In case of prolonged illness the Managing Director may grant medical leave in excess of sick/casual leave with full pay and allowances for a period up to one 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 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. This leave shall, however be allowed in the entire period of service.

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.

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 month's 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.

In the case of one year, if the person fails to show satisfactory progress, employee's appointment will be terminated.

The confirmation of service of all officers and employees in the services of the Bank shall take effect on and from the date as will be specified in the order of confirmation.

After the probationary period of six months or one year the administration send the appraisal form to the Department Heads. After completing the appraisal form send the form to the administration. In the procedure the HRD head send this appraisal form with his approval signature to the Deputy Managing Director of BRAC Bank Limited to approve and forward it Managing Director of BRAC Bank Limited and after that it will be approved signed by the Managing Director. According to the comment and remark of appraisal form the employee will get the confirmation with increment of salary or confirmation with promotion or no confirmation.

Promotion Pattern:

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. In the procedure the HRD head send this appraisal form with his approval signature to the Deputy Managing Director of BRAC Bank Limited to approve and forward it Managing Director of BRAC Bank Limited and after that it will be approved signed by the Managing Director. According to the comment and remark of appraisal form the employee will get the promotion with increment of salary.

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.

Resignation:

The following sections will display the policies of BRAC Bank Limited 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.

Note: Certificate will not be provided to staffs who were forced to resign, got "unsatisfactory" rating in their Performance Matters or have integrity issue and non-confirmed staff.

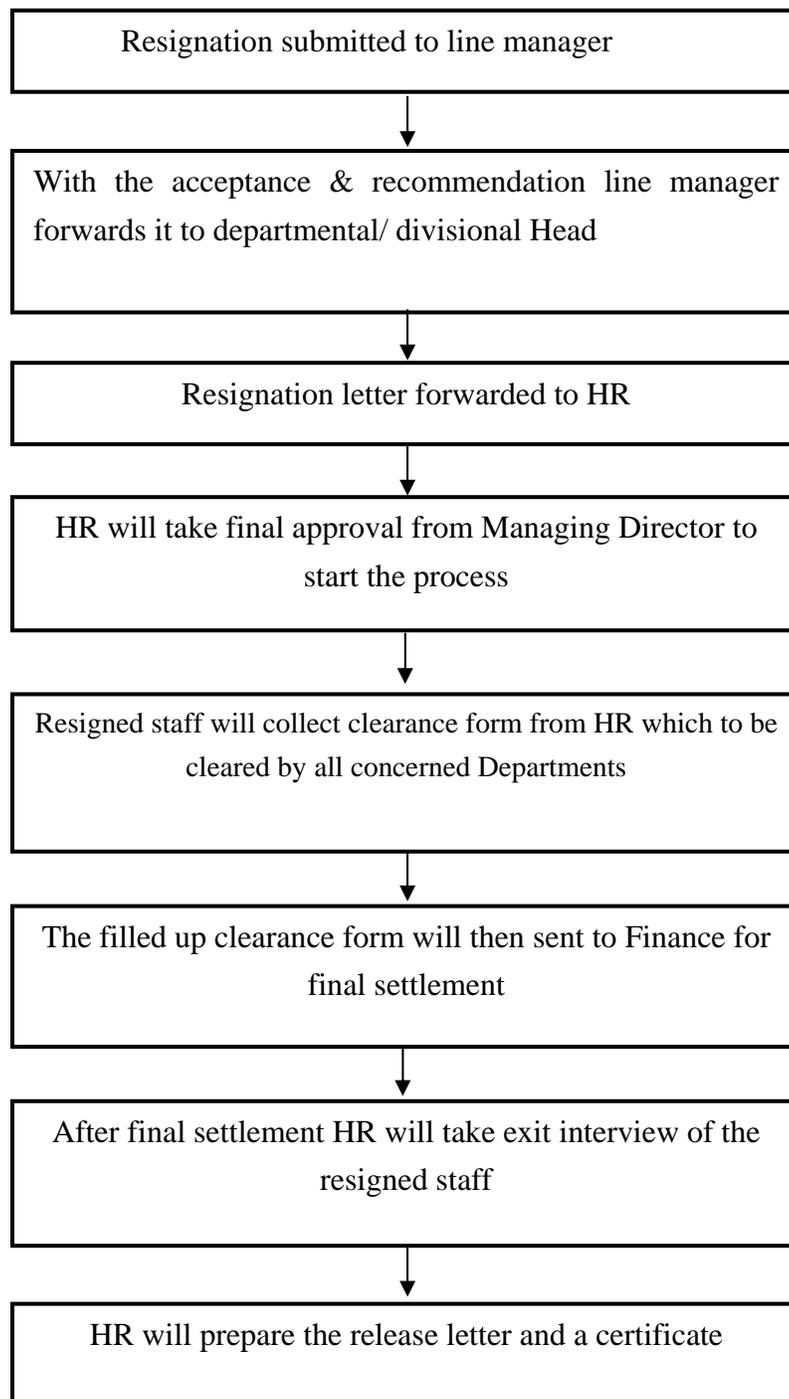
Termination of Regular Employee:

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. The bond that is signed by the employee before joining, which is actually an agreement between bank and employee become void.

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.

Resignation Process:



Resignation and Settlement Procedure:

The official formalities for resignation and settlement cases administered by the concerned department and HRD are sequentially shown below:

Serial Number	Tasks	Working Days Required to Complete the Task
1	Resignation letter must be forwarded to HRD by concerned supervisor or department head after his/her proper signing.	2 Days
2	After Receiving Resignation/Termination/Dismissal Letter with handover and takeover documents HRD will due clearance from various departments.	4 Days
3	HRD will do the final settlement work after having clearance.	4 Days
4	FAD will pay the final settled amount after having final settlement documents from HRD.	2 Days
5	If separated staff has liabilities with the bank then the concerned department / owner of liabilities will take initiatives.	Reasonable Time
6	HRD will send the personal file to “Orogenic”* after final settlement done in normal case.	Once in a month
7	In case of unsettled matter HRD will hold the files.	Until settlement
	Total	Reasonable Time

* Orogenic is a company which helps BRAC Bank to archive their personal files.

Reward:

Reward and Recognition is a way to express appreciation for another employee's hard work, dedication and contribution to the Bank. There are many levels of Reward and Recognition, to ensure both small contributions as well as the larger ones is recognized.

There are four levels of rewards and recognition:

LEVEL 1: Individual Contribution Award & SME Monthly Award

LEVEL 2: Departmental Committee Award

LEVEL 3: Organizational Competence Award

LEVEL 4: Chairman's Excellence Award

Spot award:

This is an award is given to employees on the spot recommended by the customers or the employees very nicely handle any difficult client /situation.

4.2.5 MIS & Strategic Planning

As I have not worked in this wing so I do not have any practical experience. These are the basic information that I obtained from the organization.

MIS & Strategic Planning wing is a relatively new division under the HRD. The MIS & Strategic Planning section does not follow any procedure of work, as most of the functions are project or assignment based. It includes work process improvement, project management, increasing use of technology more and paperwork less by developing and generating ideas to incorporate technology in different business and day-to-day functions. BRAC Bank's different departments and divisions use different MIS, there is no centralized system formed yet. Thus MIS & Strategic Planning does not go by any specific work procedure. The Manager, MIS & Strategic Planning is in charge of the Projects/Assignments and currently the MIS & Strategic Planning section is maintaining the "E-Learning" system which is an Employee Development program based on Online Training & Evaluation. Employees can sit for online exams within the workplace and it is the duty of the MIS & Strategic Planning Manager to evaluate the electronic scripts and distribute the results after evaluation. The current projects of MIS & Strategic Planning

are development of two computerized systems named “E-Attendance” and “E-PM”, one for employee attendance management and the other is for employees’ performance measurement matter respectively.

Functional/Departmental Strategy or HRD

As mentioned earlier that BRAC Bank has its eyes fixed at one single mission currently, which is ‘Breaking Barriers 2010. By the end of year 2010 BRAC Bank wants to see itself in the position of the largest Bank in Bangladesh. The minimum margin is 2nd position. Through rapid expansion and wide coverage BRAC Bank is sure to achieve that target since their portfolio analysis shows that they have way over exceeded their target for year 2009. We know that Corporate Strategy must be communicated with the departments of an organization and thus, it must be in line with the Departmental Strategy. So in a manner of speaking, the departmental strategy for the HRD of BRAC Bank is also to break all the barriers to becoming the No. 1 Bank in Bangladesh by the end of Year 2010. The HRD’s mission is to ensure that BRAC Bank can expand the way it should be with the best manpower at its disposal.

Linking Departmental Strategy with Corporate Strategy

How the Corporate Strategy has been linked with the Departmental Strategy of HRD is discussed in this section. HRD also made the promise that the Department will do everything possible to realize BRAC Bank’s ambition to become the largest bank of Bangladesh by the end of Year 2010. In an interview with Ms. Tahniyat Ahmed Karim, Head of HR, it has been confirmed that HRD of BRAC Bank is fully in line with their Corporate Strategy. Heavy recruitment is first choice of the HRD now. Without recruitment it will not be possible to cover all the expansions in different districts done by the Business Teams. For example, it has been seen that the newly opened Cox’s Bazar Branch was not yet fully decorated and furnished due to bad weather but all the employees assigned to that branch were reporting for duty on the tentative day of opening.

The Head of HR also mentioned with utmost importance that rigorous training and development is compulsory. Employees must show satisfactory performance at least on average within their respective departments.

But to perform well and being target oriented, employees must be communicated the message of the organization, the corporate strategy. The message of Breaking Barriers 2010 is conveyed in every scope possible, through market gimmicks, in speeches, department meetings, MANCOM meetings, through internal mails, in Town Hall Meetings, even at lunch. The message must be communicated; the strategy must be incorporated in every department. The Head of HR as well as all the staff in HRD is now fully aware of this short term plan and they are all trying to give output at their peak performance level.

When it comes to performance measurement and monitoring, it is also true that different departments in Banks can easily project their performance in numerical figures. When asked how HRD staffs project their performance, the answer was 'setting short term goals for each staff and monitoring how much they achieved in a Bi-monthly meetings'. As the department is still small this method is working perfectly. Later on, when HRD will also grow, then also this method has a good chance of being successful if Senior Managers can communicate and utilize it successfully.

Chapter # 05

Analysis & Recommendation

- SWOT Analysis
- Recommendation & Conclusion

5.1 SWOT Analysis:

Strength:

- BRAC Bank Limited has perfect policies to maintain and control their employees. As it has a large number of employees which is very difficult for any organization to control but BRAC Bank is controlling this huge number of workforce with great distinction.
- The 'X' & 'Y' motivational theories are rightly used by the Human Resource Division to control the employees properly.
- Well organized team. While they work as a team they are supportive to each other's which are very helpful to fulfill their work.
- Well maintained CV database. All the CVs are stored in monthly basis so it is easy to find out the CVs when it is needed.
- Better employee motivation generation through internal recruitment opportunity. So employees try to put their utmost effort to get a higher position.
- Less dependent on external recruitment agencies. In one word it can be said that they are self-dependent while any recruitment is needed and doing this by their own they are also saving time.
- Well planned training schedule with sufficient time allotment. All the trainings take place as scheduled before. The time prearranged for each training are also based on the type of the training so that every necessary point can be covered.
- Training opportunity provided to employees working in every level. For better performance of every employee training is provided.
- Effectively Stringed with other departments of BRAC Bank. The communication among each and every department is quite good and all of them have better understanding. As a result they get effective output.
- The Employees of BRAC Bank Limited respect Human Resource Division and the Human Resource Division earned it.

Weakness:

- **The overall situation of Human Resource for a company like BRAC Bank Limited is not that much controlled to be used and utilized it perfectly. Compare to the workload there is not sufficient amount of refreshments. Too much work pressure on the employees sometimes makes them depressed towards their work.**
- References from superior levels are also entertained as those CVs are always given priority in times of recruitment even if the candidate is unfit or unqualified for the vacant post.
- **The salary structure is not high enough according to the workload of the employee. This discourages the employees to work hard and also increases turnover rate.**
- **Due to lack of sufficient amount of manpower it is difficult to control and maintain the large amount of employees.**
- Online recruitment system is not upgraded.

Opportunity:

- BRAC Bank Limited has 6,306 employees to work with. This huge number of workforces helps this bank to get various ideas and plans and increase its productivity.
- The Human Resource Division is always thinking to do something new with their employees that can help to motivate the employees and can able to make them

better resources/assets for the BRAC Bank Limited. Very few Bangladeshi organizations have this kind of opportunity to be used.

Threat:

- BRAC Bank Limited has a huge number of employees. So is difficult to maintain the Human Resource policies with this large number of employees.
- The resignation rate is too high in BRAC Bank Limited then it anticipated.
- Reference control on policy is common situation of Bangladeshi organization. BRAC Bank is not out of it. Reference control on Human Resource policy can be a bad threat for BRAC Bank Limited.

5.2 Recommendations:

In this part of recommendation, some valuable issues of BRAC Bank Ltd. (BBL) are discussed. These were the aspects that came out while working as an intern at BBL. These were related to various parts of BBL and thus are placed in the list of general recommendation. According to SWOT analysis some decision can be taken.

- Efficiently distribute the number of employee in required position.
- Make the salary structure attractive to the employee.
- Make succession planning.
- Reduce the extra workload of the employee.
- They should increase the manpower of HRD specially in recruitment wing.
- The Human Resource Division's control must be structured.
- Arrange co-curricular activities for employee's refreshment.
- Managerial control should be implemented perfectly.
- Arrange proper training for the employee.
- They should provide that much of information in orientation training that will ensure them to do their work their job smoothly.
- The training should be motivational.

- For better training they can go for professional trainers.
- Supply more training materials during training.
- After training, it is very much important to take evaluation about training program. They should evaluate the trainees properly.
- Online recruitment system is not upgraded. They should upgrade it.
- Better MIS support is needed for smoother operation.
- There is not any specific place for intern where they can work. Interns have to roam around and search for a place so this should be improved and a fix place should be given to the interns so that they can work comfortably

5.3 Conclusion:

BRAC Bank intends to set standards as the market leader in Bangladesh. It demonstrates that a locally owned institution can provide efficient, friendly and modern banking service on a profitable basis. Human Resource Department is the most confidential department for any organization as well as Human Resources Division in BRAC Bank Limited. Here as an intern, limited information was collected for preparing this report because of too much confidentiality.

It was an honor to work as an intern in a reputed organization like BRAC Bank Limited. The BRAC Bank Limited is a bank that confirms the best service to the customers as well as to the employees by Human Resource Division. BRAC bank Limited is the fastest growing Bank in Bangladesh. By working in HR Division the knowledge was learnt would be helpful enough to sustain with the real organizational environment.

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Appendix

- The shareholding structure of BRAC Bank Limited :

Shareholders of BBL	
BRAC	31.74%
IFC	9.50%
Shore Cap International	8.76%
General Public through IPO	40%
Non-Residents Bangladeshis	5%
Mutual funds through IPO	5%
Total	100%

Table: 1.1 Shareholding structure of BRAC Bank Ltd.

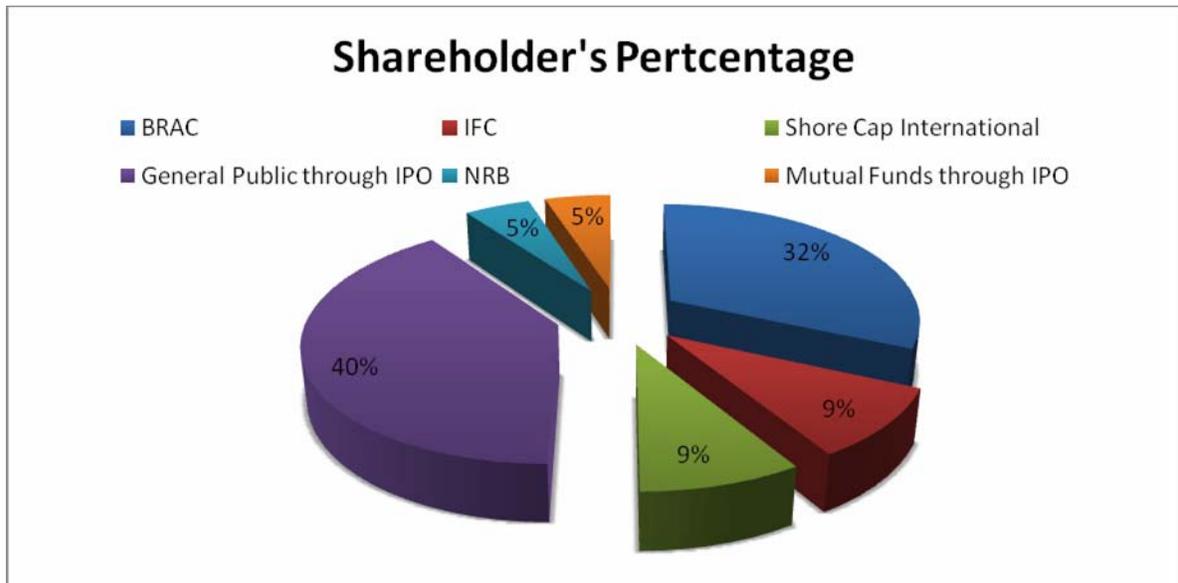


Fig1.1: Shareholder's percentage

Questionnaire

- How many years have you been employed by BRAC Bank Ltd.?
 - Less than 1 year
 - 1-5 year
 - 6-9 year
 - More than 10 year

- How do your colleagues feel about Management?
 - Effective
 - Either effective nor nominal
 - Nominal

- How do you feel about working in this environment?
 - Satisfied
 - Moderate
 - Dissatisfied

- How satisfied are you with the salary?
 - Satisfied
 - Moderate
 - Dissatisfied

- What do you think about their training programs?
 - Effective
 - Either effective nor nominal
 - Nominal

- The recruitment process is _____ in BRAC Bank Ltd.

- As an employee, I am _____ with BRAC BANK Ltd.