

Internship Report
On
Recruitment Procedure of BRAC Bank Limited



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LETTER OF TRANSMITTAL

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Adiba Naoshin
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Subject: Submission of Internship report.

Dear Ma'am,

Here is the Internship report on "Recruitment Procedure of BRAC Bank Ltd." with due gratefulness and admiration. As per requirement for the BBA Degree, I have completed the internship report under your supervision.

I am thankful to all the person who help me to gather valuable information. I have prepared a report on the "Recruitment Procedure of BRAC Bank Ltd.". I hope this report reflects on the company's HR Operations that are being practiced in our country.

I would like to request you to accept my internship report for further assessment.

Sincerely,
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EXECUTIVE SUMMARY

BRAC Bank Limited, one of the latest generation of commercial banks started its journey on July 04, 2001 and in just 10 years proved to be country's fastest growing bank. 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. As one of the fastest growing and modern banks of Bangladesh, BRAC Bank Limited is playing a vital role as financial intermediaries linking economic policies of the government with rest of the economy.

Human Resources Division of BRAC Bank Limited maintain an adaptive human resources management strategy and the division comprises of Recruitment, Compensation & Benefits, Learning and Development, Human Capital Department and HR Operations Departments with a team of dynamic HR Relationship Managers who bridge HR support with the business need. The specific objective of this report to survive in the competitive global arena, we have to gather experiences on recruitment and selection process and adopt the new tools and techniques and bring out the best recruitment system and its result for organizational success.

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Chapter 1: Introduction

BRAC Bank Limited is a full service scheduled commercial bank. It has both local and International Institutional shareholders. 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.

Objective of the study:

- To understand the recruitment and selection procedure followed by BBL
- To explore the various sources of recruitment followed by BBL.
- To identify the factors influencing the recruitment of BBL.
- To understand the differences between the theoretical study and practical exposure.
- To measure the effectiveness of recruitment and selection procedure of BBL.

Scope of the Study:

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. Recruitment and selection process work as a tools of employee hiring and selecting. A company achieved its goals and objectives and run its operation according to set up mission and vision when the company follows a good recruitment and selection process. Scope of the report pointed out by followings:

- This report will introduce with the recruitment and selection process of BBL.
 - To understand the various sources of recruitment provided in the organization.
 - It helps to analyze the recruitment policy of the organization.
 - It enables to evaluate the effectiveness of different recruiting techniques and sources for all types of job applicants in the organization.

Methodology of the study:

Information is collected through both primary and secondary methods.

PRIMARY DATA ARE COLLECTED THROUGH:

Observation - Observation is an essential aspect of all methods of data collection. Also in using more formal methods, we will always receive additional information on the surroundings, people's reactions, attitudes and environment. The advantage of this approach is first and foremost that it can provide in-depth information of high quality about the practical working atmosphere.

SECONDARY DATA ARE COLLECTED THROUGH:

- From different books of HRM
- Manuals of BRAC Bank Limited.
- Monthly Report of HR
- BRAC Bank Website
- HR policy of BRAC Bank Limited

Limitations of the Report:

The sources of the report are collected from various documents of BRAC Bank Limited (BBL). Though I have tried my best to produce a comprehensive and well-organized report, some limitations are yet present in this report.

BRAC Bank Limited:

In 2001, BRAC Bank began its journey unlike any other conventional bank. The visionary founder of the bank realized that the previously neglected Small and Medium Enterprises (SME) sector plays a significant role in generating growth and creating employment in the country. Over the previous decades, traditional Banks were reluctant to invest in this sector. At a time when it was almost impossible for the SME entrepreneurs to get financing from the banking sector in Bangladesh, BRAC Bank stepped forward to help these unbanked SME entrepreneurs and continues to provide financial support to them.

BRAC Bank is a performance driven organization, where its Values founded at the core of every activity. It is the sole member of Global Alliance for Banking on Values (GABV) from Bangladesh. The Global Alliance comprises 27 financial institutions operating in countries across Asia, Africa, Australia, Latin America, North America and Europe; serving 20 million customers; holding up to USD 100 billion of combined assets under management; and powered by a network of 30,000 co-workers.

BRAC Bank shares the 3P Philosophy – People, Planet & Profit with other partners of GABV. We believe that we have responsibility towards the people we work with and the places we operate in. As a mission-driven bank, we choose to work for the welfare of our people and society.

Today, the bank has grown into a dominant player in the industry with 181 branches, 14 Premium Banking Lounges, 469 ATMs, 81 CDMs, 448 SME Unit Offices all across the country. With a team of over 6,000 employees, BRAC Bank caters to more than 1,500,000 customers through its diversified range of SME, Retail and Wholesale Banking solutions. Over the last decade, BRAC Bank has emerged as the market leader in SME business. However, over recent times, the focus has increased on Retail and Corporate businesses to cater to the full set of banking needs of potential markets as well as to diversify the portfolio. Having laid this strong foundation and started building the momentum relying on the trust and confidence of more than 1.5 million customers, your bank - BRAC Bank –is speeding ahead to become The Best Bank in the country in the coming years.

Corporate Vision:

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

Corporate Mission:

- 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 non-funded income.
- Keep BBL 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 full controlled environment with no compromise on service quality.
- Keeps a diverse, far flung team 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.

Core Values:

BRAC's Strength emanates from their owner – BRAC. This means, BRAC will hold the following values and will be guided by BRAC as they do their work. Value the fact that one is a member of the BRAC family.

- Creating an honest, open and enabling environment.
- Have a strong customer focus and build relationships based on integrity, superior service and mutual benefit.
- Strive for profit & sound growth.
- Work as team to serve the best interest of their owners.
- Relentless in pursuit of business innovation and improvement.
- Value and respect people and make decisions based on merit.
- Base recognition and reward on performance.
- Responsible, trustworthy and law-abiding in all that they do.

Branches and Networks of BBL:

In recent time BRAC Bank is growing in tremendous way. At present, in total there are 69 operating branches and 59 SME Service Center more branches will open up in the coming year. All branches are providing Real Time On-line (RTOL) banking services to its customers. Parallel to the branch expansion policy, BRAC Bank has also approximately 430 unit offices dispersed throughout the country. These unit offices are engaged in lending to 'Small & Medium Enterprises' (SME) – the thrust lending sector of the bank. BRAC Bank will open up three Sales Booths in the major area of the city and Kiosk in the shopping malls, which will cater the needs of the customers where branches are not in close areas.

BBL is one of the most IT enabled bank in Bangladesh. From its inception the bank has particularly emphasized on IT as a cutting edge advantage over competitors and also plans to continue as a major IT driven bank in the years to come.

Organogram of BRAC Bank Limited:

Banking Services:

There are five different banking services provided by BRAC Bank Limited:

- Small & Medium Enterprise (SME) Banking
- Retail Banking
- Whole Sale Banking
- Probashi Banking
- E-Banking

Small & Medium Enterprise (SME) Banking:

BRAC Bank, being the youngest bank, took a step to break away from usual tradition and tapped into the true suburb entrepreneurial initiatives. Today, with over 14,500 crores of loans disbursed till date, BRAC Bank is country's largest SME financier that has made more than 320,000 dreams come true!

Retail Banking:

With 154 outlets, over 300 ATMs and over 500,000 plastics in the market, BRAC Bank offers you a wide range of financial solutions to meet your everyday need.

Wholesale Banking:

BRAC Bank offers a full array of Financial Services to Corporations and Institutions. Having access to the deepest end of the country, BRAC Bank is there to assist businesses in Bangladesh. With us on your side, you have the power of local knowledge with the capabilities of global standard.

Probashi Banking:

When you send your hard-earned money from abroad to dear ones at the farthest end of Bangladesh, ask them to collect it from over 3,500 pay out locations of BRAC Bank. Every month, Probashi Banking executes around 150,000 transactions; which has made BRAC Bank one of the largest players among private commercial banks in channelizing inward remittance in the country.

Departments of BRAC Bank LTD:

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

- Business
- Support
- Operations Business:
 - ✓ SME Banking.
 - ✓ Retail Banking.
 - Retail Distribution.
 - NFB and Secured Assets.
 - ADC.
 - Unsecured Assets.
 - Liability.
 - Service Quality / Business Intelligence.
 - Collections.
 - Cross Selling.
 - Regional Distribution.
- Corporate Banking.
- Probashi Banking.
 - ✓ International Distribution.
- Cards.
- Treasury & Financial Institution.

- Marketing and Corporate Affairs.
- Support
- Company Secretariat & Regulatory & Internal Control.
- Enterprise Risk Management.
- Credit.
- Human Resource Division.
- Financial Administration.
- Impaired Assets Management.
- Complaint Handling Cell.
- Credit Inspector.
- Operations
- Retail Banking Operations.
- SME Banking Operations.
- Wholesale Banking Operations.
- Probashi Banking Operations.
- Card Operations.
- Business solutions.
- Technology.
- General Infrastructure Services.
- Central Operations.
- Call Center.
- PSO & MIS

Target Customers

- Leading domestic, corporate and trading houses
- Local, medium and large corporate bodies
- Multi-national Corporations (MNCs)
- Non-government Organizations (NGOs)
- Skeptical while building relationship with:

- Educational Institutions
- Medical Institutions
- Manufacturers/Service Providers that are environmentally threatening

Unique Selling Point (USP)

- Quality of Service
- Innovative Solutions
- Market Knowledge
- Level of Trust with clients

How does BBL make money?

- Interest income
- Fees & Commission
- Capital Gain
- Foreign exchange Gain

Job Grades of BRAC Bank Ltd.:

Job Grades



Job Grades & Functional Designation

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

Theoretical Aspects of Recruiting

Recruitment:

Successful human resource planning should identify human resource needs. Once these needs are identified, the HR department is able to do something to meet them. Acquisition function of HRM helps determine the number and type of people an organization needs job analysis and job design specify the tasks and duties of jobs and the qualifications expected from prospective job holders. The next logical step is to hire the right number of people of the right type to fill the jobs.

Recruitment is defined as, “a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient workforce.”

Edwin B. Flippo defined recruitment as “The process of searching for prospective employees and stimulating them to apply for jobs in the organization.” Those definitions can be analyzed by discussing the processes of recruitment through systems approach.

In simple term Recruitment is a process of seeking and attracting a pool of candidates from which qualified candidates for job vacancies can be chosen

A formal definition: Recruitment is the process of finding and attracting capable applicant for employment. The process begins when new recruits are sort and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected.

Purpose and Importance of Recruitment:

The general purpose of recruitment is to provide a pool of potentially qualified job candidates.

Specially, the purposes are to:

- Determine the present and future requirements of the organization in conjunction with personnel-planning and job-analysis activities.
- Increase the pool of job candidates at minimum cost.
- Help increase the success rate of the selection process by reducing the number of visibly, under qualified or overqualified job applicants.
- Help reduce the probability that job applicants, once recruited and selected, will leave the organization only after a short period of time.
- Meet the organizations legal and social obligations regarding the composition of its work-force.
- Begin identifying and preparing potential job applicants who will be appropriate candidates.
- Increase organizational and individual effectiveness in the short and long term.
- Evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants.

Recruitment represents the first contact that a company makes with potential employees it is through recruitment that many individuals will come to know a company and eventually decide whether they wish to work for it. A well-planned and well-managed recruiting effort will result in high quality applicants, whereas, a haphazard and piecemeal effort will result in mediocre once. High-quality employees cannot be selected when better candidates do not know of job openings, are not interested in working for the company, and do not apply. The recruitment process should inform qualified individuals about employment opportunities create a positive image of a company, provide enough information about the jobs so that the job applicants can make comparisons with their qualifications and their interests, and generate enthusiasm among the best candidates so that they will apply for the vacant positions.

Factors Influencing Recruitment:

External Factors:

The external forces are the forces which cannot be controlled by the organization. The major external forces are:

Supply and Demand:

The availability of manpower both within and outside the organization is an important determinant in the recruitment process. If the company has a demand for more professionals and there is limited supply in the market for the professionals demanded by the company, then the company will have to depend upon internal sources by providing them special training and development programs.

Labor Market:

Employment conditions in the community where the organization is located will influence the recruiting efforts of the organization. If there is surplus of manpower at the time of recruitment, even informal attempts at the time of recruiting like notice boards display of the requisition or announcement in the meeting etc will attract more than enough applicants.

Image / Goodwill:

Image of the employer can work as a potential constraint for recruitment. An organization with positive image and goodwill as an employer finds it easier to attract and retain employees than an organization with negative image. Image of a company is based on what organization does and affected by industry.

Political-Social- Legal Environment:

Various government regulations prohibiting discrimination in hiring and employment have direct impact on recruitment practices.

Unemployment Rate:

One of the factors that influence the availability of applicants is the growth of the economy. When the company is not creating new jobs, there is often oversupply of qualified labor which in turn leads to unemployment.

Competitors:

The recruitment policies of the competitors also affect the recruitment function of the organizations. To face the competition, many times the organizations have to change their recruitment policies according to the policies being followed by the competitors.

Internal Factors:

The internal factors are the factors which can be controlled by the organization. The internal factors are:

Recruitment Policy:

The recruitment policy of an organization specifies the objectives of recruitment and provides a framework for implementation of recruitment program. It may involve organizational system to be developed for implementing recruitment programs and procedures by filling up vacancies with best qualified people.

Human Resource Planning:

Effective human resource planning helps in determining the gaps present in the existing manpower of the organization. It also helps in determining the number of employees to be recruited and what qualification they must possess.

Size of the Firm:

The size of the firm is an important factor in recruitment process. If the organization is planning to increase its operations and expand its business, it will think of hiring more personnel, which will handle its operations.

Cost:

Recruitment incur cost to the employer, therefore, organizations try to employ that source of recruitment which will bear a lower cost of recruitment to the organization for each candidate.

Growth and Expansion:

Organization will employ or think of employing more personnel if it is expanding its operations.

Components of the Recruitment Policy:

- The general recruitment policies and terms of the organization
- Recruitment services of consultants
- Recruitment of temporary employees
- Unique recruitment situations
- The selection process
- The job descriptions
- The terms and conditions of the employment

A recruitment policy of an organization should be such that:

- It should focus on recruiting the best potential people.
- To ensure that every applicant and employee is treated equally with dignity and respect.
- Unbiased policy.
- To aid and encourage employees in realizing their full potential.
- Transparent, task oriented and merit based selection.
- Weight age during selection given to factors that suit organization needs.
- Optimization of manpower at the time of selection process.

- Defining the competent authority to approve each selection.
- Abides by relevant public policy and legislation on hiring and employment relationship.
- Integrates employee needs with the organizational needs.

Factors Affecting Recruitment Policy:

- Organizational objectives
- Personnel policies of the organization and its competitors.
- Government policies on reservations.
- Preferred sources of recruitment.
- Need of the organization.
- Recruitment costs and financial implications.

Objective of Recruitment Policy:

Objectives are targets and goals. According to Yoder, following are the main objectives of recruitment policy:

- To find and employ the best qualified person for each job
- To retain the best and most promising ones.
- To offer promising careers and security.
- To provide facilities for growth and development.
- To minimize the cost of recruitment
- To reduce scope of favoritism and malpractice.

Recruitment Process:

Recruitment refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants. The process comprises five interrelated stages,

- planning
- strategy development,
- searching,
- screening and evaluation
- Control.

The ideal recruitment program is the one that attracts a relatively larger number of qualified applicants who will survive the screening process & accept positions with the organization, when offered. Recruitment programs can miss the ideal in many ways: by failing to attract an adequate applicant pool, by under/over selling the organization, or by inadequately screening applicants before they enter the selection process. Thus, to approach the ideal, individuals responsible for the recruitment process must know how many and what types of employees are needed, where and how to look for individuals with the appropriate qualifications and interests, what inducement to use (or avoid) for various types of applicant groups, how to distinguish applicants who are unqualified from those who have a reasonable chance of success, & how to evaluate their work.

Sources of Recruitment:

When a person is needed to fill a vacant organizational position, the individual may come from inside or outside the organization. Some organizations prefer to recruit from within, since this helps in enhancing employee morale, loyalty and motivation. Other organizations prefer to recruit externally to prevent in-breeding and to encourage new ways of thinking. There are mainly two sources of recruitment. These are given:

- Internal sources of recruitment and
- External sources of recruitment.

Internal Sources:

Internal sources include the current work force that is those who are already on the pay- roll of the organization. Whenever any vacancy occurs somebody from within the organization is promoted or demoted to fill the vacant post. Sometimes “sideways” appointments may be made by transferring somebody of similar seniority from another department.

- Present Employees:

Promotions and transfer from among the present employees can be a good source of recruitment which facilitate the organization in different ways as building morale, encouraging competent individuals who are ambitious, carrying comparatively lower cost and finally promoting from within act as a training device for developing middle level and top level managers.

- Employee Referrals:

This can be a good source of internal recruitment. Employees can develop good prospects for their families and friends by acquainting them with the advantages of a job with the company, furnishing cards of introduction and even encouraging them to apply.

- Former Employees:

Some retired employees may be willing to come back to work on a part-time basis or may recommend someone who would be interested in working for the company.

- Previous Application:

Although not truly an internal source, those who have previously applied for jobs contacted by mail, a quick and inexpensive way to fill an unexpected opening.

External Sources:

Organizations usually go to external sources for lower–entity level jobs; for positions whose specifications cannot be met by present personnel; for diversifying into new avenues and for merging with another organization. Among the external sources, following are included:

- Advertising:

Today all forms of media advertising are used in recruiting employees. Most typical are newspapers, trade, and professional journals, radio and television. This can have the advantage of reaching very large numbers of potential candidates as well as more specialized numbers of candidates; costs of screening may be heavy.

- Public Employment Agencies:

The main function of these agencies is closely tied to unemployment benefits. The benefits in some states are given only to individuals who are registered with their state employment agency. Public employment exchanges are regarded as good source of recruitment for unskilled, skilled, or semiskilled jobs. The job seekers get their names registered with employment exchanges managed and operated by the Central and state Governments. The employers notify the vacancies to be filled in by them to such exchanges and the exchanges refer the names of prospective candidates to them.

- Private Employment Agencies:

In the technical and professional areas private agencies are providing great services. They maintain files of both individuals interested in employment and organizations seeking new personnel. They provide a variety of vocational interest and aptitude testing in order to better understand the candidate's ability to perform in a particular line of employment.

- Campus Recruitment:

It is a method of recruiting by visiting and participating in university campuses and their placement centers. Here the recruiters visit reputed educational institutions with a view to

pick up job aspirants having requisite technical or professional skills. Job seekers are provided information about the jobs and the recruiters, in-turn; get a snapshot of job seekers through constant interchange of information with respective institution. A preliminary screening is done within the campus and the short listed students are then subjected to the remainder of the selection process.

- Walk-ins, write-ins and talk-ins:

Walk-ins are job seekers who arrive at the HR department in search of a job. *Write-ins* are those who send a written inquiry. Both groups normally are asked to complete an application blank to determine their interests and abilities. Usable applications are kept in an active file until a suitable opening occurs or until an application is too old to be considered valid, usually six months. *Talk-ins* is becoming popular now-a-days. Job aspirants are required to meet the recruiter (on an appropriated date) for detailed talks. No application is required to be submitted to the recruiter.

- Open House:

A relatively unusual technique of recruiting involves holding an open house. People in the adjacent community are invited to see the company facilities, have refreshments, may be view a film about the company.

- Head-hunting:

The executives search agencies, which are also known as head –hunters. When a person of particular talent or rare expertise is required, the head hunters search out somebody already in employment and induce him to change jobs. Although this practice is considered unethical; however, it is generally accepted that it may be the only option open where a particular type of expertise is required. Those who employ head-hunters have to pay heavy charges but these are usually justified in the light of the result achieved.

- Recruiting via the Internet:

Now a day most employers are conducting employment interviews on-line. One survey found that on a typical day, more than 4 million people turn to the Web looking for jobs. Employers are therefore making it easy to use their Web sites to hunt for jobs.

Selection:

To select is to choose. Selection is a screening process. It is the process of picking individuals who have the relevant qualifications to fill jobs in an organization. The basic purpose is to choose the individuals who can most successfully perform the job from the pool of qualified candidates. Selection starts after recruitment process is over and job applications have been received.

It is the process of finding out candidates for employment from large pool of candidates who possess necessary qualification to perform the job successfully. It is the process of determining from the applicants for employment which one best fit the manpower requirement and should be offered positions in the organization.

The Selection Process:

The objective of selection process is to choose the individual who can successfully perform the job from the pool of qualified candidates. Job analysis, human resource planning and recruitment are necessary prerequisites to the selection process. A breakdown in any of these processes can make even the best selection system ineffective.

Selection is a decision making process. The number of steps in the selection process and their sequence will vary, not only with organization but also with the type and level to be filled. The steps that are typically comprise the selection process. Reception of application, screening,

application blank, interview, employment test, references, physical/medical examination, final selection, placement.

Reception of Applicants:

A company is known by the people it employs. In order to attract people with the required education, intelligence, skills and experience a company has to create a favorable impression on the applicants' right from the stage of reception. People at the reception desk/counter should be tactful and able to extend help in a friendly and courteous manner. Employment prospects are to be presented honestly and clearly. If no jobs are available at that point of time, the applicant may be asked to call back the HR department after some time.

Preliminary Interview:

The preliminary interview is such an interview that is generally planned by large organizations for short listing the potential candidates in order to cut the costs of selection by allowing only eligible candidates to go through the further stages in selection. It may be written or oral or both. A competent executive from the HR department may elicit responses from applicants on important items determining the suitability of an applicant for a job such as appearance, age, education, training, experience, pay expectations, aptitude, interests, choice etc. This 'courtesy interview' as it is often called, helps the department screen out obvious misfits. If the department finds the candidate suitable, a prescribed application form is given to him/her to fill and submit.

Filling an Application Blank:

Application blank or form is one of the most common methods used to collect information on various aspects of the applicant's personal, academic, professional, social, demographic and work related background and references. It is a brief history sheet of an applicant's background, usually containing the things that indicate his/her suitability for the position concerned. Application blank is considered a highly useful selection tool, in that it serves three important purposes:

- a. It introduces the candidate to the company.

- b. It helps the company to screen and reject candidates if they fail to meet the eligibility criteria at this stage.
- c. It can serve as a basis to initiate a dialogue in the interview.

Employment Tests:

Organization selects employees to get certain works done by them. So, it is necessary to test whether particular candidates have the capabilities to perform them. For this purpose, employers follow certain selection procedures. Most of the companies use employment tests in order to be sure that these tests are reliable and valid. These tests are given below:

Aptitude tests:

Aptitude tests measure a person's capacity or potential ability to learn and perform a job. Some of the more frequently used tests measure verbal ability, numerical ability, perceptual speed, spatial ability and reasoning ability.

Psychological tests:

It attempts to measure personality characteristics. Personality tests are designed to measure such personality characteristics as emotional stability, tolerance, capacity to get along, habits, hobbies, maturity and psychoneurotic and psychotic tendencies.

Psychomotor tests:

Psychomotor tests are used to measure a person's strength, dexterity and coordination. Finger dexterity, manual dexterity, wrist-finger speed and speed of arm movement are some of the psychomotor abilities that can be tested. Abilities such as these might be tested for hiring people to fill assembly line jobs.

Job knowledge and proficiency tests:

Job knowledge tests are used to measure the job related knowledge possessed by a job applicant. These tests can be either written or oral. Proficiency tests measure how well the applicant can do a sample of the work that is to be performed.

Interest tests:

Interest tests are designed to determine how a person's interests compare with the interests of successful people in a specific job. It indicates the occupations or area of work in which the person is most interested.

Polygraph tests:

The polygraph popularly known as the lie detector is a device that records physical changes in the body as the test subject answers a series of questions. The polygraph records fluctuations in blood pressure, respiration and perspiration on a moving roll of graph paper.

Graphology tests:

Graphology tests involve using a trained evaluator to examine a person's handwriting to assess his/her personality and emotional make-up. The HR manager may, for example, ask applicants to write about why they want a job. This sample may be finally sent to a graphologist for analysis and the results may be put to use while selecting a person. The use of graphology, however, is dependent on the training and expertise of the person doing the analysis.

Reference and Background Analysis:

Many employers request names, addresses and telephone numbers or references for the purpose of verifying information and perhaps gaining additional background information on an applicant. Although listed on the application form, references are not usually checked until an applicant has successfully reached the fifth stage of a sequential selection process. It may be stated that the information gathered through references hardly influences selection decisions. The reasons are obvious:

- a. The candidate approaches only those persons who would speak well about him or her.
- b. People may write favorably about the candidate in order to get rid of him or her.
- c. People may not like to divulge the truth about a candidate, lest it might damage or ruin his or her career.

Selection Decision:

When a candidate has successfully completed his various steps including reference, he has been considered as having been provisionally selected for the post for which the selection process has been initiated.

Medical/Physical Examination:

Some jobs require physical qualities like clear vision, perfect hearing, unusual stamina, tolerance of hard working conditions; clear tone etc. medical and physical examinations reveal whether or not a candidate possesses these qualities. Such examinations can give the following information:

- a. Whether the applicant's physical measurements are in accordance with job requirements or not.
- b. Whether the applicant is medically fit for the specific job or not.
- c. Whether the applicant has any psychological problem likely to interfere with work efficiency or future attendance.
- d. Whether the applicant suffers from any physical disability which should be corrected before he can work satisfactorily

All candidates having been provisionally selected are subject to physical/medical Examination by qualified medical examiner. The criteria for medical examination vary with the nature and type of the job. As for example, high standard of health is specified for defense service. In case of 'fighter pilots' degree of physical and medical standards are fixed.

Job Offer:

Job offer is made through a letter of appointment. Such a letter generally contains a date by which the appointee must report on duty. The appointee must be given reasonable time for reporting. This is particularly necessary when he or she is already in employment, in which case the appointee is required to obtain relieving certificate from the previous employer. Again, a new job may require movements to another city which means considerable preparation and movement of property.

Contracts of Employment:

After the job offer has been made and the candidates accept the offer, certain documents need to be executed by the employer and the candidate. One such document is the attestation form. This form contains certain vital details about the candidate which are authenticated and attested by him/her. Attestation form will be a valid record for future reference. There is also a need for preparing a contract of employment. The basic information that should be included in a written contract of employment will vary according to the level of the job, but the following checklist sets out the typical headings.

1. Job title
2. Duties, including a phrase such as “The employee will perform such duties and will be responsible to such a person, as the company may from time to time direct”.
3. Date when continuous employment starts and the basis for calculating service
4. Rate of pay, allowances, overtime and shift rates, method of payments
5. Hours of work including lunch break and overtime and shift arrangements
6. Holiday arrangements
7. Sickness
8. Length of notice due to and from employee
9. Grievance procedure
10. Disciplinary procedure
11. Work rules
12. Arrangements for terminating employment

13. Arrangements for union membership
14. Special terms relating to rights to patents and designs, confidential information and retains on trade after termination of employment.
15. Employer's right to vary terms of the contract subject to proper notification being given.

Concluding the Selection Process:

Contrary to popular perception, the selection process will not end with executing the employee contract. There is another step-a more sensitive one-reassuring those candidates who have not been selected. Such candidates must be told that they were not selected, not because of any serious deficiencies in their personalities, but because their profiles did not match the requirements of the organization. They must be told that those who were selected were done purely on relative merit.

Evaluation of Selection Program:

The broad test of effectiveness of the selection process is the quality of the personnel hired. An organization must have competent and committed personnel. The selection process, if properly done, will ensure availability of such employees. How to evaluate the effectiveness of a selection program? A periodic audit is the answer. Audit must be conducted by people who work independent of the HR department.

My Experience as an Intern at BRAC Bank Limited.

Implication to Organization: Based on this affiliation program I learned a lot of things would have been impossible without this affiliation program. They are given below:

- I learned the organization culture and behavior that how to act and how to behave with colleagues and peers. I also learned about the organization culture and working environment.
- Through this internship program I gathered a lot of practical knowledge about the corporate field.
- I know about the work process and functions of HRD in practical.
- The constant use of Microsoft Excel has made me aware of a lot of new features which I did not know before. And I am quite thankful to the people I worked with as they have taught me a lot of things.
- Through this internship program I got the opportunity to meet and work with professional people and build a healthy relationship, that's how my networking is improved.

Implications to University: University provides me a lot of knowledge through this affiliation program. They are given below:

- Report writing process.
- Presentation skill.
- Microsoft Word.
- Learned how to prepare a power point presentation.
- Provides overall knowledge about Work life.

Recruitment Procedure of ‘BRAC Bank Limited’

Analysis and Findings

RECRUITMENT:

Recruitment is an integral part of any organization that heavily depends on their workforce to successfully perform their mission and achieve their vision in the long run. Thus appropriate selection of candidates to join in the workforce is a necessary part of Human Resource Management, which is ensured by the Human Resource Department in BRAC Bank Ltd. The success of a commercial Bank depends largely on the quality of services rendered to the clients. Quality depends on the competence and the quality of the officers and executives. BRAC Bank Limited believes in paying competitive salary and emoluments (benefits) to its employees and to get maximum services out of them. Therefore, the authority of the Bank has to be careful in recruiting the right persons for the right jobs.

HUMAN RESOURCE PLANNING OF BRAC BANK LTD.:

Human resource planning (HRP) is a process and set of activities undertaken to forecasts an organization’s human resource demand (requirements) and internal human resource supply (availabilities), to compare these projections to determine employment gaps and to develop action plans for addressing these gaps. A skilled workforce is often the result of human resource planning. When a human resources (HR) department does not plan for the future, it can have an extremely negative company-wide impact. An HR department is responsible for ensuring that have people in positions that cater to their strengths and abilities. By placing current employees in appropriate positions and finding new talent to fill new or vacated positions, an HR department can improve production, employee satisfaction and the company’s outlook for the future.

OBJECTIVES FOR HUMAN RESOURCES PLANNING:

Human resource planning involves the hiring, development and retention of employees in the achievement of organizational goals. This includes analysis of the current workforce and how it aligns with future employment needs. By planning for the future, human resources create action plans aimed to satisfy organizational goals.

CONSIDER FUTURE WORKFORCE:

Organizations use strategic planning to achieve goals. This relates to the organizations vision, mission and strategic objectives. An organization must analyze its future employment needs. If an organization decides it must increase productivity by 25 percent, it may need to grow its workforce by 2 percent. If an organization wants to increase market share by moving offices into new locations, it must consider the human resource requirements.

ANALYZE CURRENT WORKFORCE:

With future workforce needs considered, human resource planning must analyze the competency of the present workforce. Comparing future needs with current workforce strengths and abilities will identify gaps or surpluses.

FUTURE PREPARATION:

Considering workforce surpluses and deficits, human resources must prepare action plans for the workforce. This includes identifying the type and number of employees needed, employee competency, budget considerations, recruiting and retaining measures, and the development and training of employees.

EVALUATION PROCESS:

Ensuring objectives are being met by the future workforce requires an evaluation process. This will determine if the workforce is adequate to satisfy strategic goals. Planning for this process now will more easily and quickly identify future workforce gaps or surpluses.

Steps in the Human Resource Planning Process

HR forecasting, which constitutes the heart of the HR planning process, can be defined as Ascertaining the net requirements for the personnel by determining the demand for and supply of human resources now and in the future. After determining the demand for and supply of employees, develop specific programs to reconcile the differences between the requirement for employees in various employment categories and its availability, both internally and in the organization's environment.

The HRP process involves five sequential steps:

- Forecasting Human Resource Demand (requirements)
- Determining future human resource availabilities
- Conducting external and internal environmental scanning
- Reconciling requirements and availabilities
- Developing action plans to close the projected gaps

Forecasting Human Resource Demand:

The aim of forecasting is to determine the number and type of employees needed in the future. Forecasting should consider the past and the present requirements as well as future

organizational directions. Bottom-up forecasting is one of the methods used to estimate future human resource needs by gathering human resource needs of various organizational units.

Analyzing Supply:

Organizations can hire personnel from internal and external sources. The skill inventories method is one of the techniques used to keep track of internal supply. Skill inventories are manual or computerized systems that keep records of employee experience, education and special skills. A forecast of the supply of employees projected to join the organization from outside sources, given current recruitment activities, is also necessary.

Reconciliation (Gaps):

Armed with estimates of future requirements and availabilities- estimates tempered with assessments based on external and internal environmental scanning- the organization must reconcile all of the data it has collected in order to arrive at predicted employment gaps. Gaps represent shortages and surpluses of employees, primarily in terms of numbers of employees. Gaps may also be thought of in more qualitative terms pertaining to shortages or surpluses of KSAOs.

Action Plans:

The final step in human resource planning is developing action plans based on the gathered data, analysis and available alternatives. The key issue is that the plans should be acceptable to both top management and employees. Plans should be prioritized and their key players and barriers to success identified. Some of these plans include employee utilization plan, managerial appraisal plan, training and management development plan and recruitment and selection.

Training and Development:

Providing employees with training and development opportunities not only contributes to the quality and effectiveness of the organization it also serves to motivate and retain employees. According to BRAC bank training is not an expense but an investment. The bank's policy is to train the human resources to enhance skill and knowledge for better understanding of job responsibilities. It includes on-the-job and formal training programs. Every employee has to attain minimum 30 hours of training per year.

THE RECRUITMENT PROCESS & THE TEAM

The recruitment team of HRD in BBL is very energetic, intelligent, hardworking, and responsible and committed to every task they are assigned to. Within this HRD, the work pressure and work load of the recruitment department is comparatively high, and the way the team handles them is excellent and appreciable.

The whole recruitment team is divided two main segments. They are

- HR Core team and
- HR Relationship team.

Mode of Employment

BBL has four types of employment to meet the highest order of the satisfaction level of its clientele. These are:

- Full Time
- HR Contractual
- Outsource
- Internship Programs (IP)

Job Advertisement

Sources of Talents

The talent sources are as follows:

- Reference from internal employees
- Drop Box
- Road Show
- Job Fair
- Internal Job Posting
- Newspaper Advertisement
- Job Portal
- Promotion
- Transfer or deputation
- CV Bank

CV Screening/ short listing:

When a Department sends a requisition proposal with the approval of the concerned Head of the Division to the core recruitment team of Human Resource, the job description/ job specification for the particular post is sent along with the requisition proposal. The job description guides the Recruitment team to assess and determine the appropriate and efficient assessment methods and tools. Therefore, attaching completed job description and job specification information is prerequisite for Recruitment Department to accept any manpower requisition and act on it.

- The core recruitment uses the job description to decide whether an employee is actually required for the concerned department/division.
- After receiving the approved requisition, Recruitment Department does the needful for posting an advertisement addressing potential internal/external resources.

- The core recruitment team of HR posts the job circulation internally through e-mail to all the employees of BRAC Bank Limited (BBL) and also attaches the job description along with the job circulation.
- If CVs are not received within the stipulated time internally, the core recruitment team posts the job circulation in the local dailies of the country and rewrites the job description in the form of job responsibilities. Should any recruitment requisition requires posting newspaper advertisement that shall be required to be recommended by the concerned Division head, supported by HOHR, upon which, Corporate Affairs Department design the layout plan for approval of Managing Director & CEO. After receiving a requisition and posting of a job advertisement, candidates are usually given seven days' time to apply, which can be extended if it is deemed necessary
- In case of internal job circulation, CVs are received on the IFS as well as hard copy CVs are received. Whereas in case of external job circulation, apart from hardcopy CVs, CVs through e-mail are also received.
 - After closing of a job advertisement (both internal and external), the concerned Associate Relationship Manager (ARM) collects and compiles the CVs.
 - The applications/CVs are profiled against the given job advertisement and sent to the concerned department by the ARM for screening and short listing. Short listing criteria include:
 - Education
 - Required academic qualification
 - Reputation of academic institution
 - Relevant courses
 - Number of years and relevance of job experience (where applicable)
 - Skills and qualifications
 - Other factors (extra – curricular activities)
- Once the CVs are evaluated and shortlisted by the concerned Department, those are sent back to the concerned ARM who cross-checks the CVs against the criteria set out above.
- If it was an internal job circulation, the concerned ARM after cross-checking and screening the applications of the short listed candidates, makes necessary arrangements

for the interview of the short listed candidates. Moreover, to apply internally the candidate must serve the Bank for a particular period time. Also candidates who apply internally, their PIN numbers are used as the application /CV track number.

- For external candidates, once the short listed CVs are cross checked and screened by the concerned ARM after the concerned Department, the ARM sends those to the core recruitment team of HR.
- The core recruitment team again cross-checks the CVs against the criteria set out above and puts an application track number on the CV and accordingly updates the MIS.
- The shortlisted applications/CVs are then sent by the core recruitment team to the concerned ARM who then makes the necessary arrangements for the interview of the short listed candidates.

The recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength and the recruitment strategic advantage for the organizations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time. A general recruitment process is as follows:

- A vacancy arises. Sometimes this is due to the creation of a new job, on other occasions it may be because an existing member of staff has been promoted or is retiring.
- Receiving Requisitions. The recruitment process begins with the human resource department receiving requisitions for recruitment from any department of the company.

These contain:

- Posts to be filled
 - Number of persons
 - Duties to be performed
 - Qualifications required
-
- Preparing the job description and person specification. The job description is updated and an employee specification is written. The job description lists the duties of the job whilst

the employee specification gives details of the experience, skills and abilities needed to carry out the job.

- Choose sources of candidate: BRAC Bank prefers both internal sources and external to find the best candidates for specific jobs in the process of recruitment based on situation. A vacancy advertisement is written and is circulated via media can be used including newspapers, internet recruitment sites, specialist publications and sometimes for searching fresh graduates bank representatives go to the best universities in Bangladesh and pick out the most qualified students to offer them a chance to apply for the job. And internally through internal circular, CV bank and personal references. For any kind of internal job search it will operate through a circular as lotus notes or board notice. Any existing staff other than permanent also HR Temporary (minimum one year with BRAC Bank Limited) & outsource staff (minimum two years with BRAC Bank Limited).

Recruitment Policy:

- All regular employees will be 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.

Management Trainee Officer (MTO):

The Candidate must be a citizen of Bangladesh by Birth, having no past banking experience and not over 27 years of age as on the date of application. Required educational qualifications would depend on MANCOM decision.

Requirement for Management Trainee Officer (MTO):

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

SELECTION PROCESS:

Grading/Marking:	Marks
Preliminary Screening	10
Written Test	60
Assessment/Case Study	20
Final Interview	10
Total	100

Mode of Recruitment and Selection of MTO:

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

Intern Recruitment

BRAC Bank offers internship programs to individuals who are about to get graduate. They give an opportunity to get involved with their corporate environment to learn and experience work life. Every three months they hire almost 50 interns from different universities. HRD will prepare the proposal of such engagement with individual(s)/institution(s) and take the consent from the concerned departmental head and place the internee accordingly. Individuals who are engaged as Internees will be paid a consolidated honorarium per month, as decided by the MD/MANCOM and will not be entitled to any other benefits. The duration of this program will be maximum period of 3 (three) months. The extension for internship can be done based upon the MD's approval only. An intern also has to go through face to face interview before finally selected by the HR managers and Department Heads.

Recruitment Through Promotion:

Promotion can be used as an effective tool for recruitment as it can serve the internal purpose for recruitment within the organization. As of internal job search the process flow can be the same. For example, CRO-I can be lifted to CRO-II after meeting certain performance criteria. Same rule can be followed for other departments. Promotion may also take place if the job size increased and the MD/ Management Committee decide to upgrade the job upon recommendation of the respective Department Head or Line Manager. The process of upgrading a job will have to be undertaken through a process of reviewing the Job Content, Job Responsibilities, Job Dimensions, Changes in the Organization Structure, etc. Full justification of the necessity of the change must be justified. Proposals for such upgrading will be processed by the HRD and forwarded with recommendation by the Head of HR to the MD/MANCOM. All promotion will be recommended by the function heads and shall be approved by the Managing Director.

SWOT Analysis:

STRENGTH:

- **Strong Corporate Identity:**

BRAC Bank is one of the leading providers of financial services in Bangladesh. With its strong corporate image and identity, it can better position in the minds of customers. This image has helped BRAC Bank grab the personal banking sector of Bangladesh very rapidly.

- **Distinct Operating Procedures:**

BRAC Bank is known for its distinct operating procedures. The company's managing for value strategy better satisfy customers need and also keeps the firm profitable.

- **Distinct Schedule:**

Everyone in BRAC Bank from the appraiser to the top management has to work to the same schedule toward a different aspect of the same goal, interfacing simultaneously at all level over quite a long period of time.

- **Strong Employee Bonding and Belongingness:**

BRAC Bank employees are one of the major assets of the company. The employees of BRAC Bank have a strong sense of commitment towards organization and also feel proud and a sense of belonging towards BRAC Bank. The strong culture of BRAC Bank is the main reason behind the strength.

- Efficient Performance

BRAC Bank provides hassle free customer service to its client base comparing to the other financial institutions of Bangladesh. Personalized approach to the needs of customers is its motto.

- Young Enthusiastic Workforce:

The selection & requirement of BRAC Bank emphasize on having the skilled graduates & postgraduates who have little or no previous work experience. The logic behind is that BRAC Bank wants to avoid the problem of ‘garbage in & garbage out’. This type of young & fresh workforce stimulates the whole working environment of BRAC Bank.

- Empowered workforce:

The human resource of BRAC Bank is extremely well thought & perfectly managed. As from the very first, the top management believed in empowered employees, where they refuse to put their finger in very p[art of the pie. This empowered environment makes BRAC Bank a better place for the employees. The employees are not suffocated with authority but are able to grow as the organization mature.

- Companionable Environment:

All office walls in BRAC Bank are only shoulder high partitions & there is no executive dining room. Any of the executives is likely to plop down at a table in its dining space & join in a lunch chat with whoever is there. One of the employees has said, “it’s exciting to know you may see & talk to the top management at any time. You feel a part of things”.

- No Communication Barriers:

BRAC Bank has tried hard to avoid communication barriers & structural bureaucracies. The little existence of authoritative barriers among the different level of management stimulates a feeling of importance as their work get priority over the position.

- Equalization:

At BRAC Bank workshops are conducted periodically. On the workshops, all people participate as equals, with new members free to openly challenge top managers.

- Free Exchange of Communication:

At BARC Bank the main objective is to setting up workshop are to remove authority from an artificial spot at the top, and place it where the most knowledgeable people are, the people closest to the operations. The free exchange of ideas is reinforced by a policy of “constructive confrontation”. Each employee is expected to challenge ideas openly & aggressively, but never attack an individual motive for presenting an idea.

- Management by Objectives (MBO):

BRAC Bank also has Management by Objectives (MBO) everywhere. Each person has multiple objectives all the employees must have to get the approval of their bosses on what they going to do. Later they review as how well they have performed their job with their management as well as the peer group.

- “One-to-One” Meeting:

The MBO makes the review a communication device among various groups. The key to the system is a “one-to-one” meeting between a supervisor & a subordinate. In the meeting, the problems in dealing with customer are put forward first & every one dug it to solve them.

- Modern Equipment & Technology:

BRAC Bank owns the best banking and information technology equipment in Bangladesh. Its ultra-modern banking system starting from terminal PC’s to Hub’s are based on the international standards and are the latest. The ‘Ascend Banking System’ product is one of the best examples in the context.

- Visually Appealing Facilities:

BRAC Bank has some of the best visually appealing branches and office premises in Dhaka and Chittagong that highly attract customers’ attention and customer also feel the flavor of an international environment, in spite of BRAC being a local bank, while banking with BRAC Bank.

WEAKNESS:

- Narrow Opening Span:

BRAC Bank has a very narrow operating span in Bangladesh. It has only a few full services in Bangladesh situated only at Dhaka, Sylhet and Chittagong. Various geographic segments are currently not availing the services of BRAC Bank due to inconvenient branch location or absence of neighborhood branches.

- Absence of Strong Marketing Activities:

BRAC Bank currently don't have any strong marketing activities through mass media e.g. Television. TV ads play a vital role in awareness building. BRAC Bank has no such TV ad campaign.

- No Investment Products:

Currently the personal banking divisions of BRAC Bank do not have investment products for its customers. The banning of investment loan by central bank possess a strong pressure to design new products.

- Lack of Customer Confidence:

As BRAC Bank is fairly new to the banking industry of Bangladesh average customers lack of confidence in BRAC Bank and judge the Bank as an average new Bank.

- Too Many Contract Workers:

BRAC Bank has contract workers who lack the commitment with superior quality service and also are pretty dissatisfied as being a contract worker. This hampers the bank's service quality as a whole.

- Diversification:

BRAC Bank can peruse a diversification strategy in expanding its current line of business. The management can consider options of starting merchant banking of diversify in to leasing and insurance. As BRAC Bank is one of the leading providers of all financial services in Bangladesh, it can also offer these services.

- Credit Cards:

This is one of the most popular and emerging product in Bangladesh which offers customers full financial mobility. Various other banks and institutions are currently offering this product. Since BRAC Bank is yet to introduce such a world-class product, it can also take advantage of this product and grab the market share.

- Long:

BRAC Bank has a long hierarchy in its management structure compared too.

- Hierarchy:

Long hierarchy might hamper instant decision making procedure. If any problem arises regarding customers, as well as company or if changes are required for customer service immediately, long hierarchy will impede the job done instantly.

OPPORTUNITIES:

- High Demand of Housing Loans:

Since housing is one of the basic needs of people, there is a high demand of housing loans. BRAC Bank personal banking division can focus on this category of products and grab these segments of customer.

- Distinct Operating Procedures:

BRAC Bank is noted for its distinct operating procedures. Repayment capacity as assessed by BRAC Bank of individual client helps to decide how much one can borrow. As the whole leading process is based on a client's repayment capacity, the recovery rate of BRAC Bank is close to 100%. This provides BRAC Bank financial stability and gears of BRAC Bank to be remaining in the business for the long run.

- **Countrywide Network:**

The ultimate goal of BRAC Bank is to expand its operations to whole Bangladesh. Nurturing this type of vision & mission and to act as required, will not only increase BRAC Bank's profitability but also will secure its existence in the long run.

- **More Experienced & Managerial know-How:**

The top management team of BRAC Bank is expert in banking activities. The operating policies established by them are unique & unified. All the members of the team carry out their management roles exhaustively. They equally contributed to BRAC Bank's superior leadership, by carrying out their unique roles. They worked well together, respecting each other's abilities, & arguing openly & without any rancor when they disagree.

- **Sophisticated Market:**

BRAC Bank is known to provide its Products and Services in the most innovative and customized fashion (to meet individual customer's need), they can definitely grab the market for sophisticated and improved service providers.

- **New Banking Technologies:**

New banking technologies are being very popular these days, for example- SME Banking, Internet/Online Banking, and such. BRAC Bank has already taken up some of this technological advancement and should go further ahead to satisfy their customers at more convenience through such technologies and gain more customer base because of this advancement.

- Product Line Expansion:

BRAC Bank can expand its existing financial product line to meet a broader range of customer needs. These can help them to gain more customers, as customers' wants more specified and customized service these days

THREATS:

- Upcoming Banks:

The upcoming private local & multinational banks poses a serious threat to the existing banking network of BRAC Bank. It is expected that in the next few years more commercial banks will emerge. If that happens the industry of competition will raise further and banks will have to develop strategies to compete against and win the battle of banks

- Loss of Customers:

Absence of various products such as Credit Card, Housing Loan are causing various customer detract from BRAC Bank. This is a serious threat for BRAC Bank Bangladesh.

- Moderate Levels of Customer Satisfaction:

BRAC Bank should continuously improve its customer service strategies and the overall service quality needs to win the customer satisfaction undoubtedly.

- Strong Presence of International Banks:

These are a growing number of international and Multinational Banks in Bangladesh. Standard chartered, HSBC, City Bank, American Express and such other are expanding their operations here, posing threatening competition for BRAC Bank.

- Growing Bargaining Power of Customer:

In the banking sector of Bangladesh, customers have a strong bargaining power since there a large number of commercial banks providing similar services. Customers have a wide range of options in deciding where to bank. They can either go for the Multinationals or run to new local banks for getting quality service, posing a serious threat of BRAC Bank.

- Innovative Competitors:

New banks are entering into this industry with new facilities and better services, and consumers are becoming more fragmented. Competitors becoming more innovative to attract more customers by providing better products & services than their rivals. BRAC Bank has to be aware of this situation as they have already been facing the consequence of such problems.

- Default Culture:

This is a major problem in Bangladesh. As BRAC Bank is a very new organization the problem of non-performing loans or default loans is very minimum or insignificant. However, as the bank becomes older this problem will arise enormously and the bank finds itself in a more threatening environment. Thus BRAC Bank has to remain vigilant about this problem so that proactive strategies are taken to minimize this problem.

- Limited Network:

The geographic coverage of BRAC Bank is not that great. It is operating 5 out of 64 districts (Zone) of Bangladesh (Dhaka, Chittagong, Sylhet, Rajshahi and Khulna) and has only 52 branches. Other nationalized commercial Banks (example: Uttara Bank, Jakuna Bank, etc.) have much expanded coverage. So, it seems that BRAC Bank Limited is losing potential sales.

Recommendations:

The study proved that BBL has an effective Human Resource Department which meets all the manpower requirements of the company. So, considering all the findings and analyzing all the data the following recommendations are made, which will benefit BRAC Bank:

- BBL can reduce the number of days to recruit and select employees. BBL has an effective recruitment and selection procedure. But the process of recruiting and selecting an employee is relatively long.
- Former employees may have the perfect knowledge about job. BBL can recruit former employees those who retired from the bank because they can be the best for organization.
- BBL can go for campus recruitment in order to get talented candidates to improve the organization effectiveness.
- BBL can recruit through write-ins and talk-ins. This will help BBL to get right person for right job. It will incur low cost to recruit employee.
- Any type of favoritism should be abandoned in recruitment and selection process whether the candidates' references are managerial or higher level or not.
- BBL can reduce rounds of interview for MTO selection. Rounds of interview incurred huge cost.
- BBL can select employee by focusing more on job description

At last it can be expected that these above recommendations will help to rearranging some infrastructures, which will support the Human Resource Division of BRAC Bank Limited.

Conclusion:

Human Resource Department is the most confidential department for any organization as well as Human Resources Division in BRAC Bank Limited. The systematic procedure is followed in recruitment and selection process. BBL recruits many employees in every year. BBL uses both internal and external sources for recruitment. BBL has continuous recruitment and selection process. To get right people at right time for right position, they have well organized recruitment process. After the recruitment part, select candidates by following a proper selection process such as sort out CVs, written and IT test, call for preliminary interview, final interview, job offer and appointment. After appointing the new employees, BBL provides brief orientation program. New employees are appointed with the probation period of six months. After completing the probation period, BBL confirms the new employee's services if their performance is in a satisfactory level or fulfill the requirements of the bank.

BRAC Bank is one of the most IT enabled bank in Bangladesh. From its inception the bank has particularly emphasized on IT as a cutting edge advantage over competitors and also plans to continue as a major IT driven bank in the years to come. BRAC Bank intends to set standards as the market leader in Bangladesh. It will demonstrate that a locally owned institution can have provided efficient, friendly and modern full service banking on a profitable basis. It will produce earning and pay out dividends that can support the activities of BRAC, the Bank's major shareholder.

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