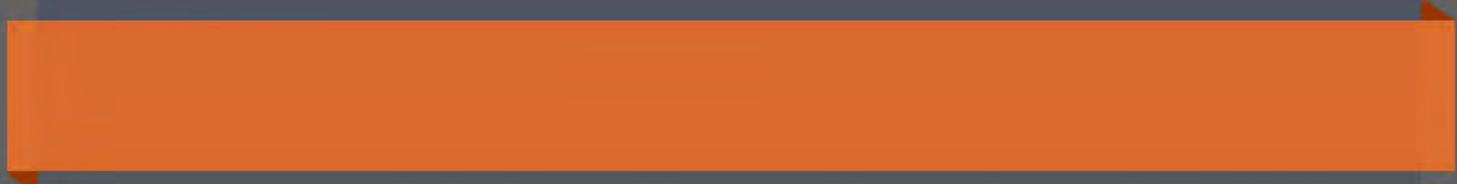


INTERNSHIP REPORT ON  
HR PRACTICES OF  
SOUTHEAST BANK  
LIMITED



**INTERNSHIP REPORT  
ON  
HR PRACTICES OF SOUTHEAST BANK LTD**



Inspiring Excellence

**Submitted to : Zaheed Husein**

**Senior Lecturer, BRAC Business School**

**BRAC University**

**Submitted by : Tazruba Kamrul Promy**

**ID: 11204047**

**BRAC Business School BRAC University**

**Date of Submission**

**2<sup>nd</sup> January 2017**

## Letter of transmittal

Date:

Zaheed Husein

Senior lecturer

BRAC Business School

**Subject: Submission of internship report on “HR Practices of Southeast Bank Limited.”**

Respected Sir,

I am proud to present you my internship report on the ‘**HR practices of Southeast Bank**’, which has been done as the main part of the requirement of the course. I express my profound gratitude to you for providing me your important instructions, proper suggestions and corrections for improvement.

While doing my internship, I had the opportunity to meet all the employees in the Sat Masjid Branch of Southeast Bank. I have tried my level best to provide what I have learned during the internship program at Southeast Bank.

I sincerely hope that this report meets your approval and demonstrates my ability to present reports. Therefore, I would be pleased to clarify any discrepancy that may arise or any clarification that you may require regarding my report.

Yours sincerely

Tazruba Kamrul Promy

11204047.

BRAC Business School

## **Declaration**

I soberly declare that the work in this internship report title, “HR Practices of Southeast Bank” is an original work done by me under the supervision of Zaheed Husein, Senior Lecturer, BRAC Business School.

Here no part of this report has been previously submitted to any other university for any academic certificates.

The work I have done does not rupture any existing copyright and no portion of the report is copied from any work done earlier for any degree.

Tazruba Kamrul Promy  
11204047.  
BRAC Business School

## **Acknowledgement**

At first I would like to praise my gracious and beneficent Almighty Allah due to providing me with enough strength, patience and courage to work for this internship report. After that I would like to take the opportunity to express my heartiest gratitude to my honorable academic internship supervisor, Zaheed Husein, Senior Lecturer of BRAC Business School for his constant guidance and supervision and helped me to sort out the problems that I faced while writing this internship report. I am very much thankful towards Zaheed Husein Sir for his expert opinion and guidance during the preparation of this report.

Lastly, I would like to thank Mr. Abidur Rahman Chowdhury, Executive Vice President and Head of Branch, Mr. Quazi Sawkat, Assistant Vice President and my onsite supervisor Mr. Nihad Ferdous, Executive Officer of Southeast Bank Limited who always supported me and allowed me to carry out my study for the internship report in parallel with my regular work load at the office. I am very much thankful to each of them for providing and helping me with all the desired information and resources for the completion of my internship report

## **Executive Summary**

Banking industry is the potential industry where the growth of a country depends a lot. In Bangladesh, banking industry is also very influential. This industry is very big in Bangladesh and holds many skilled employees. Southeast Bank Limited is a private bank that provides financial services to its customers. It started its operation on under Companies Act, 1994 on March 12, 1995. Southeast Bank has a total of 115 branch network and they are providing a comprehensive and competitive banking services to its clients. Southeast bank has 3 core departments General Banking, investment and foreign exchange division plays a vital role through providing different services to their customers. Nowadays online banking is becoming more popular in the private bank and thus SEBL has their own powerful software “Ultimas” for providing a keen service to the clients.

Throughout my overall study for the internship report I tried to focus on the HR practices of Southeast Bank especially on the recruitment and training process. The report contains a background history of the bank along with some of its highlights from the previous years. The objectives and limitations for writing this report. A detailed organizational profile of Southeast bank is also provided. On the other hand, the rest part of the report contains a full description of the overall process of how the human resource management of Southeast Bank recruits new officers and what are the key points that they look for the potential candidates. Besides ,the report also provides how various types of training sessions are being designed for the different level of officers at the bank.

Lastly, I believe this report includes all the other different aspects of Southeast Bank which is relevant to the HR practices of the bank that its perform.

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# CHAPTER 01: INTRODUCTION

### *1.1 Background of the Report*

The internship program is a requirement for the completion of BBA program at BRAC University. The knowledge that we gain in our classroom do not create that much value that we can use them in our real life scenario as it only provide and guide us a theoretical background of the course. But this internship program provide us with a real life glimpse of how actually a things get done in any company be it either in the marketing or the human resource management sector. During my internship program, I had the opportunity to join Southeast Bank Limited at Sat Mashjid Road Branch on 1<sup>st</sup> September till 30<sup>th</sup> November. I have tried my best to properly apply my potentiality and theoretical knowledge to make this report reliable and information oriented. My honest effort will be regarded as successful if this report fulfills the objectives of the program

### *1.2 Significance of the Study*

As a student of business we have to learn more of the practical knowledge rather than the theoretical knowledge that we gain by completing all the courses in our classroom just before entering the internship program. In order to become a good business executive a person need to have excellent theoretical knowledge about the real business world and during my internship program I was exposed to the real life scenario where I actually dealt with various clients and their unique set of questions and queries. As the banking sector is such a dynamic place, we the business students can gather huge practical lessons about the business world.

### *1.3 Scope of the study*

In this internship report, a framework of both the recruitment and training process of Southeast Bank is thoroughly described and explained with detailed resources. From this report, one can easily understand the overall process for recruiting officers for any banks as the system more or less remains constant. Besides the report also states about the importance of the training process for different levels of officers at the bank.

### *1.4 Objective of the study*

The general objective of this internship report is to present framework about the recruitment process and how the training sessions are being conducted for the bank employees.

#### **General objectives:**

- ✓ To achieve overall understanding of the Southeast Bank.
- ✓ To understand the different types of services that bank provides.
- ✓ To get practical idea about the bank.
- ✓ To observe the general banking services.

#### **Specific objectives:**

- ✓ To observe the banker and client relationship.
- ✓ To familiarize with practical job environment.
- ✓ To find out the recruitment framework of Southeast Bank.
- ✓ To find out the key factors upon which a training session is designed here.

### *1.5 Methodology*

Methodology means the methods, procedures, and techniques to collect the data. In the broad sense, methodology means the underline principles and of the organization of a philosophical system or inquiry. The report is mainly based on primary data. This is a descriptive type of research that briefly explore the overall framework of the recruitment process and the training sessions of Southeast bank.

There are two types of data used.

- ✓ Primary Data: Primary data is the data that is collected directly by the researcher by observation and experience.
- ✓ Secondary Data: Secondary data is the data that is taken from any secondary sources be it either internal or external.

Both the primary and secondary data are used to generate this report.

**Primary Data collected by:**

- ✓ Face to face conversation with the officers.
- ✓ Practical observation.
- ✓ Conversation session with the fresh recruits.

**Secondary Data collected by:**

- ✓ Annual reports and other bank publications
- ✓ Bank statements and brochures
- ✓ Website of the bank
- ✓ Desk report of related departments

### *1.6 Limitations of the study*

There were some limitations while preparing this internship report but nevertheless I tried to accumulate all the data and compiled everything for this report. However, some of the constraints are as follows:

- ✓ The branch office always remains busy as it has to deal with walk in customers from 10 am to 4pm, therefore the officers are in a rush and get occupied with their own work as a result had very few chances to talk to them properly.
- ✓ Sufficient data and records were not present at the branch office.
- ✓ At first, the authority did not want to disclose much about their recruitment process as it does not fall under any bank's policy.
- ✓ The time duration for preparing such a report was itself the biggest constraint as for the very first time I had to manage the whole work , starting from extracting information to correcting format of the report was solely done by me.
- ✓ For the first time, since I was conducting the whole study alone so lack of experience is one of the factor that constituted the limitation of the study.

### *1.7 Description/intern roles and responsibilities*

I was welcomed by the all officers at the bank with a brief introduction of them at day 1. Then from day 2, I was assigned to a certain desk with no task. At first, I was asked to observe the whole environment and was given enough time to settle in. The officers delivered very clear instructions about which job is done by whom as a result in a short period of time I understood which whom to report for certain issues.

My daily activities used to start my updating the register for cheque books and making sure I fill up all the desired client information correctly in right place. I also used to keep a record on the number of cheque requisition comes a day and then updating those again in the register. Moreover, calling the bank's clients and letting them know that their cheque book is ready for collection or their limit on the credit card has exceeded or the ATM card is ready for usage. I also worked with the account opening department and in the clearing section. Learned how to sort out the different bank vouchers and keep a record of them.

# Chapter: 02 Organizational Overview

## 2.1 Company Profile:

Southeast Bank Limited is one of the fastest growing banks among all the Private Commercial Banks (PCBs) in Bangladesh. The emergence of Southeast Bank Limited occurred at the juncture of liberalization of global economic activities, after the URUGUAY ROUND has been an important event in the financial sector of Bangladesh. The experience of the prosperous economies of Asian countries and in particular of South Asia has been the driving force and the strategic operational policy option of the Bank.

The Government of Bangladesh as a Scheduled Bank in the private sector has licensed Southeast Bank Limited in pursuance of the liberalization of Banking and Financial Services in Bangladesh. The Bank was established under the bank Company Act 1991 & incorporated as a public limited company on March 12, 1995 under the Companies Act 1994 and commenced banking operations through the Principal Branch at 1, Dilkusha Commercial Area, Dhaka from May 25, 1995. The then Finance Minister of the country, Mr. M Saifur Rahman, inaugurated the Branch. The Bank was established by leading business personalities and eminent industrialists of the country with stakes in various segments of the national economy. The Authorized Capital of the Bank is Taka 10,000 million and Issued, Subscribed & Paid up Capital is Taka 6,930.84 million.

The Bank had been widely acclaimed by the business community, from small entrepreneur or large traders and industrial conglomerates, including the top rated corporate borrowers for forward-looking business outlook and innovative financing solutions. Thus within this very short period of time it has been able to create an image for itself and has earned significant reputation in the country's banking sector as a Bank with vision.

It undertakes all type of banking transactions to support the development of trade and commerce in the country. Above all of their service they go through their objectives such as earning and maintaining CAMEL rating strong, establishing relationship banking, introducing fully automated systems, ensuring an adequate rate of return on investment, maintaining adequate liquidity to meet maturity obligations, pursuing an effective system of Management by transparency and accountability at all levels.

## *2.2 Highlights of the Bank*

- The bank was incorporated on March 12, 1995 as a Public Limited Banking Company.
- The Bank commenced its business on May 25, 1995 and has already completed successful 18 years of operation.
- The Bank has been listed with the Dhaka Stock Exchange Limited and Chittagong Stock Exchange Limited since 1999.
- The authorized capital of the bank is TK.10,000 Million and paid up capital is TK.8,732.86 Million as on 30th June 2012.
- The Bank has been paying reasonable dividend to the share holders every year.
- The Bank has a network of 94 branches at December 2012.
- There has been maintaining adequate provision against its non-performing assets.
- Special Features of the Bank.
- The deposit of the bank is 152,901.24 as on 2012.
- Number of correspondent banks 183
- Number of shareholders of SEB is 64,060 at 2012
- Number of Employees-banking 1655 person, non-banking 355 person as on 2012.
- Bank started its Islamic banking operation in 2003.
- In the year 2012,SEBL has made a significant profit of BDT8.29 crore from its operation

### *2.3 Mission & vision of SEBL*

#### **SEBL's vision:**

The vision is to be a premier banking institution in Bangladesh and contribute significantly to the National economy.

#### **SEBL's missions:**

- High quality financial services with state of the art technology.
- Fast & accurate customer service.
- Sustainable growth strategy.
- Follow ethical standards in business.
- Steady return on shareholders' equity.
- Innovative banking at a competitive price.
- Attract and retain quality human resource.

### *2.4 Objectives of Southeast Bank Limited (SEBL):*

- To earn and maintain CAMEL rating strong.
- To establish relationship banking and service quality through development of strategic marketing plan.
- To remain one of the best banking in Bangladesh in terms of profitability and asset quality.
- To introduce fully automated systems through integration of information technology.
- To ensure an adequate rate of return on investment.
- To keep risk position at an acceptable range (including any off balance sheet risks)

- To maintain adequate liquidity to meet maturity obligations and commitments.
- To maintain a healthy growth of business with desired image.
- To maintain adequate control systems and transparency in procedures.
- To develop and retain a quality work force through an effective Human Resources Management System.
- To ensure optimum utilization of all available resource.

### 2.5 Current Market Position of Southeast Bank Limited

In this chart 10 years financial condition of SEBL in different particulars are given below:

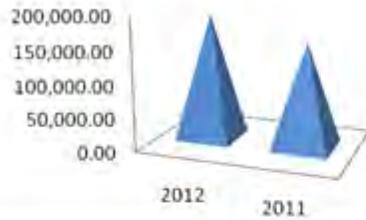
PARTICULARS	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
<b>Authorized Capital</b>	10000.00	10000.00	1,000.00	10000.00	3500.00	3500.00	3500.00	2500.00	2500.00	2500.00
<b>Paid up Capital</b>	8732.86	8317.01	6930.84	3422.64	2852.20	2281.76	2112.74	1056.37	880.31	677.16
<b>Reserve Fund/others</b>	10864.68	10683.05	10265.93	6504.52	4804.81	4186.60	2828.18	1180.47	769.13	622.98
<b>Total Capital (Tier-I+ Tier-II)</b>	19597.54	19000.06	17196.80	3327.16	7657.01	6468.36	4940.92	2236.84	1649.44	1300.14
<b>Deposit</b>	15290.124	127178.22	107253.19	96669.05	68714.67	55474.05	46056.18	38258.15	27930.84	19618.82
<b>Advance</b>	12696.897	107288.56	93981.20	77497.57	60281.26	48164.60	41147.28	32551.09	22001.70	15541.50
<b>Investment</b>	37656.56	29846.60	18869.07	21350.23	12299.61	8462.86	6265.55	5113.14	3190.15	2581.61
<b>Import Business</b>	11153.750	99509.01	103726.70	69582.92	58019.77	38470.34	35125.12	29079.30	20229.62	16270.80
<b>Export Business</b>	84464.20	75982.06	58158.06	46724.47	42178.60	28771.36	25874.61	13511.10	6761.93	3033.79
<b>Foreign Remittance</b>	41455.40	49544.10	28082.25	23779.20	15221.87	11040.17	13479.83	3507.40	1091.25	654.25
<b>Guarantee Business</b>	21506.65	25673.90	22781.19	11916.74	15078.99	9008.32	8656.80	7975.00	4717.82	3391.19
<b>Total</b>	23134.56	19931.96	16100.87	13415.74	10250.99	8670.42	6766.10	4689.54	3043.44	2772.54

<b>Income</b>	18	1	1	.21	.13	7	1	5	9	2
<b>Total Expenditure</b>	17638.99	13846.24	9331.55	8800.55	7237.55	5454.27	4703.45	3216.11	2234.83	2107.36
<b>Operating Profit</b>	5495.19	6085.66	6769.26	4614.66	3012.58	2916.20	2062.66	1473.44	808.66	665.16
<b>Net Profit after Tax &amp; Provision</b>	1648.72	1912.19	2763.93	1870.19	887.24	1222.97	909.88	374.20	294.69	256.06
<b>Fixed Assets</b>	7677.51	7373.11	4463.64	4323.59	2685.56	1708.11	1300.39	790.62	313.73	288.02
<b>Total Assets</b>	18992.158	158078.59	131784.27	112676.98	81181.53	64370.69	53706.12	43294.81	33744.96	23135.74
<b>Earnings per Share(Tk)</b>	1.89	2.33	3.77	3.24	3.11	4.28	5.97	3.54	4.35	4.53
<b>Dividend Cash (%)</b>	15%	15%	10%	-	15%	15%	20%	-	-	20%
<b>Bonus Shares</b>	-	5%(20:1)	20%	35%(20:7)	20%(5:1)	25%(4:1)	8%(12:5:1)	20%(5:1)	30%(10:3)	20%(5:1)
<b>Return on Equity (ROE)</b>	8.42%	10.47%	19.41%	16.51%	12.06%	19.90%	17.98%	17.64%	17.87%	19.69%
<b>Return on Assets (ROA)</b>	0.95%	1.32%	2.26%	1.66%	1.09%	1.90%	1.66%	0.86%	1.00%	1.11%
<b>Non Performing Loan</b>	4.47%	3.51%	4.26%	3.73%	4.12%	3.77%	3.97%	4.37%	4.96%	2.09%
<b>Capital Adequacy Ratio</b>	10.87%	11.46%	11.25%	11.72%	11.12%	13.00%	11.50%	6.90%	7.83%	9.20%
<b>Number of Correspondent Banks</b>	183	161	152	146	145	140	138	130	122	80
<b>Number of Foreign Correspondents</b>	691	654	645	589	587	598	536	507	463	350
<b>Number of Shareholders</b>	64060	68039	66898	22152	12536	9636	8855	5750	4704	2912
<b>Number of Employees - Banking</b>	1655	1526	1373	1254	1080	964	845	759	685	586
<b>- Non Bank</b>	355	322	240	148	151	152	153	154	150	115

ing										
<b>Number of</b>	94	84	76	56	46	38	31	31	27	23
<b>Branches</b>										

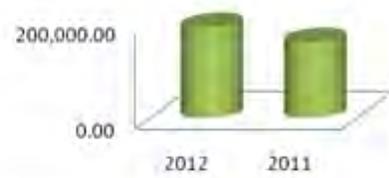
## 2.6 Financial Highlights

**Deposits** +20.23%



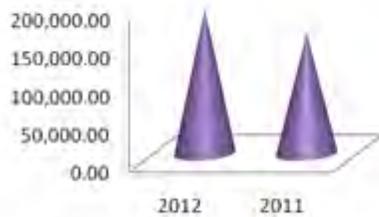
**Deposit Growth:** Deposit increased by 20.23% to BDT 152,901.24 million (2011 BDT 127,178.22)

**Loans & advances** +18.34%



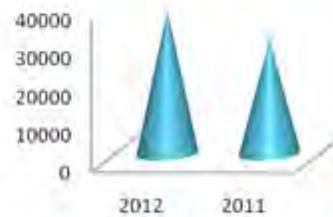
**Advance Growth:** Advance up by 18.34% to BDT 126,968.97 Million (2011 BDT 107,288.56)

**Operating Profit** -9.70%



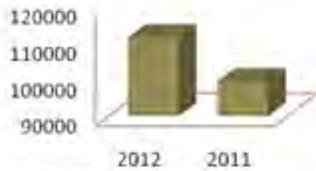
**Operating Profit Growth:** Operating profit growth decreased by 9.70% to BDT 5,495.19 Million (2011 BDT 6,085.66)

**Investment** +26.17%



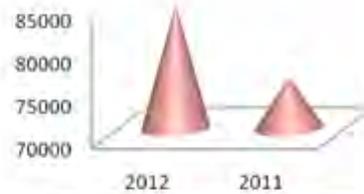
**Investment Growth:** Investment increased by 26.17% to BDT 37,656.56 million (2011 BDT 29,846.60)

**Import Business +12.09%**



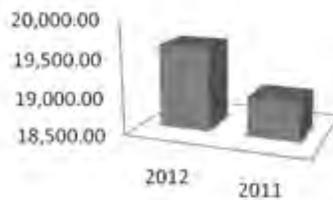
**Import Business Growth:** Import Business increased by 12.09% to BDT 111,537.50 million (2011 BDT 99,509.01 million)

**Export Business +11.16%**



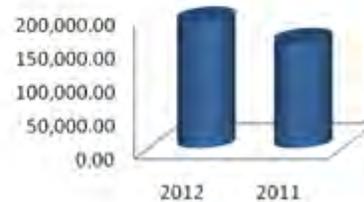
**Export Business Growth:** Export Business increased by 11.16% to BDT 84,464.20 million (2011 BDT 75,982.06 million)

**Total Capital +3.14%**



**Total Capital Growth:** Total capital grew by 3.14% to BDT 19,597.54 million (2011 BDT 19,000.06 million)

**Total Assets -20.14%**



**Total Assets Growth:** Total assets grew by -20.14% to BDT 126,000.00 million (2011 BDT 158,078.59 million)

## 2.7 Products and services provided by Southeast Bank limited:

Southeast Bank Limited offers full-pledged services including *general banking services, foreign exchange business and investment service* etc. The general banking service includes taking deposits. The following are the various types of deposits:

- ✓ Fixed deposit account
- ✓ Saving deposit account
- ✓ Special saving deposit account
- ✓ Short term deposit account
- ✓ Current account

These accounts are mainly opened by the middle and lower income groups, sole proprietorship, partnerships, limited companies, clubs, societies and associates.

## 2.8 Clearing section

Cheques, Pay Order (P.O), Demand Draft (D.D.) Collection of amount of other banks on behalf of its customer are a basic function of a Clearing Department.

- ✓ Outward Clearing
- ✓ Inward Clearing

## 2.9 Bills Collection

In modern banking the mechanism has become complex as far as smooth transaction and safety is concerned. Customer does pay and receive bill from their counterpart as a result of transaction. Commercial bank's duty is to collect bills on behalf of their customers.

## 2.10 Accounts section

Accounts Department is called as the nerve Center of the bank. In banking business, transactions are done every day and these transactions are to be recorded properly and systematically as the banks deal with the depositors' money

## 2.11 Loans and advances

### 2.12 Islamic banking products of Southeast Bank Limited

Southeast bank Limited caters both conventional banking service and Islamic banking service abiding by the rules and regulations of Bangladesh bank and the principle of Islamic Shariah. Islamic is banking based on profit instead of interest. The Islamic banking operations are completely separate from the conventional banking and separate accounting system for Islamic banking branches is being maintained.

### *2.13 Small and medium enterprise banking (SME Banking)*

#### *2.14 SWIFT service*

The Society for Worldwide Inter Bank Financial Telecommunication (“SWIFT”) operates a worldwide financial messaging network. Messages are securely and reliably exchanged between banks and other financial institutions. Southeast Bank Limited has SWIFT services. The Bank’s SWIFT address is SEBD BD DH.

#### *2.15 Locker service*

A client must have a CD or STD or SB or any type of account in the respective branch where they wants to avail the locker service.

#### *2.16 ATM services*

Southeast Bank Limited is a member of the E-cash Shared ATM Network. E-Cash has a network of 32 ATM’s located in strategically important locations on five important cities / towns of the country namely: Dhaka, Chittagong, Sylhet, Cox’s Bazar and Rajshahi. SEBL are providing ATM service coverage to their 30 branches.

#### *2.17 Card division*

The card division of SBL is pretty new and small in the sense that not too many services by this division is offered to the customers. So the work of the card division is very much limited. The functions of the card division are:

- ✓ Managing debit card account and also credit card which is going to be introduced soon
- ✓ All the works that are related to the ATM card like managing the credit and debit balance of a client.
- ✓ Maintaining correspondence with the branches regarding different clients of ATM card.
- ✓ Works related to customer and vendor management.

### *2.18 Remittance services*

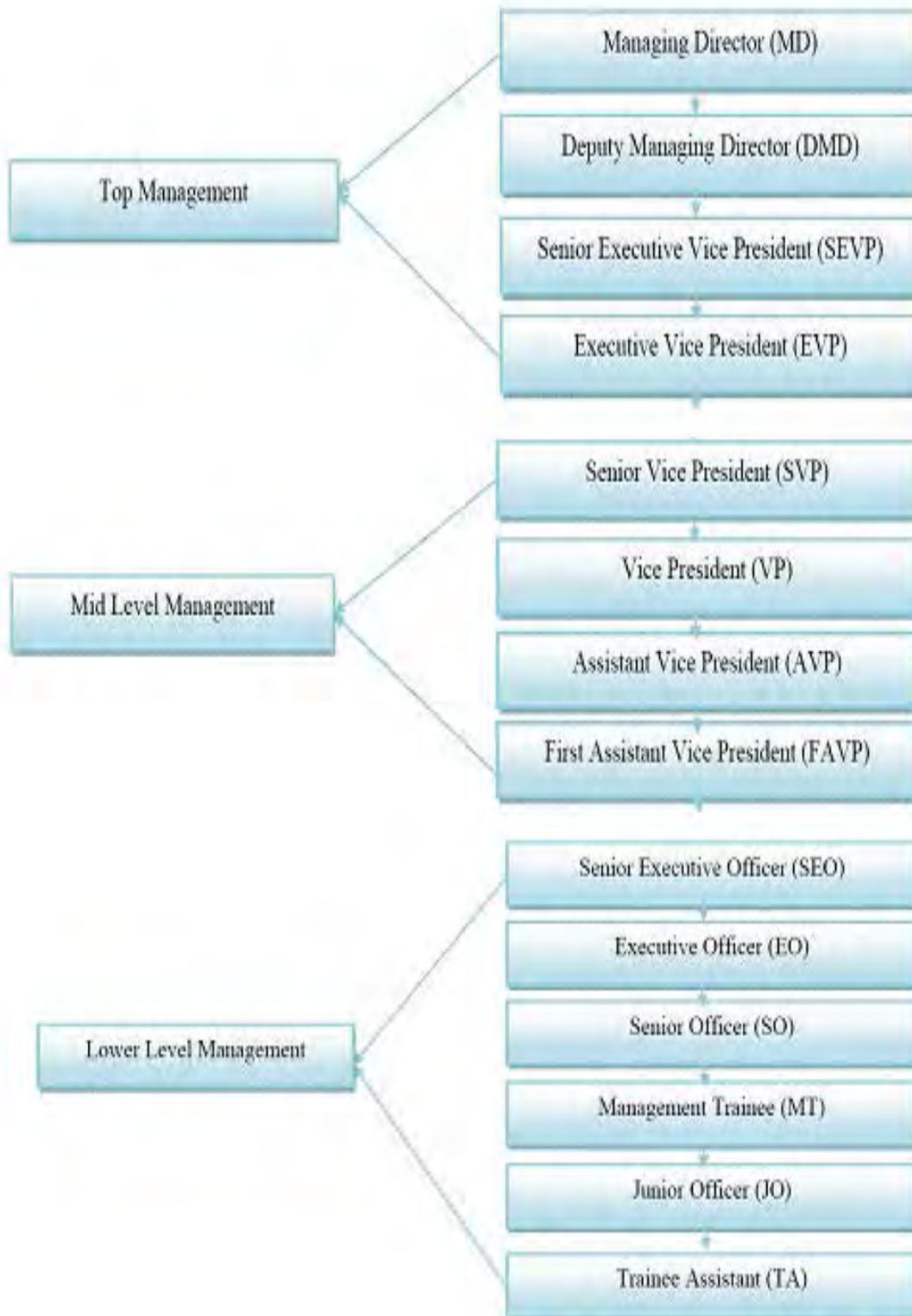
Southeast Bank has entered into remittance late compared to the other private banks, it has continuously strived to build its remittance business around quality service by making it easy for remitters to remit money through a network of agreements with reputed banks and remittance houses abroad and an extensive network in the country to deliver the money to the beneficiaries at their door in the quickest possible time and without hassles. SEBL deliver money to the beneficiaries without service charges

# **CHAPTER: 03 Management Of Southeast Bank Limited**

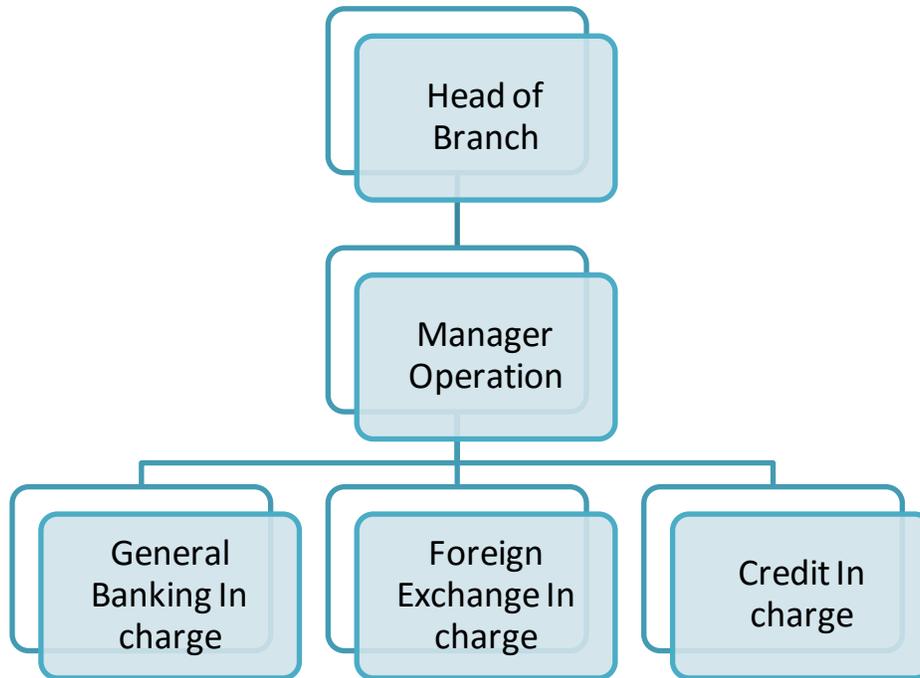
Like every other companies/banks Southeast Bank Limited has different aspects of management.

- ✓ Southeast Bank is organized according to the existing business locations with 115 branches and each of them is responsible for its own performance level. Manager Head is responsible for their unit or branch for its functionality.
- ✓ Southeast Bank Limited has done its planning in accordance to its corporate planning. Individual branch offices cannot plan independently they have to set all their goals according to its corporate level set by its planning division.
- ✓ There are basically two levels of recruitment at Southeast Bank Limited. One is for the “probationary officer” and the other one is for the “trainee officer”.
- ✓ It has been the duty of the superior officer of Southeast Bank Limited to monitor the subordinate officers. And all the works are designed in such a way where an employee does not have to take two assignments at a time as the management approach is authoritative.
- ✓ Southeast Bank Limited has established their standards and they monitor their results and then compare those with their standards from time to time.

## Organogram of Southeast Bank Limited



## Organogram of Southeast Bank Limited



**Figure: Departmental Activities**

## **Chapter 04: Recruitment process of Southeast Bank limited**

The corporate vision of the bank is to build Southeast Bank Limited as a banking entity that can withstand the test time and emerge into a global modern bank. Towards reaching the goal, the bank plans to achieve sustained growth in all spheres of performance indicators. Skilled and experienced human resource with the right zeal to serve the customers through use of the latest and tested banking technology is their tool to achieve the corporate mission of the bank.

The board of directors SEBL solemnly desires that the bank continues to remain in the main stream of banking arena with a highly disciplined, experienced and dedicated work force and things concerning human resources and others are disposed of through observance of set of rules/policies/schemes.

Keeping the objectives in mind, the board of directors of SEBL is pleased to frame and approve the employees service rules and regulations. These rules shall be entitled, ‘‘Southeast Bank Limited Employees Service Rules And Regulations’’. The service rules and regulations outlines in minute details as far as practicable the terms and conditions of the services of the employees.

#### *4.1 Commencement of Service Rules*

These rules come into force with immediate effect and shall be binding on all the employees of the bank irrespective of his/her grade position. The rules shall not, however call in question about any decision already taken and/or implemented prior to commencement of these rules. Each and every employee shall be fully aware of the contents of these service rules. All the head of the branches/divisional heads/departmental heads of head office must keep themselves thoroughly conversant with the contents of the employees service rules and follow them meticulously while processing and handling various types of administrative and personal matters.

#### *4.2 Amendment*

The board of directors has the right to bring any change/additions to any existing amendments. For making new rule, the board shall pass appropriate that shall be communicated to every employee of the bank through the circular.

### *4.3 General Conditions*

#### **Application**

These rules shall be applied to all the employees of the bank whether working in Bangladesh or abroad. They shall not apply except otherwise provided in these rules or to such extent as maybe specifically or generally prescribed by the board of directors, to the following:

- The managing director
- The officers and the staff employed on part time basis
- Persons casually engaged on daily/ weekly/ monthly wages for any specific job.

#### **Scope**

The rules come into force from the date of incorporation of the company and shall be binding on all the employees of the bank including an employee already taken in the services of the bank prior to commencement of these rules. However, the rules will not be applicable to former employees who are no longer in service of the bank.

#### **Power to amend**

If necessary, the board of directors of the bank reserves the right to any alteration of any of the service rules of the bank.

#### **New rule or alteration**

No new rule, change, alter of any existing service rule shall be applicable until it is passed by the resolution of the board and issued in the form of the circular.

#### **Authority to delegate**

The managing director may fit under some specific conditions, impose, delegate to an executive or management committee formed by him, all or any of the powers conferred upon him by these rules.

## **Interpretation**

The decision of the board as regards interpretation of the rules as contained in the Southeast Bank Limited employees service rules and regulations shall be treated as final.

### **Provident fund member**

Every employee of the bank to whom these rules apply shall be eligible to become a member of the Southeast Bank Limited Employees Provident Fund from the date of his confirmation in the services of the bank as a confirmed full time employee and shall agree to be bound by the rules of the fund.

## *4.4 RECRUITMENT POLICY*

### **Preamble**

Human resource management is of paramount importance for bank management. Bank's physical resources, human resources and technology are to be combined into a productive system to achieve the organizational goals. Human resource recruitment involves evolving and appropriate planning process to move the bank from its particular human resource position to its desired position and placement of the right kind of employee who is fitted for the right job at the right time.

### **Recruitment Principle**

All appointment and recruitment of the bank is made by the direct recruitment as per described criteria or by promotion as per the promotion policy approved/updated by the board of directors from time to time.

### **Recruitment for recruitment**

No person shall be appointed in the service of the bank unless:

- The applicant is a citizen of Bangladesh. Provided however, that this may not be applicable in the case of recruits abroad or in case where relaxation has been approved by the board on consideration of special circumstance.
- The applicant should be certified physically and mentally fit by a qualified doctor that is acceptable to the bank.

- The applicant that has been terminated from the service or his service has been dispensed with for any specific reason with his/her former employer for financial irregularity or act of dishonest. Those lateral entrance who have been dismissed from the service of their former employers after submission resignations with the intent to join Southeast Bank Limited shall however remain outside the purview of the sub-rules.
- The age limit of the applicant shall be within 18-30 years of age and for lateral entry, the maximum age limit will be 50years of age.

### **Educational Qualification**

Bank shall give priority to recruitment of self driven and result oriented graduates with good track record in academic studies. In case of all lateral entry as an officer/executive of the bank, the job aspirant has to be at least a graduate with having minimum of 7 points in the academic career.

For fresh recruits, the education qualification shall be the following:

<b>POST</b>	<b>REQUIREMENT</b>
<b>Probationary Officer</b>	The applicant should be at least a Master degree or BBA holder from a reputed and recognized educational institution with minimum 9 points. No third division or class is acceptable.
<b>Trainee officer</b>	The candidates having good academic as well as family background, enough knowledgeable and smart, good looking with BBA/MBA/M.A in Finance or banking/economics/management/accounting with having no third class in the academic history.
<b>Trainee junior officer</b>	The applicant should be a Master degree holder from a recognized and reputed educational institution with minimum 8 points required from the academic record.
<b>Trainee computer officer</b>	The candidate should have sufficient computer knowledge for PC operation with a graduation degree of minimum 6 points from the academic record.
<b>Trainee cash officer</b>	Just a graduation with minimum 6 points from the academic record.
<b>Messenger</b>	Minimum SSC degree.
<b>Bank Guard</b>	Minimum class 8 pass with “ANSAR” or ex army,

	police, BDR personnel along with the age limit of 21-35 years old.
<b>Cleaner</b>	Minimum class 8 passes.
<b>Driver</b>	Valid driving license. Having an experience of at least 5 years of driving with an age limit of 21-35 years. A minimum of class 8 pass degree

Probationary officer shall be recruited after taking a competitive written test that is conducted under IBA or to some other equivalent standard of IBA followed by viva with those participants who successfully passes the written test. It is stated that no probationary officer shall be appointed directly in the service of the bank. And for the existing employees who wish to appear before the recruitment process for probationary officer shall have to meet all the requirements for this post. All the applications shall come to Human Resource Division for proper channel.

## **GENERAL FLOW CHART OF SELECTION PROCEDURE**

**Advertisement/submission of CVs at HRD, Head Office**

**Sorting out of Applications**

**Preparation of preliminary list**

**Calling the selected applicants for the written test**

**Holding the written test**

**Selection of eligible candidates for the interview**

**Calling the selected candidates for the interview**

**Conducting the interview**

**Investigation of applicant details**

**Final approval by the competent authority**

**Physical fitness for employment**

**Appointment and placement**

### **Marks Distribution**

The marking system to be followed by the competent authority or selection committee is as follows:

1. Education	12 Marks	} <b>Total 32 Marks</b>
2. Interview Performance	20 Marks	

### **Written Test**

An external authority can be determined by the bank to hold the written test for the recruitment of the probationary officer. All the fresh graduates have to sit for the written test as per the grading or marking policy. The written test might be on the general knowledge, arithmetic and English. All the procedures and the marking system is to be determine by the external authority not the bank.

Examination Division/Class	SSC	HSC	GRADUATION/ HONORS	BBA	MASTERS	CA/ICMA (Others)
1 <sup>st</sup>	3	3	3	3 (CGPA 3.00 or above)	3	3 (CGPA 3.00 or above)
2 <sup>nd</sup>	2	2	2	2 (CGPA 2.75 or above but less than 3.00)	2	2 (CGPA 2.75 or above but less than 3.00)
3 <sup>rd</sup>	1	1	1	1 (CGPA 2.50 or above but less than 2.75)	1	1 (CGPA 2.50 or above but less than 2.75)

### **Interview Performance**

The following marking system for interview shall be followed

1. Dress, physical appearance, personality and confidence level (**5 Marks**)
2. Knowledge in related sector (**5 Marks**)
3. General knowledge (**5 Marks**)
4. Analytical ability, communication skill and potentiality (**5 Marks**)

### **General Rules of Requirement**

- A panel of successful candidates will be prepared in order of merit for recruitment in the bank.
- The appointment letter will be issue from the panel after the approval of the authority based on final evaluation and on the basis of the requirement that the bank has set.
- A candidate selected for appointment for the desired post must be medically. Any physical or mental disorder might result in the cancelation of his/her appointment.
- Each candidate shall have to mention at least two respectable persons in his/her resume.
- The confidential opinion of the referees about the character of the candidate shall be obtained, besides the bank management will also try to gather information from other sources about the character and past records of the candidate.
- If any negative is received, the appointment of the candidate can be cancelled or terminated without assigning any reason whatsoever.

## *4.5 APPOINTMENT*

### **Authority of Appointment**

Appointments in the service of the bank two ranks below the rank of Managing Director shall be made the Managing Director. All other appointments shall be appointed by the board as and when required under the organogram of the bank duly approved by the board.

### **Recruitment**

Recruitments of employees of all grades may be made by the Managing Director as per recruitment policy approved/ to be approved/amended from time to time by the board.

### **Appointments on Contract/Temporary Basis**

Appointments on contract or temporary basis shall not entitle such employees to further extension or confirmation in the grade, unless otherwise decided by the board.

### **Pay on Appointment**

All appointments shall be made at the minimum pay of the grade, but in case where persons to be recruited possess additional experience or special qualifications or both, the competent authority may allow a higher initial pay in the scale of pay of the grade.

### **Probationary Period**

Unless otherwise decided by the competent authority, a probationary officer shall remain on probation for 2 years, a trainee junior officer for 2 years, trainee computer officer, trainee cash officer for 2 years and the bank's messenger or the bank guards for 1 year. Therefore, the employee may be absorbed in the specified grade upon successful completion of the period of probation or their probationary period maybe extended or may not be extended basing upon their performance and effort during the probationary period.

### **Age Limit**

No person shall be appointed in the service of the bank as probationary officer/trainee junior officer/trainee cash officer/messenger/guard who is below 18 years and above 30 years of age. For lateral entry, the entry age is maximum 50 years except for the appointments on contract basis where the age limit does not matter much. On the other hand, the retirement age is 60 years of age provided the employee maintained good health.

### **Medical Fitness**

No person shall be appointed in the service of the bank unless he/she has been certified physically and mentally fit by the qualified doctor which can be acceptable to the bank.

## **Chapter: 05**

### **Training sessions conducted at Southeast Bank Limited**

### *5.1 Orientation Training of probationary officers and trainee officers with particular reference to marketing of banking products and clientele services*

The main objective of this training is to impart training in different operational aspects of general banking. To appraise different concepts, principles, techniques, approaches, important laws relating to general banking including accounting practices to develop skills in applying those to perform banking operations. Moreover, this training will also increase the awareness on cash management issues, Bangladesh bank regulations on currency management. The training also helps to inform the techniques of customer service development, human relations behavior and communication. In fact , an overview on the service rules of SEBL, activities of SEBL- its mission and vision, credit risk management, credit management and foreign trade financing on general banking and on common irregularities in general banking and compliance thereof. The course outline of the training also includes management functions in banks, motivation of the personnel, ethics in banking, human behavior at workplace, financial ratio analysis and generally accepted accounting principles. On the other hand, account opening and operation and procedures of different types of deposit accounts CD, SB, SND, FDR, and special savings deposit are also being offered. Knowledge about Clearing house- inward and outward clearing, clearing return and adjustment with accounting entries is also taught to the trainees. OBC, IBC. The Duties and obligations of paying banker and collecting banker are also discussed here. How to Issue of cheque book against stolen or lost cheque – stop payment, standing instructions will be demonstrated here.

Cheques: Issuance, Endorsement and crossing, essential features of cheque- material alteration. Under the Negotiable Instruments Act, 1881, essential features of negotiable instruments, types and distinguishing features of different negotiable instruments.

The methodology of this training is usually through lecture, discussion, case study, group work and presentation. Both internal and external speakers are welcomed.

### *5.2 WORKSHOP ON TIME MANAGEMENT*

The duration of this training is usually 1 day and the officers of different branches and head office get to attend it. The methodology of this training method is through group discussion and experience sharing. Both internal and external speakers are welcomed. The main objective of the time management training is to develop knowledge on time management and their effects on job performance. Besides it will also help to grow skills for managing time. The training will focus more on its importance and effectiveness of time, time planning and control time and delegation of authority, time management and decision making.

### *5.3 WORKSOP ON LEADERSHIP, TEAM BUILDING AND NEGOTIATION SKILLS*

The objective of this training is to familiarize the trainees with the importance of leadership, team building and negotiation skills. To acquaint with leadership styles, group dynamics, team building process and negotiating methods especially suitable for financial institutions. It

will also provide the concept, needs, importance and objectives of time management. The core focus will also be on the negotiating skills: different skills, interpersonal communication and counseling.

Group dynamics and team building: types of groups, formal and informal organization, types and process of group dynamics and team building.

The duration of this training is 1 day and it is attended by officers of different branches and head office. The methodology of the training process is lecture- group discussion- experience sharing. It is held once a year and both the internal and external speakers can take the session.

#### *5.4 FOUNDATION TRAINING ON GENERAL BANKING*

The training on general banking is only limited to the officers working in the general banking desk. The duration of this training is 5days and it takes twice a year. Both the internal and external speakers can take the session through lecture, discussion, case study etc.

The main objective of the training process is to impart training in different operational aspects of general banking. Besides, the Double entry system of bookkeeping and accounting system of the bank is also taught under this training session along with the Interest and product calculation, preparation of income statement and balance sheet.

It also includes about the type of bills: inward and outward bills. Clearing functions and procedure, information about Bangladesh automated clearing house (BACH) issue and payment of Demand draft (DD), telegraphic transfer(TT), mail transfer( MT). Other miscellaneous services like safe deposit lockers. There the trainees are also aware

about the anti money laundering policy and procedure plus the general security and other important issues of general banking. The trainees are well trained for the procedures of checking the client's balance of their account, providing statements of the accounts and balance confirmation on closing. In addition, the trainees also get to know about the procedures of signing of deposit slips and cancellation for payment against cheques/other instruments.

### *5.5 TRAINING COURSE ON CREDIT MANAGEMENT*

The course is all about gathering knowledge on the formulation of credit policy guidelines and overview of credit portfolio of the bank. In order to familiarize the trainees with the procedures of selecting borrowers, credit investigation, pre-sanction analysis of different types of advances, appraisal of projects and various operational procedures this will play a vital role. In order to acquaint the trainees with the guidelines and procedures of credit risk management and credit risk grading. On the other hand, this session will also help to develop the skills on loan administration that is: loan monitoring, follow up, early alert, loan classification, re-scheduling and write off.

The duration of the training session is 2 days and it takes place twice a year. The executive officers usually go through this training session and the methods for taking the session can be via a lecture, group discussion or a case study.

The outline of the training consists of the appraisal and processing of term loan proposals-market aspect-technical aspect-financial aspect-cost of the project and means of financing-financial projections-assessment of working capital-breakeven analysis-capital budgeting techniques-PBP,NPV,BCR AND IRR- sensitivity analysis- management

and organizational aspects-socio economic aspect. A trainee will get to know about the definitions and concepts of credit risk grading along with how to maintain CRG score sheets/forms and MIS reports. They will also get to know about sanctioning and documentation procedures- Selection, valuation and control of security-different methods of creation of charges: pledge, mortgage, lien, assignment and setoff- Insurance of goods.

### *5.6 TRAINING COURSE ON CREDIT RISK MANAGEMENT*

The Credit Risk Grading (CRG) is a collective definition based on the pre-specified scale and reflects the underlying credit-risk for a given exposure.

A Credit Risk Grading deploys a number/ alphabet/ symbol as a primary summary indicator of risks associated with a credit exposure. Credit Risk Grading is the basic module for developing a Credit Risk Management system.

The duration of the training session is only for a day with the credit officers in head office along with the branch officers too. The session is conducted by both internal and external speakers and it is held only once a year. The methodology of this session can be group discussion, lecture and experience sharing. After the training is over, a light question and answer session takes place based upon the general overview on CRG and its functions. Followed by group presentations and comments made by the fellow mates and the trainer himself.

Figure: The proposed CRG scale consists of 8 categories with Short names and Numbers are provided as follows:

GRADING	SHORT NAME	NUMBER
Superior	SUP	1
Good	GD	2
Acceptable	ACCPT	3
Marginal/Watch list	MG/WL	4
Special Mention	SM	5
Sub standard	SS	6
Doubtful	DF	7
Bad & Loss	BL	8

The objective of the training is to develop skills of the trainees on credit risk grading system for improving the quality of loan portfolio in banks and financial institutions. These Grading systems measure credit risk and differentiate individual credits and groups of credits by the risk they pose. This training session will allow the participants of the training course to understand and monitor changes and trends in risk levels. The process also allows bank management to manage risk to optimize returns.

### *5.7 TRAINING ON CORPORATE GOVERNANCE AND CSR*

Corporate governance is the system of rules and practices and processes by which a company is directed and controlled. It essentially involves balancing the interests of a company's many stakeholders such as shareholders, customers, management, suppliers, government and the community.

For any organization, this training session is very important and all the employees should be aware about its own set of corporate governance set by the company. SEBL makes sure all the officers starting from the Manager Operations and executives to junior level officers of both head office and branches. The duration of the session is 1 day through lecture and open discussion. It takes place only once a year around September with both internal and external speakers conducting it.

The main objective is to get familiarize the participants with the concepts, issues and principles of corporate governance and corporate social responsibility. An open and clear discussion upon the topic among the participants and the trainer. A participant will have clear knowledge about the evolution of governance mechanism, principles, corporate governance in banks, internal auditing, reporting and transparency.

## **CHAPTER: 06 Recommendation and Conclusion**

Based on the study and analysis of the factors of this internship report, I have come up with the following recommendations:

- ✓ To improve its all current marketing strategies to attract more long term and loyal clients for the bank.
- ✓ SEBL needs to focus more on priority banking.
- ✓ Increasing the compensation for the employees.
- ✓ Allocating more frontline officers in the branch offices.
- ✓ Upgrading the bank server.
- ✓ Re-decorating the interiors of the bank.
- ✓ Increase the concentration on advertising and promotion.
- ✓ Upgrading the services for the ATM booth.
- ✓ Work more on the bank activities visibility.
- ✓ SEBL should offer international credit card to its clients.
- ✓ Monthly training programs for the officers for improving their performance level.

Banks play important role in the modern economy. Human Resource Management (HRM) issues play an important role in every organization and in the banks too. No organization can achieve its goal or can be good until or unless it satisfies employees. Organizational members can play the role of crew who convert the corporate goals into reality and success. In the banking sector, highly educated and strategic personnel are required to create a competitive position and to retain it for a long time. Recruiting, training, principle of equality, job satisfaction and career development are important in the bank.

Southeast Bank Limited is performing its best in the banking industry. They are growing their network and are trying to get its banking services more modernized day by day. They value their customers in every possible way and serve to every class of people in the society for their purpose. The number of clients for the bank is increasing than compared to other in the industry for its quality services. And for providing its excellent services Southeast Bank has well planned training sessions each individually and carefully designed to train the best recruited officer.

It was a great pleasure for me to complete my internship program at Southeast Bank Limited, one of the leading bank of the country. My overall experience was good. And I hope, despite of the several limitations the report is well prepared and serves the purpose

of the reader. I believe my experience will help me a lot in the professional world. Finally, I wish great successes of Southeast Bank Limited in the coming years.

**References:**

Southeast Bank Ltd Academic journal calendar of Training institute

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