

Report On
The Role of Human Resource Management in Risk Management
and Recruitment Process of a Second-Generation Bank of
Bangladesh

By

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An internship report submitted to the BRAC Business School, BRAC University in partial fulfillment of the requirements for the degree of Bachelor of Business Administration (BBA)

BRAC Business School

BRAC University

April,2023

Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

Mir Shakrul Alam Simanto
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Supervisor's Full Name & Signature:

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Letter of Transmittal

Mr. Feihan Ahsan

Lecturer

BRAC Business School,

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship report on **“The Role of Human Resource Management in Risk Management and Recruitment Process of a Second-Generation Bank of Bangladesh”**

Dear Sir,

I am pleased to inform you that I have completed my internship report as instructed. I hope this report will be instructive as well as comprehensive.

I learned about this well-known company via the internship program. Before entering the corporate world, I researched company culture and activities. Dhaka Bank RMD & HR staff, websites, and observed departmental activities are my main sources of information. I developed questions and interviewed current workers about their experiences.

I appreciate DBL support and patience and the chance to collaborate on this important project.

Sincerely,

Mir Shakrul Alam Simanto

ID:19104105

BRAC Business School, BRAC University

Date: April, 2023

Non-Disclosure Agreement

Dhaka Bank Ltd and the undersigned student of BRAC Business School, BRAC University, have engaged into this agreement.

Mir Shakrul Alam Simanto

ID:19104105

Acknowledgement

Many individuals helped get this project done, and I appreciate everyone who took the time to provide feedback and recommendations for how I might make the report better. I'd like to start by humbly thanking Allah for the grace of being able to perform well despite intense time constraints. Due to constraints of space, however, I cannot provide specific credit to everyone who contributed. It is with great pleasure that I express gratitude to the many people whose direct or indirect assistance was instrumental in getting this project off the ground.

It is a privilege to work with Mr. Feihan Ahsan, Lecturer at BRAC Business School, BRAC University, and Mr. Zaheed Hussein Mohammad Al-Din, Senior Lecturer at BRAC Business School, BRAC University. I owe a great debt of gratitude to them for helping me with this project and being so helpful during the whole writing process. I owe a great deal of the report's structure and content to their insightful advice and direction.

Following that, I'd want to express my gratitude to my supervisor, Nahid Ul Hasan, Senior Associate Vice President, and Deputy Chief Risk Officer at RMD and Basel. They were instrumental in ensuring that this study saw publication. For the chance to complete my internship at Dhaka Bank Limited, I would also want to express my gratitude to the bank's management. Dhaka Bank Limited's Risk Management and Human Resources departments deserve particular recognition for their contribution. The skills and information I acquired while working at The Dhaka Bank Limited were invaluable in further my education.

Finally, I would want to express my gratitude to everyone who has commented on my work, given me advice, offered constructive criticism, or offered Not even this recognition can begin to express how much their feedback shaped my report and how much I owe them. My deepest appreciation goes out to each and every one of them.

Executive Summary

HRM affects risk assessment for organizational culture, personnel acquisition and retention, output, ethics, morale, disputes, absenteeism, health and safety, sabotage or corruption, workplace violence, and regulatory compliance. Business decisions effect employees' health and lifetime. Maslow's hierarchy of desires evaluates HRM and employee satisfaction. Talents—human capital choices—must be crucial to recruitment for long-term success.

Dhaka bank hr practitioners should discover talent and highlight instances where human capital fits corporate objectives. HR risk management requires effective management, communication, training, motivation, conflict resolution, and evaluation. Clear regulations, competent management, and Dhaka bank hr compliance are essential. HR risk may be reduced through firm property destruction, password changes, data management, and exit interviews.

DBL need leadership, communication, training, motivation, dispute resolution, and evaluation. HR departments must conduct regular legal audits, designate an employee to monitor employment law changes and high-profile court cases, educate employees and coordinate IT to secure sensitive data, and have compliance and security documents and procedures reviewed by specialists or employment law attorneys to ensure compliance. Dhaka Bank's HR department recruits at universities and offers a hiring letter containing the role, rank, pay grade, and start date. Orientation leads to the Basic Banking Training Program.

Keywords: Human Recourse, DBL, HRM, Risk, Managers, Employees

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List of Acronyms

HRM-Human resource management

RM-Risk management

HR-Human Resource

DBL-Dhaka bank

CSR- Corporate Social Responsibility

RMD-Risk management Division

BB-Bangladesh Bank

Chapter 1

Overview of Internship

1.1 Student Information

- Name: Mir Shakrul Alam Simanto
- ID: 19104105
- Program: Bachelor of Business Administration
- Department: BRAC Business School
- Major: Human resource management (HRM)
- Minor: Finance

1.2 Internship Information

1.2.1 Placement Details

- Organization Name: Dhaka Bank Limited
- Internship Period: 01 January 2023 to 31 March 2023 (3 months)
- Department/Division: Risk Management Division (RMD)
- Address: Plot: CWS (C)-10, Bir Uttam A K Khandakar Road, Gulshan-01, Ward-19, Dhaka North City Corporation, Dhaka-1212.

1.2.2 Supervisor Information

- Supervisor Name: Nahid Ul Hasan
- Position: SAVP & Deputy CRO, RMD & Basel

1.2.3 Job Scope

My internship at Dhaka Bank Limit lasted three months, and I've just finished it.

During a period of three months, I was primarily responsible for:

- assembles and analyses records, data, reports, and market trends to provide risk analyses.
- placing an ad in BD Jobs, then contacting potential candidates for an exam and viva.
- develops policies and procedures to assess risks in the services and departments of the organization.
- reviews and assesses risk management practices and policies, makes recommendations, and implements improvements.
- calling different branches to update their credit rating and cash collateral.
- uses risk management techniques including insurance, security and safety standards, business continuity plans, or recovery plans.
- collaborate together with HR to minimize vulnerability.
- update the excel sheets of various departments with import payment information.
- analysis which industries are flourishing, what dangers they pose, and how to protect themselves from making bad investments by perusing secondary sources.

1.3 Results from an Internship

1.3.1 The Intern's Impact on the Company

In my department, interns routinely assist senior executives and staff in their daily tasks. Thus, as an intern, I had limited obligations and achievements. I worked on DBL 2023's annual report, which aims to compare the bank to top-listed banks and be creative. I also aided HR during the DBL's most recent hiring cycle. I also collected director and employee data from HR to assess directors' ownership and investment risk. I also helped HR reduce operational risk for employees. Most of the time, I had to input data in CRMR and MRMR to report to BB weekly. I also had to create bills of Entry, print forms, scan documents, organize paperwork, and underline important information. My work was cross-checked and verified by my top officials before being entered into the Bangladesh Bank Online Monitoring System. I engaged in DBL's Cumulative Interbank Borrowing and Rescheduled Loan (2019–2022). Risk appetite and stress testing of DBL 2023 have also been done to reduce the bank's risk. I cooperated with treasury to submit their data and compile DBL customer and bank profit figures.

1.3.2 Benefits to the Student

Despite having just a few jobs, my internship at one of Bangladesh's most well-known private banks was amazing and memorable. I've been able to use my university education and talents here. I benefited from this. I also learned about bank operations and the RMD and HR divisions. I was obliged to work in Microsoft Excel during my internship, which helped me enhance my computer and typing skills. I also adjusted to a professional environment with a strong social bond among employees. My supervisor and the other senior officers in the DBL always treated me like one of them, even though I was simply an intern.

1.3.3 Problems/Difficulties faced during Internship

No serious issues arose throughout my internship. I couldn't utilize my credentials during my internship since my major wasn't related to my specializations. I've worked in the RMD (risk management department) before. For the last two weeks, I've worked in human resources. I didn't know many of the terminology in the import payment files, therefore it was hard for me to find them and input them into the excel sheets in the first week. The explanations made my job simpler, and my bosses were always ready to aid me when I got stuck. My work requires more hours. Since COVID-19 is spreading worldwide, I've had to wear a mask and carry hand sanitizers at work to protect myself. My internship was a success except for those two difficulties.

1.3.4 Recommendations to the Organization on Future Internships

If an intern is serious about a future in banking, I can't think of a better chance than this programmed. Nonetheless, the internship programmed may always be enhanced by incorporating novel approaches. They may do this by providing a preparatory session for interns lasting a week before the start of the internship proper. Interns may learn even more about the inner workings of the bank if they are assigned duties which require them to visit multiple departments.

Chapter 2

Organization Part

2.1 Introduction

To be eligible to graduate with a Bachelor of Business Administration, an internship is required curriculum. It's a chance to get relevant job experience while also gaining valuable insight into the sector. Participating in an internship program is a fantastic way to put classroom learning into practice. This is the first rung on the professional and corporate ladder following completion of formal schooling. An internship not only satisfies the academic requirement, but also contributes to the intern's own growth and development. My internship was at Dhaka Bank Ltd, where I reported to Nahid Ul Hasan, Senior Vice President and Deputy Chief Risk Officer, RMD and Basel. I have completed my internship report on "The Role of Human Resource Management in Risk Management and Recruitment Process of a Second-Generation Bank of Bangladesh," with the agreement of my supervisor.

2.1.1 Objective

The primary purpose of this report is to complete prerequisites for the Bachelor of Business Administration degree I am pursuing.

Additional major goals include:

- gaining relevant job experience
- using academic knowledge in an actual business setting
- learning the fundamentals of how a bank function

2.1.2 Methodology

Information for this paper was collected from a wide range of resources. Most of the details come straight from my internship experience and my own research. Primary and secondary sources are used to compile the data.

These are the specifics:

Primary sources:

- actual office work
- first-hand observations
- interviews with authorities in person

Secondary resources include:

- the Dhaka Bank Limited website
- branch files and paperwork
- online journals and databases
- the internet as a whole

2.1.3 Limitations

Throughout the process of compiling this report, I ran across a few obstacles here and there. Since I was required to spend five days a week at the office, I was only able to devote a little amount of time to working on my report. In addition, the scope of my job obligations in the bank was quite constrained, and I was not given the chance to investigate any other functional departments. For this reason, it was impossible to get familiar with all of the activities and operations of my department in the span of just three months. On the official website of the Dhaka Bank, there was also some information that was missing. Because of these factors, it was difficult for me to write a report that covered all aspects of the bank to any significant degree.

2.2 Overview of Dhaka Bank Limited

Dhaka Bank is well regarded by its customers. It became a Public Limited Corporation on April 6, 1995, and a bank on July 5, 1995. Consumers now see the Bank as a formidable brand and a reputable financial services provider. Its main goal is to grow investor wealth ethically. Merchant banking subsidiary Dhaka Bank Securities Limited and Dhaka Bank Investment Ltd. The Bank's growing customers, competent workforce, cutting-edge IT infrastructure, and cohesive corporate culture contribute to its success. It has 109 full-service, 21 mini-service, 75 ATMs, and 20 ADMs. DBL's assets total Tk. 335,351,000,000 equals \$3,909,000,000 by 2021. DBL issued Non-Convertible Subordinated Bonds to fulfill Basel-III capital structure standards. After the global financial crisis, the Bank has relied on economic capital. The Bank works and donates in education, health, disaster management, sports, and other national priorities to improve society. The Bank launched a corporate social responsibility initiative to improve the world. The Green Banking Cell develops policies, products, plans, and manages the Bank's green financing efforts. It considers financial, social, and environmental factors to protect the environment and promote sustainable economic development. commitment to financial inclusion Each new account added to the Book begins a new era of global riches. Maintaining this focus allows us to proudly contribute to the country's remarkable economic achievement over the previous decade, giving optimism to everyone.



Figure 1: Official Logo of DBL

2.2.1 Mission

To provide Excellence in Banking as the preeminent financial institution in the nation by offering superior goods and services using cutting-edge technology and a staff of highly-motivated individuals.

2.2.2 Vision

Dhaka Bank takes its cues from the night sky. Its aim is to provide the highest quality service possible with every banking interaction. Its mission is to provide you with unrivaled service by exceeding DBL expectations in areas such as precision, dependability, timeliness, cutting-edge technology, custom solutions to business demands, international expansion, and financial return on investment.

When it comes to satisfying the demanding Client base, DBL have the right people, products, and procedures in place. The objective is to develop sharp prescience. Delivering on the goal of "Excellence in Banking" is the top priority, so that everything DBL provide is a real representation of that ideal.

2.2.3 Corporate Values

Customer Focus

Maintain a firm commitment to DBL clientele and develop lasting bonds with them by consistently providing exceptional banking services and operating in their best interests.

Integrity

Always act with the utmost honesty, integrity, and openness.

Quality

Maintain high standards of service and prioritize the needs of DBL customers by striving for operational excellence in DBL bank.

Teamwork

Collaborate to ensure the delivery of high-quality, individualized banking services that keeps customers coming back. Respect each person's uniqueness and dignity; base judgments on merit alone.

Responsible Citizenship

Dedicated to environmental sustainability and preservation.

2.2.4 Corporate Social Responsibility

Banks use a self-regulatory process called corporate social responsibility (CSR) to make sure they follow the letter of the law, ethical standards, and national or international norms. DBL have based the CSR strategy on the Bangladesh Bank CSR Guideline. Those in need of medical assistance may turn to the Health Dhaka Bank for help paying for their care.

BIRDEM Hospital contributes to this important social activity by providing cutting-edge medical care and nursing to its patients. Dhaka Bank gave BDT 13,85,000,00 in 2021 to support the growth of the Women's Football Team, the Banker's Club of Rajshahi, and the promotion of Art and Culture across the world. Dhaka Bank cares about the well-being of the city as a whole. The Bank acts swiftly to aid the impacted population. As part of its humanitarian efforts and the 2021 commemoration of Mujib Year, the Bank donated money to the Bangabandhu Memorial Fund for Landless and Homeless People. In 2021, Dhaka Bank provide BDT 50.00 million for this purpose.



Dhaka Bank Limited has distributed blankets among the cold affected poor and distressed people Dhaka Bank Limited has been distributing blankets among the poor and disadvantaged people of the country under Corporate Social Responsibility (CSR) of the bank. On Saturday (January 2, 2021) Mr. A.T.M. Hayatuzzaman Khan, Former Chairman of Dhaka Bank has distributed blankets on behalf of Bank among the poor and distressed people of Arahazar Thana, Narayanganj. Mr. Emranul Huq, Managing Director and CEO of Dhaka Bank, Mr. Mohammad Abu Jafar, Additional Managing Director; Mr. AKM Shahnawaj; Mr. AMM Moin Uddin; Deputy Managing Directors; Mr. Akhlaqur Rahman, SEVP & Head, Corporate Banking Division; Mr. M Rezaur Rahman, EVP & Head, Human Resources Division; Mr. Sahabub Alam Khan FCA, EVP & CFO; Mr. Arham Masudul Huq, CEO of Dhaka Bank Foundation with branch managers of Narayanganj area and dignitaries of the area were also present on the occasion.

Figure 2: CSR of DB

2.3 Management Practices

2.3.1 Departments of Dhaka Bank Limited

Syndications & Structured Finance

Since 2004, business customers have benefited from the expertise of the Syndications & Structured Finance Unit. By providing funding for various structured financial instruments for projects of national significance, the Unit has reinforced its position in the market this year. A Syndicated Term Loan in the amount of USD 40.00 million and BDT 1,800 million was closed for Chandpur Power Generations Limited, the largest Preference Shares deal in the country was closed for City Industries Limited, United Ashuganj Energy Limited closed a Preference Shares deal in the amount of BDT 2,000.00 million, and Jahangir Steel Mill Limited closed a Syndicated financing in the amount of BDT 855.00 million.

Business Operations

The Operations Division's unwavering dedication to top-notch service for its clients has paid off in spectacular fashion throughout the year 2021. Operations Division oversees a network of service delivery units. Settlement of Foreign Remittance, Settlement of Treasury Function, FI Operations, evaluation and management of Treasury Risk, Local Funding Operation, Bond Market Operations, RTGS and BEFTN Operations, etc. are only some of the primary tasks of the Division. The Operations Division is committed to providing a superior customer service experience and has implemented a number of payment and transaction solutions to ensure a positive one for its clients.

Prevention of Money Laundering (ML), Terrorist Financing (TF) & Proliferation Financing (PF)

Money laundering has serious economic and social consequences, especially for emerging countries and rising markets. Money launderers flourish in circumstances where money may readily travel between institutions or be put in simple systems without detection. DBL must take legal, professional, and ethical violations seriously since they might harm the bank.

Dhaka Bank Limited serves its clients ethically and legally as a BFIU reported. The bank's KYC commitment (PF) safeguarded all parties against money laundering, terrorist funding, and proliferation financing.

Asset Liability Management

Asset liability management (ALM) may reduce a bank's exposure to liquidity and interest rate risk. Liquidity is a DBL's borrowing and selling capability compared to its commitments.

Banks might mismatch due to interest rate swings since they borrow short and lend long.

Asset Liability Management (ALM) manages market risk, trading risk, financing and capital planning, profit planning, growth predictions, liquidity risk, and repricing risk. Asset and liability management includes strategic asset allocation, risk management, and regulatory and capital framework adjustments. Financial institutions may increase investment returns and profits by exploiting the surplus produced when assets equal liabilities.

Human Resources

Due to the primarily service-oriented character of the banking business, Human Resource Management has become more important in the sector. The banking business has significant hurdles in the areas of human resource management and managing financial and economic risks. Human resources must assess the amount and quality of workers needed in the banking industry in order to effectively address a lack of trained employees.

Table 1:HR accounting

Items	2020	2021
Total Number of Employees	1,889	2,012
Total Number of Branches*	108	112
Total Number of Sub-Branches	13	21
Employee per Branch	17	18
Deposit per Employee	108.82 M	114.52 M
Loans & Advances per Employee	105.11 M	107.09 M
Operating Profit per Employee	2.75 M	3.29 M
Salaries & Allowances per Employee	1.35 M	1.24 M
Salaries & Allowances as % of Operating Profit	49.11%	37.54%

Information Technology (IT)

Dhaka Bank Limited (DBL) places a premium on technology-driven banking due to the fact that it allows for scalable expansion and new potential that result in a seamless client experience despite Bangladesh's very competitive banking landscape. Improved operational savings due to shorter service lead times provide you a competitive advantage while improving DBL customers' overall satisfaction. The Bank's internal controls, compliance, and risk management all heavily rely on IT systems, therefore it's important that it keeps up with the times by investing in updates.

Internal Control & Compliance

The DBL's control environment reflects management and board priorities for internal control. It guides internal control design, implementation, and evaluation. It includes the bank's internal and external risk reporting systems and processes. Management's philosophy and operating style, how it assigns authority and responsibility, and how it organizes and develops its human resources in light of technology, new products, and regulations all affect the control environment.

Islamic Banking

After receiving clearance from the Bangladesh Bank on July 2, 2003, and again on May 22, 2004, Dhaka Bank Limited opened two Islamic Banking Branches in the capital city of Dhaka and the city of Chattogram to serve clients interested in Islamic Banking Products. In addition, all non-Islamic products may be opened at any traditional branch's online banking service with the IBB Motijheel or IBB Chattogram Code Number. The Islamic Banking Division was founded in 2011 to ensure the continued success of the bank's Islamic banking operations.

Off-Shore Banking

They started offshore banking in the Dhaka Export Processing Zone 15 years ago and have grown since then. In 2006, they opened Bangladesh's first offshore banking unit at Dhaka Export Processing Zone, Savar, Dhaka. DBL have a Customer Service Centre in Cumilla Export Processing Zone and another in Chaottogram Zone. Dhaka Bank has thrived in the offshore banking industry, which is dominated by multinational banks. Aggressive marketing, cheap pricing, and the highest levels of professionalism and customer service, backed by excellent people and technology resources, have achieved this.

International Business

The bank's International Division acts as its entry point, facilitating communication with countries all over the globe. This department ensures that international commerce, guarantee transactions, and remittances from overseas workers go without a hitch. The following sections help the International Division accomplish its goals: Division of Financial Institutions (FI), Division of Guarantee Business, Division of Central Bank Reports and Approval Processing, and Division of Remittances.

Treasury Division

The principal purpose of this section is to manage decisions about purchasing and selling of foreign currency. The treasury division uses money effectively and arranges funds at the lowest feasible interest rate. They achieve this by having a solid connection with other banks and by observing foreign exchange laws and government directives.

Liability & Cash Management

The year 2021 was a difficult one for the Liability & Cash Management Unit (L&CMU) because to the COVID-19 epidemic. The goal of L&CMU's liability marketing and new cash management account openings was to increase the volume of Low Cost- and Cost-Free Deposits in line with the improving economic situation. In 2021, 109 Customers were scheduled to use Cash Management Services, and on average, Tk 504.90 crore was retained from each client's account each day. The "Aboard Ezy" Ezy Account onboarding campaign was also heavily driven by the Unit.

Dhaka Bank Training Institute

The mission of the Dhaka Bank Training Institute (DBTI) is to provide high-quality, organized, modular training to the bank's human resources, its most valuable asset. Training Need Assessments inform the development of these courses (TNA). Courses, seminars, and executive development programs are offered by DBTI, with the majority of participants being Officers and Executives of the Bank. In 2021, 3,554 Officers and Executives attended one of DBTI's 100 training sessions.



Training on Office Manners, Corporate Etiquette and Behavior for Service Excellence for Officials of Dhaka Bank Limited was inaugurated on 03 October 2021 by the Honorable Chief Guest Mr. Emranul Huq, Managing Director & CEO at the Dhaka Bank Training Institute (DBTI). Ms. Fahmida Chowdhury, EVP & Principal, DBTI was also present there.

Figure 3: Dhaka Bank training Institution (DBTI)

RMG Financing

Bangladesh controls the clothing industry. From 50 in the 1980s, there are currently 4,365 readymade garment manufacturers (BGMEA). RMG dominates Bangladesh's economy. RMG exports were \$31.46 billion and national exports \$38.76 billion in FY 2020–21 (BGMEA). RMG generates 81.16 percent of export sales (BGMEA). The ready-made clothing business employs women and exports. International corporations' source from Bangladesh because of its constant production quality, fast turnaround times, and low prices. Banks' fee money comes from RMG clients.

RMD

Dhaka Bank Limited's Risk Management Division (RMD) improves risk management. The RMD analyses capital management compliance with BASEL Accords and Bangladesh Bank laws and Core Risks Management efficiency. Risk management is unified under the Risk Management Framework. Risk management's goals are to ensure that those who take and manage risks understand what they're doing, that those risks are well-defined, that the organization's risk exposure is manageable, that risk-related decisions are consistent with the business strategy and goals, that expected payoffs are commensurate with the risks taken, and that there is sufficient capital to back up those risks. Risk management methods were standardized by the bank in June 2019. To ensure accurate risk management across the bank, the Chief Risk Officer (CRO) sets risk appetite and limits for each business line, participates in key decision-making processes, provides opinion on credit proposals for large loans, enforces proper disclosure of key performance indicators, and builds risk culture.

2.3 Methods of Hiring and Screening

Internal recruiting and external recruitment are both processes that Dhaka Bank is actively involved in. When a position opens up internally, the manager contacts human resources (HR), and HR begins the hunt for a qualified applicant. Human resources then provide upper management with a shortlist of qualified applicants, and both HR and management participate in the final interview. The vacant position has now been filled. Dhaka Bank uses several methods such as postings on job boards, word-of-mouth, online job applications, and placement agencies to find qualified candidates from the outside.

2.3.1 Structured Rank in a DBL

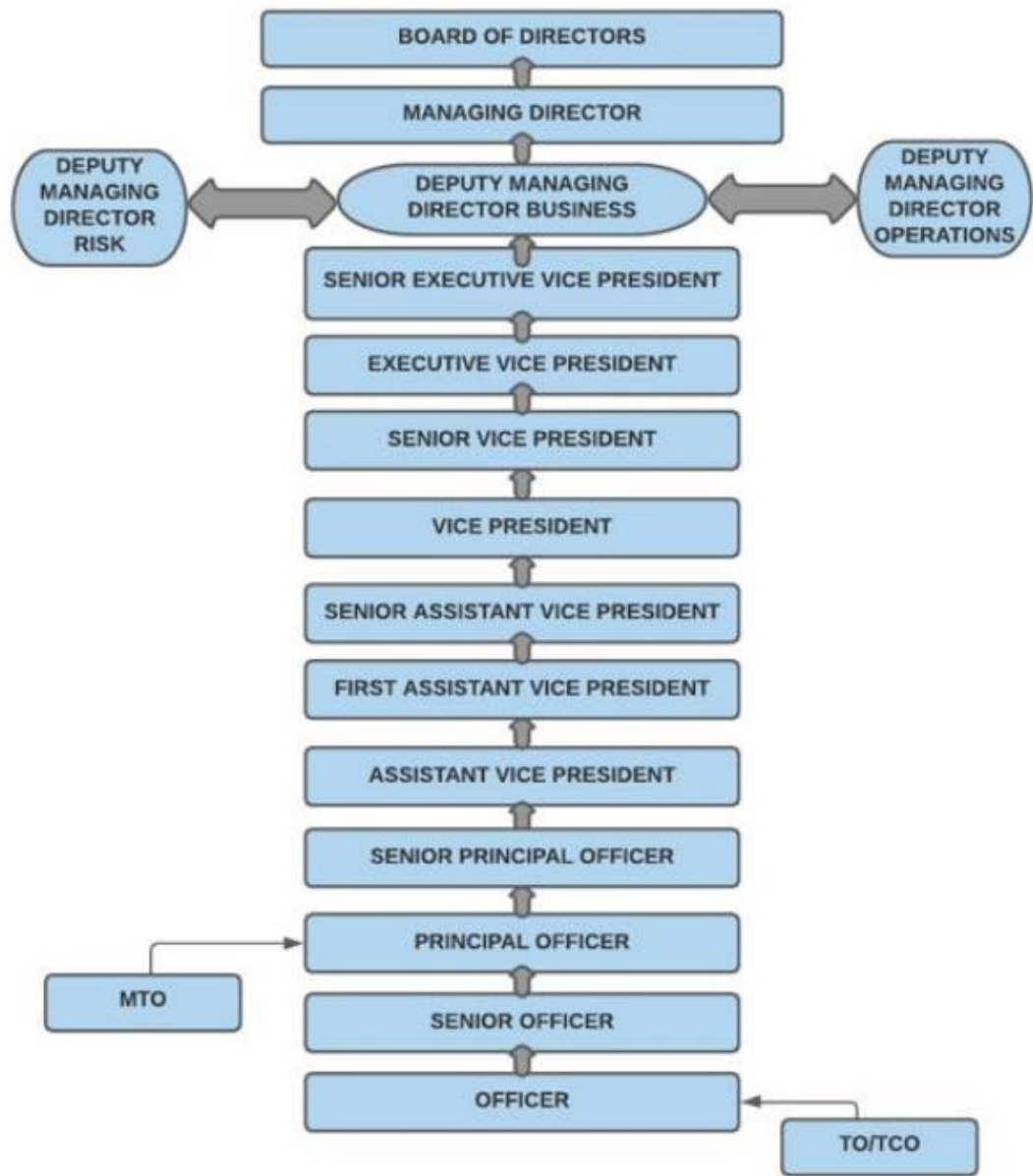


Figure 4: Structure Rank DBL

2.4 Marketing Practices

Dhaka Bank provides a wide range of banking goods and services to its consumers; thus, it recognizes the importance of advertising its wares. They feel that in a dynamic market, communication tools and marketing strategies are more important in order to keep up with shifting customer expectations, requests, and requirements. For this rationale, the DBL has dedicated resources to its Communication & Branding Team. Dhaka Bank's internal and external branding communications and marketing initiatives are managed by this group.

2.4.1 Product

2.4.2 Corporate Banking

Since 2019, Dhaka Bank has focused on corporate clients. The Corporate Banking Team has been creating and offering customized services. The "Asiamoney Best Bank Bangladesh Award 2021" named Dhaka Bank the "Best Corporate and Investment Bank of Bangladesh 2021." DBL Corporate Banking serves global enterprises, financial institutions, and microfinance organizations with a variety of banking services and products. They provide everything from working capital loans to long-term investment loans for development. DBL Corporate Banking has excelled.

Project and company finance includes working capital, trade, structured syndications, and asset securitization.

2.4.3 Small and Medium Enterprise (SME)

The first Bangladeshi industrial bank to provide SME banking was Dhaka Bank. SME clients have flexible payment options. The Dhaka Bank SME Business Team has been steadily improving its Credit Evaluation Process, receiving constant backing and supervision from higher management, and building real Credit Discipline to address and direct MSME and Agricultural NPL. Dhaka Bank has virtually met Bangladesh Bank's minimum SME presentation of 25% of its development portfolio. SME portfolio growth was 15.07% in 2018 while nonperforming loans were reduced by 0.96%.

2.4.4 Retail Business

Dhaka Bank has expanded in all areas of retail banking products since its retail business division was opened. As of the end of 2021, the retail banking arm of the bank serves an estimated 372,000 customers. The year 2021 has been one of tremendous growth and change. The bank and Retail Banking Division have taken careful first steps down a promising new road. The bank saw digital transformation in banking as an urgent need in the face of this global crisis. Dhaka Bank Limited has launched a number of such programs in an effort to provide superior service to its clientele.

ezyBank – A mobile based application where customers can easily apply for a Dhaka Bank account from the comforts of their home. With instant NID verification process, customers are able to receive their bank account numbers instantly. The application can be downloaded for Google Play Store, Apple App Store and also a web-assisted version is also prepared so that customers can have account opening access from any medium.



Figure 5:eZy bank

Dhaka Bank's retail banking offerings include the following:

Bundled savings products, salary accounts, credit cards, deposit pension scheme, and personal loans.

Dhaka Bank's four sub-departments that make up its Retail Banking Division are:

Loan Operations & Disbursement Group Risk Assessment & Credit Approval Group Legal & Recovery Group Marketing & Business Development Group.



Figure 6: Retail banking of DBL

2.4.5 Global Trade Services

Both the Financial Institution and the Money Transfer Unit of DBL Global Trade Services provide direction and set limits on how the business may operate. DBL ensures consistency across all divisions; together, they manage a network of 320 banks worldwide that employ reporters. Customers of Dhaka Bank have access to foreign exchange markets via one offshore branch and fifteen Authorized Dealer branches. DBL's services provided in accordance with the GTS are as follows:

Export credit letters, documentary collection, and discussions Import credit letters, regional guarantees and counter-guarantees.

2.4.6 Services of Dhaka Bank Limited

Dhaka Bank caress to its clients and other interested parties by offering a wide range of banking services. A few examples are as follows:

- Retail Banking
- Corporate Banking
- Capital Markets
- Sharia Banking
- Credit Cards ATM
- Small and Medium-Sized Enterprise
- Global Trade Services
- Internet Banking

- Lockers
- Temporary Loan (3, 6, 9 months)
- Shortfall - Various
- Account Balance - Cash Credit on Work Orders (Hypothecation, Pledge)
- Trust receipt secured loan (LTR)
- Loan of Time
- Method of payment and debt collection
- Payment Order Processing
- Billing for essential services
- Salary and Vendor Payments
- Delivery for Cash on Hand
- Money Transfers for the Haj

2.5 Financial Performance and Accounting Practices

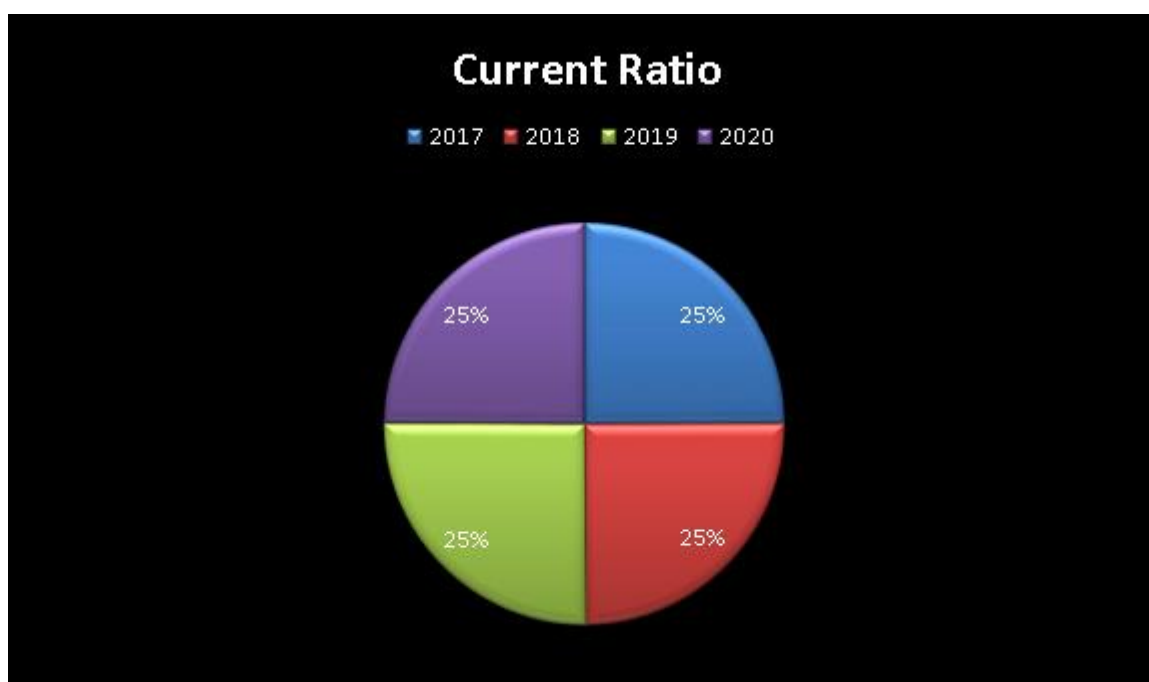
2.5.1 Ratio analysis

Liquidity Ratio

Current Ratio:

Year	2017	2018	2019	2020
Current Asset (Taka in millions)	154,766.58	172,239.32	197,974.88	225,166.79
Current Liabilities (Taka in millions)	144,002.03	161,573.80	183,945.87	211,207.61
Current Ratio	1.07:1	1.07:1	1.08:1	1.07:1

Graphical Presentation:

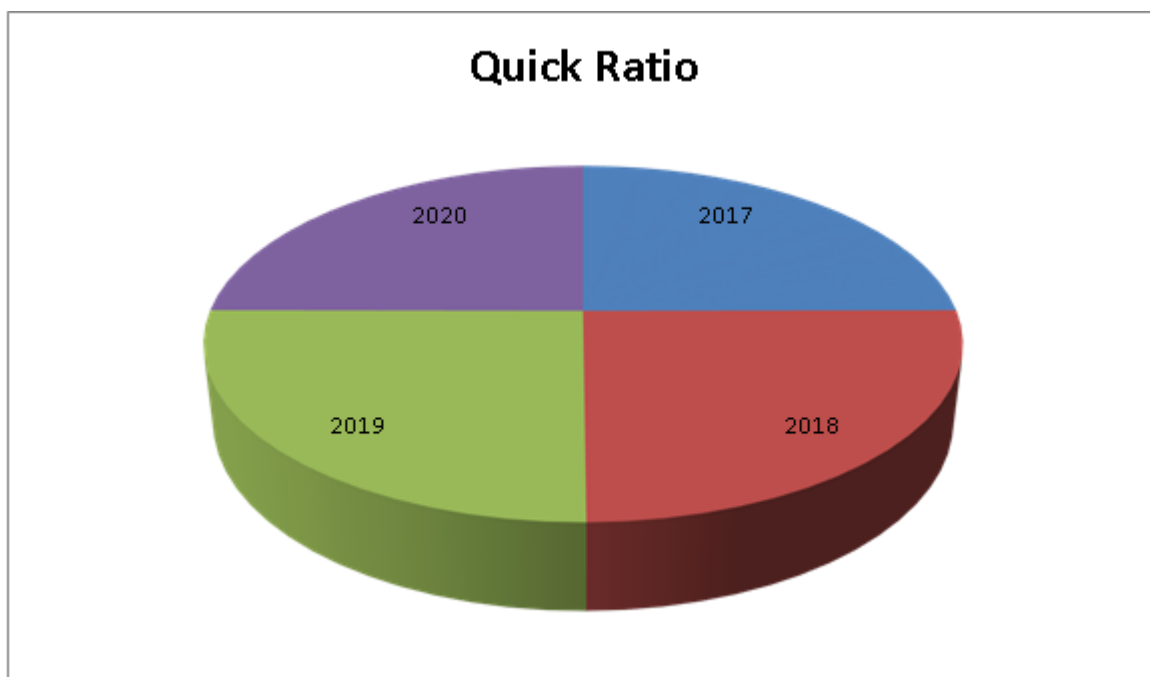


According to the data, a ratio of one to one is now considered optimal. Hence, a current ratio greater than 1 is an encouraging indicator of financial health. As can be seen, DBL consistently exhibits values greater than 1.

Quick Ratio or Acid Test Ratio:

Year	2017	2018	2019	2020
Quick Asset (Taka in millions)	154,766.	172,239.3	197,974.	225,166.
	58	2	88	79
Current Liabilities (Taka in millions)	144,002.	161,573.8	183,945.	211,207.
	03	0	87	61
Quick Ratio	1.07:1	1.07:1	1.08:1	1.07:1

Graphical Presentation:



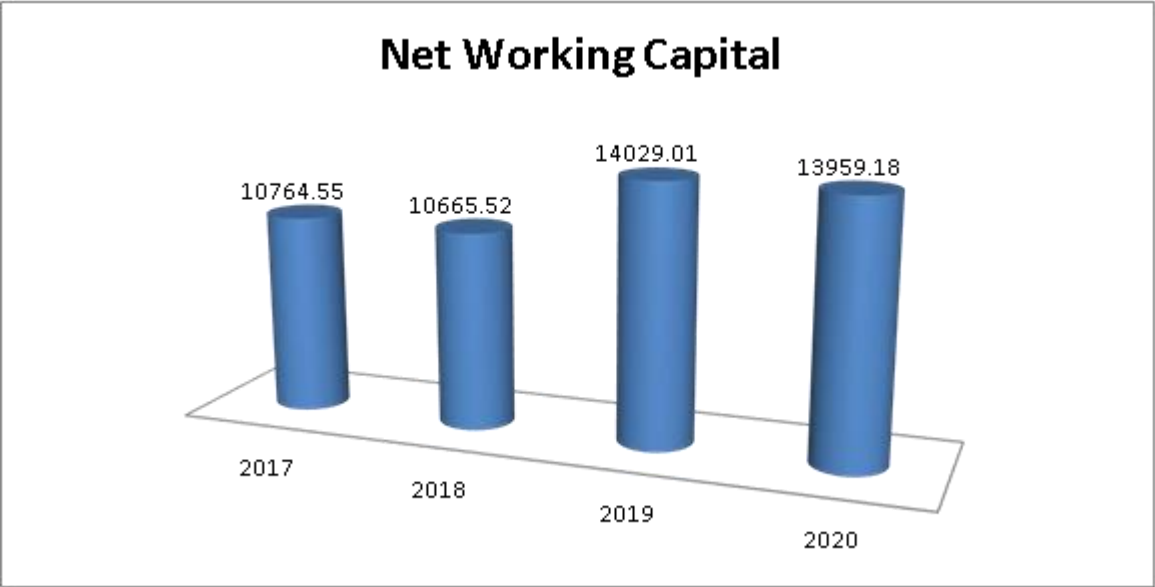
The analysis: The usual quick ratio is 1:1. If the current ratio is 1, all of the DBL's assets are covered by its current liabilities. When a DBL's coverage ratio drops below 1, it's in trouble. On the other hand, any number over 1 indicates that the corporation has sufficient assets to cover its debts. DBL's quick ratio is over 1, which bodes well for the company.

Net working capital

Year	2017	2018	2019	2020
Current Asset (Taka in millions)	154,766.58	172,239.32	197,974.88	225,166.79
Current Liabilities (Taka in millions)	144,002.03	161,573.80	183,945.87	211,207.61

Net Working Capital (Taka in millions)	10,764.55	10,665.52	14,029.01	13,959.18
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Graphical Presentation

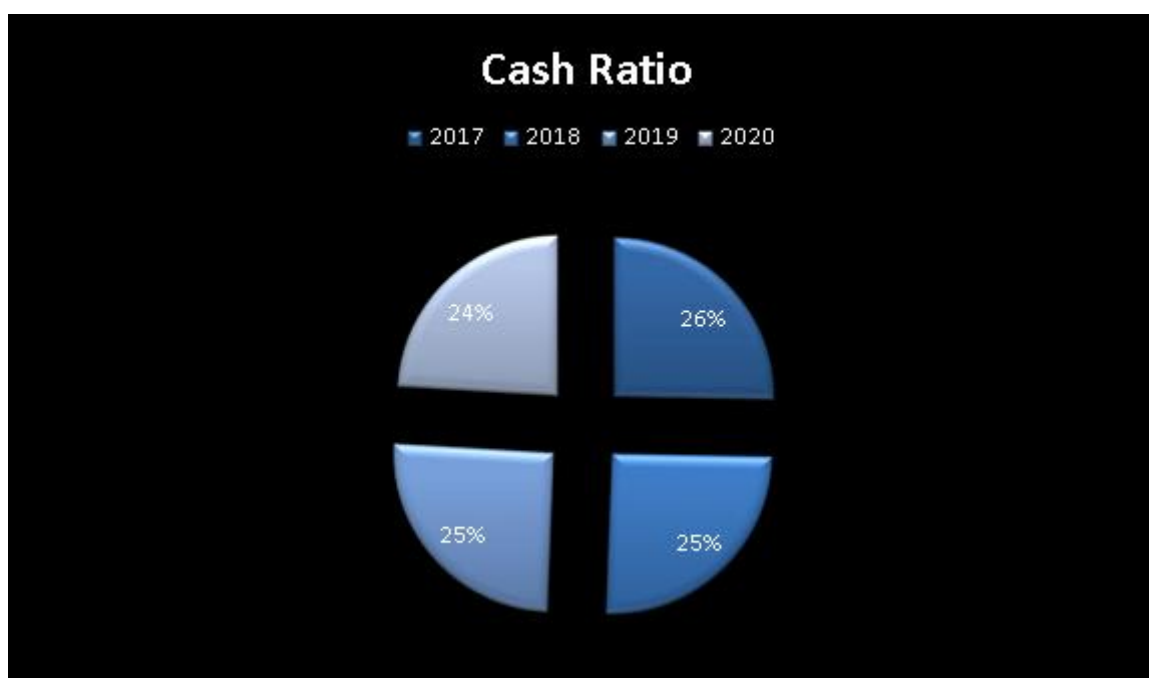


Analysis: A working capital ratio of 1 implies the current assets equal current liabilities. It's not hazardous but not terribly safe. Below 1 is regarded dangerous by creditors and investors because it can't service current debt correctly and above 1 indicates that the current assets over than current liabilities. As we can see DBL working capital is larger than 1.

Cash Ratio:

Year	2017	2018	2019	2020
-------------	------	------	------	------

Cash Equivalents + Marketable Securities (Taka in millions)	145,399.2 0	163,800.87	184,931.96	202,108.32
Current Liabilities (Taka in millions)	144,002.03	161,573.80	183,945.87	211,207.61
Cash Ratio	1.01	1.01	1.01	0.96

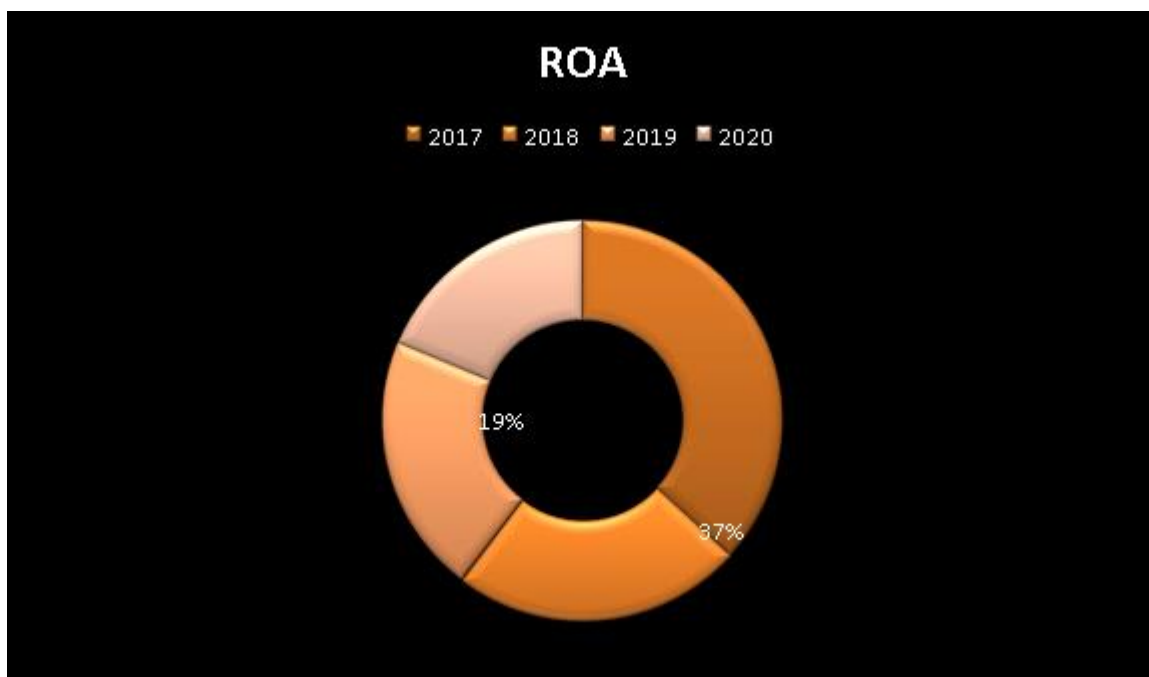


EPS is a common way to evaluate a company's profitability and is reported in dollars per share. Over these years, the EPS has shown inconsistent performance. The ratio's value swung from 2.03 to 3.24 over the course of those four years. Out of these four years, 2020 has the best performance and 2019 has the worst. This ration will drop in 2019 due primarily to a decrease in total income.

Return on Asset (ROA)

Year	2017	2018	2019	2020
Net Income (Taka in millions)	2,028.99	1,437.58	1,465.92	1,495.37
Total Assets (Taka in millions)	158,747.54	176,362.47	202,191.59	229,452.85
ROA	1.28%	0.82%	0.73%	0.65%

Graphical Presentation:

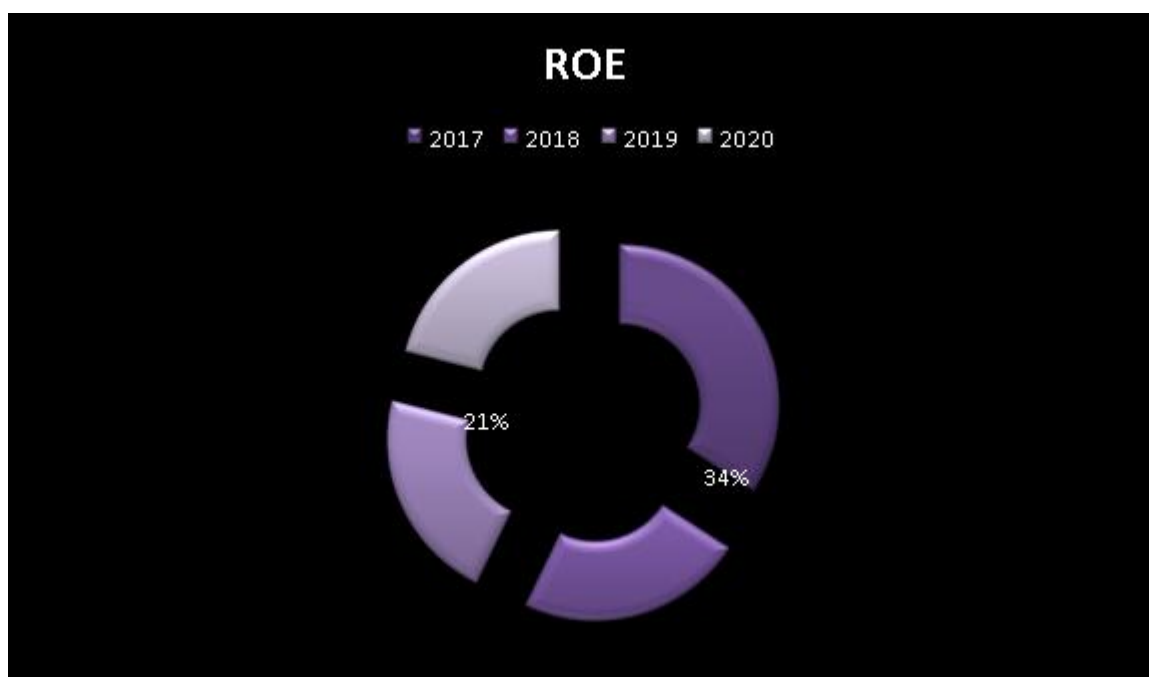


Analysis: The ROA reveals unstable outcomes above those years. Throughout these four years, the value of ratio ranged from 0.65% to 1.28%. In these four years, the greatest performance of the year 2020 and the year 2020 exhibits the poorest performance. The major cause for the lowering of this percentage in the year 2020 is that the total income drops.

Return on Equity:

Year	2017	2018	2019	2020
Net Income (Taka in millions)	2,028	1,437	1,46	1,4
	.99	.58	5.92	95.
				37

Stockholders' Equity (Taka in millions)	12,74 5.51	13,38 8.67	14,4 45.7 2	15,2 45.2 4
ROE	15.92 %	10. 74 %	10.1 5%	9.8 1%



Analysis: Over these years, the ROE results have been unstable. The ratio's value varied during the course of these four years, going from 9.81% to 15.92%. The best result in these four years was in 2017, while the worst performance was in 2020.

Solvency Ratio

Debt Ratio:

Year	2017	2018	2019	2020
Total Liabilities (Taka in millions)	146,00	162,97	187,74	214,20
	2.0	3.8	5.8	7.6
Total Asset (Taka in millions)	2	0	7	0
	158,74	176,36	202,19	229,45
	7.5	2.4	1.5	2.8
	4	7	9	5
Debt Ratio	0.92	0.92	0.93	0.93

Financial risk is measured by comparing the amount of debt owed by a company to its total assets plus its interest and dividend payments. The debt-to-equity ratio is a key determinant of a company's long-term financial soundness since the firm cannot be detrimental if loan and interest payments are stopped.

Findings:

- ❖ The Current Ratio in 2019 was higher than in 2017, 2018, and 2020, coming in at 1.08:1.
- ❖ In 2019, the Quick Ratio (1.08:1) exceeded that of 2017, 2018, and 2020.
- ❖ The 2019 figure of Tk. 14,029.01 million for Net Working Capital is greater than that of 2017, 2018, and 2020.

- ❖ In 2017, 2018, and 2019, the Cash Ratio was (1.01:1), however it will drop to (0.96:1) in 2020.
- ❖ In 2017, EPS came in at Tk. 3.24 million, which was higher than in 2018, 2019, and 2020.
- ❖ The Return on Asset Ratio in 2017 (1.28%) was greater than in the following years.
- ❖ Debt to income ratio was (0.92) in 2017 and 2018, but it is projected to rise to (0.93) in 2020.

Guidance and inspection:

- ❖ To better manage their company, Dhaka Bank Limited is advised to raise their current assets and decrease their current liabilities.
- ❖ Dhaka Bank Limited will expand their Net Income by taking the necessary procedures.
- ❖ DBL's ROA in 2017 was really impressive. Nevertheless, the poor showing was in 2020. Hence, the company would place a premium on ROA.
- ❖ This four-year review highlights 2019's stellar performance and 2018's dismal showing. The primary factor for this ratio in 2019 is the decline in net income.
- ❖ DBL should lessen the risk of future legal trouble.
- ❖ DBL's ad policy has to be strengthened.
- ❖ To better serve its consumers, DBL should invert potential branches.

2.5.2 Accounting Practices:

Assess if accounting practices, estimates, and management disclosures are appropriate. Use the audit evidence to determine whether there is a serious uncertainty regarding events or conditions that may reasonably be anticipated to cause considerable doubt about the Group's and the Bank's ability to continue as a going concern. If there is a serious question, DBL must change our view or pay attention to the related disclosures in the consolidated and separate financial statements in the auditor's report. The conclusions are based on audit evidence as of the auditor's report. However, future risks may impair the Group and Bank's ability to continue as a going concern.

Assess if accounting practices, estimates, and management disclosures are appropriate. Use the audit evidence to determine whether there is a serious uncertainty regarding events or conditions that may reasonably be anticipated to cause considerable doubt about the Group's and the Bank's ability to continue as a going concern. If there is a serious question, DB must change the view or pay attention to the related disclosures in the consolidated and separate financial statements in the auditor's report. The conclusions are based on audit evidence as of the auditor's report. However, future risks may impair the Group and Bank's ability to continue as a going concern.

Accounting Principles:

Except if allowed by Bangladesh Bank as the major regulator, the accounting principles below have been consistently applied to all periods in these consolidated financial statements of the group and the Bank. Some similar figures from earlier years have been reclassified and reorganized to match the current year's financial statements. Applying applicable accounting

principles and using reasonable and careful estimations for all financial statement significant items. A certification that the financial statements have been produced in compliance with Bangladeshi IAS/IFRS and that any substantial deviations have been notified.

Depreciation

The straight-line technique of depreciation is used to account for the wear and tear of fixed assets in the income statement. Depreciation on newly acquired fixed assets begins in the month of purchase, but depreciation on previously owned fixed assets continues until the month before sale. The following tables show the depreciation rates for the current and responding periods, broken down by asset category:

- land building and remodeling 2.5%
- furnishings and fittings 10% Office Supplies and
- Furniture 20%
- Computer 20%
- Programming 10%
- Cars and Transportation 20%

2.6 Operations Management and Information System Practices

Dhaka Bank has prioritized the use of technological solutions from the bank's inception in 1995. It has been running entirely online since 2003, when the Flex Cube software was first released. Because of this software, they were able to keep up with global standards in their service delivery. It joined the El Dorado network of international money transfers between banks in 2009. Companies also have a bank portal system set up for internal information.

Dhaka Bank additionally makes use of BO Server so that their staff may access any and all customer data they need.

2.7 Industry and Competitive Analysis

2.7.1 Porters Five Forces Analysis

To better understand the advantages and disadvantages of a given industry, the Porters Five Forces Model examines and identifies the five competitive forces at play inside it. This method is widely used in the evaluation of industry structure and business strategy. Market attractiveness, competitive intensity, and industry profitability may all be evaluated using the five forces model. The following is a Porters Five Forces analysis of Dhaka Bank Limited:

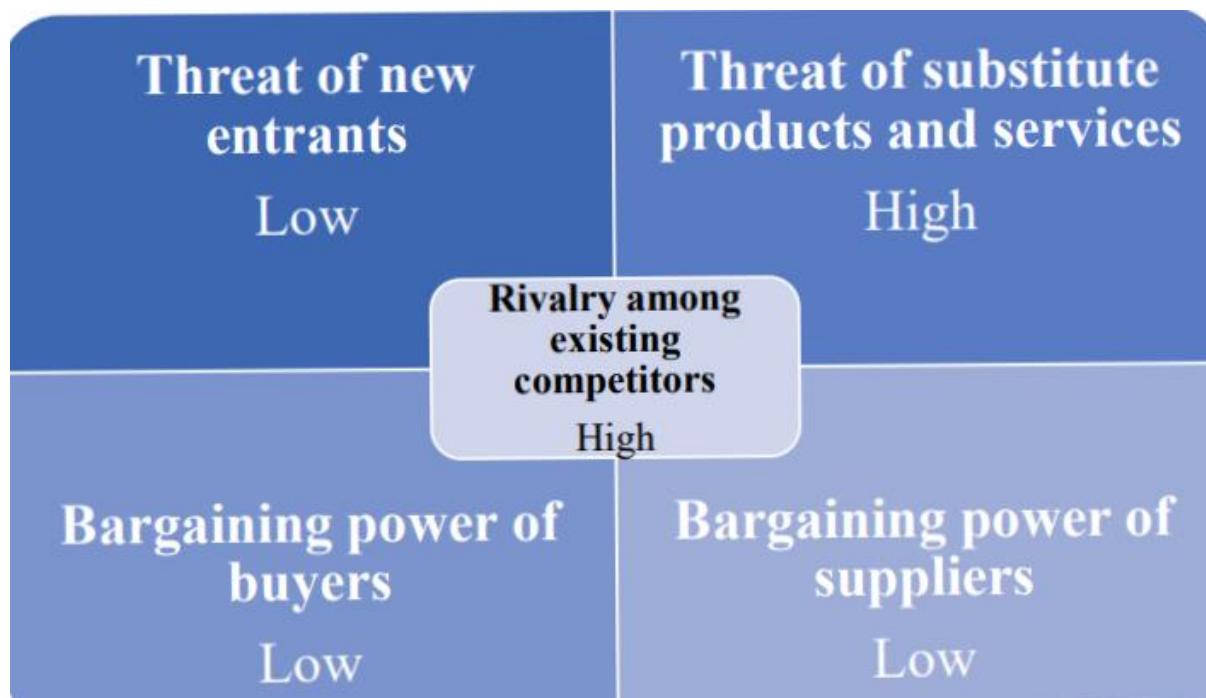


Figure 7: DBL model of Porters five forces analysis

- I. New entrants pose less market risk. There have been several successful banks in the country for some time. Starting a bank requires money, time, effort, and legal papers.

- II. The new bank must follow government legislation and get a banking firm license, which takes time. New banks are unlikely to enter the market.
- III. The consumer public has minimal bargaining power. Because customers can't alter policies. If they don't pay their mortgage interest, they'll face harsh consequences. Dhaka Bank's preset interest rates for financial products and services cannot be negotiated by customers.
- IV. Prices are cheap because suppliers have minimal negotiating power. The bank is funded by Dhaka Bank depositors. Due to Dhaka Bank's set interest rates, depositors have less power to negotiate favorable conditions and fewer opportunities to switch banks. Bangladesh Bank enforces banking rules; thus, all branches must comply.
- V. Competing products and services pose a major threat to Dhaka Bank. This is because numerous non-bank financial firms provide services comparable to banks. The United Leasing Company, IPDC Finance Limited, and IDLC Finance Limited are notable non-bank financial institutions. It will take time for these companies to become banks.
- VI. Existing competitors fiercely compete. Due to the large number of commercial and state banks in Bangladesh, competition is fierce. Because of the continual flood of new offers, banks compete to provide the best products and services to customers.

2.7.2 SWOT Analysis

The four factors of a DBL may be evaluated using a method called SWOT Analysis. Organizations often use this method to lessen the odds of failure by removing potential risks and gaining insight into where they fall short. In addition to setting the DBL apart from rivals, this strategy improves the DBL's odds of thriving in the market. The following is a SWOT analysis of Dhaka Bank Limited.

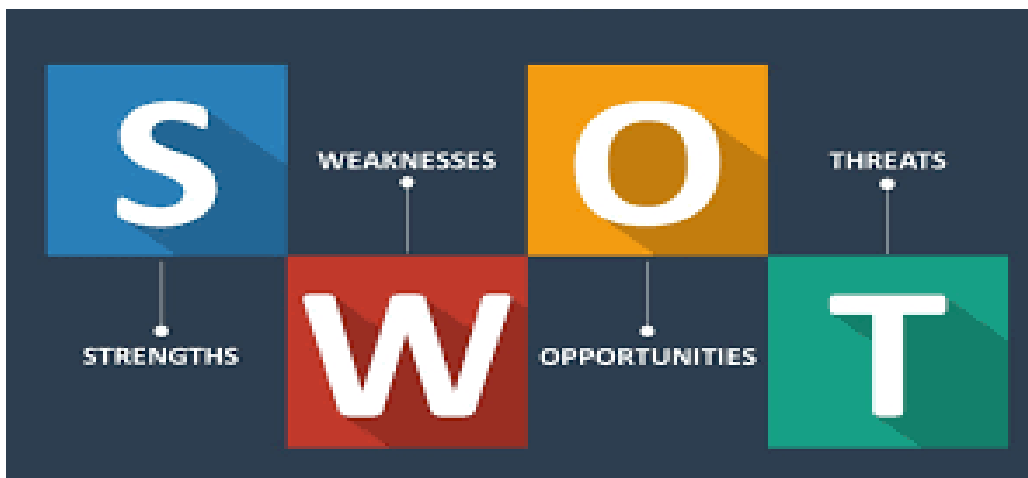


Figure 8:SWOT analysis of DBL

Strengths

- Over the years, Dhaka Bank has established a strong brand and corporate image among customers. Early private bankers in Bangladesh.
- HR is well-organized. Dhaka Bank has long valued employee autonomy, creating a happy workplace.
- Dhaka Bank's employees are its biggest asset.

Weaknesses:

- Compared to other banks, they don't promote as much. Effective marketing techniques are essential in contemporary company.

- Dhaka Bank has no motivation to innovate since its offerings are comparable to many others. Thus, their service is outdated.
- Dhaka Bank's account maintenance costs are substantially higher than competitors. Thus, prospective banking customers may seek elsewhere.

Opportunities:

- Population Size Bangladesh's large population gives Dhaka Bank huge market development opportunities. If it can adapt to evolving client needs, the banking industry can prosper.
- Dhaka Bank's management has extensive experience. Since they know the bank's operations and the banking industry, Dhaka Bank may benefit from them in the future.
- Product line expansion: Dhaka Bank may increase its market share by offering new financial products and services.

Threats:

- New Bangladeshi banks challenge Dhaka Bank. New local and foreign banks provide several problems. Businesses must improve their methods to compete with these institutions, which is tough.
- Many banks provide Dhaka Bank's products and services at inexpensive prices. Comparable offers make it hard to earn a profit on equivalent products and services. Clients' ability to switch banks is another danger.
- Political unrest and natural catastrophes like hurricanes and earthquakes may affect Bangladesh's economy. These situations may hurt Dhaka Bank.

2.8 Summary and Conclusions

In the preceding section, I've analyzed Dhaka Bank Limited's present standing in the banking sector and attempted to provide an overall review of the bank's functional areas. Dhaka Bank is one of the largest private commercial banks in Bangladesh, having over a hundred locations around the country. They have a strong team of employees, and everything inside the DBL runs well. Dhaka Bank participates extensively in corporate social responsibility initiatives. Similar to other major financial institutions in the nation, they provide a comprehensive suite of banking options. The bank has also made significant investments in information technology and is committed to being technologically cutting-edge. They hope their continued growth in Bangladesh would help them meet the economic demands of the local population. The bank, like any other institution, has room for development in several areas. Dhaka Bank Limited is among the most prosperous private commercial banks in Bangladesh despite these setbacks.

2.9 Recommendations/Implications

As a result of working on this paper, I have come to my subsequent findings and suggestions.

- If Dhaka Bank wants to increase demand for its money-related offerings, it has to ramp up its marketing efforts.
- They need to be more creative with their offerings, coming up with fresh and different items and services they can market that will set them apart from the competition and help them succeed.

- More people would be able to afford to create a Dhaka Bank account if the bank reduced the price of account maintenance.
- To weather any potential economic storm, they should put up a solid backup plan.
- Human Resources has to take this issue seriously and staff the Risk Management Division in accordance with Bangladesh Bank's requirements.
- Risk Management loses time and efficiency waiting for data from the branches and divisions, thus DBL must have a server whereby all of the information will be accessible so that they can do their jobs properly.
- The just-in-time (JIT) methodology may be modified to reduce waiting times in logistics.
- Authorities must have unfettered access to CROs for the purpose of communication.
- The IT Department of DBL should get greater attention from the administration.

Chapter 3

Project part

The Role of Human Resource Management in Risk Management and Recruitment Process of a Second-Generation Bank of Bangladesh

3.1 Introduction

The functions of human resources in risk management of DBL are dual. First, there is always the possibility of problems arising from the company's dependence on its human resources, whether in the form of a scarcity of workers, poor output, reluctance to take on more responsibilities, or the departure of a key employee only two months after they've finished a year-long training program. Second, employees are essential to the process of risk management because they can use their creativity to devise answers to unanticipated problems, go above and beyond in their work for the benefit of the company, redesign their own jobs to reduce the amount of time that is wasted, or even persuade an acquaintance who is exceptionally qualified to submit an application to work for the company.

Human resources are crucial to the success of any firm, no matter how big or little. One employee is just as important as twenty when it comes to orientation and training. When just two individuals are involved in an enterprise, disagreements arise that threaten the company's future. There is always a need for a leader, regardless of how big or small the team is.

Traditional risk analysis has centered on identifying and mitigating key risk factors, such as climate change, infectious illness, and natural disasters. Human resources and human resource disasters including divorce, chronic disease, accidental death, and the influence of interpersonal

connections on enterprises and families have received little consideration from risk management. People are crucial to achieving farm objectives, therefore it makes sense to include them into risk management. The majority of manufacturing, financial, and marketing choices are impacted by human resources. Managers may either succeed or fail depending on how well they manage the people in their teams.

Human resources work is crucial to every business. The Human Resources department of Dhaka Bank is a great location to get extensive experience in the field of human resources. All HR-related matters are handled by a top-notch management staff. Because of their hard work, it is feasible to place qualified persons in appropriate jobs. They keep track of the real progression of the whole process of hiring. Dhaka Bank has shown that they hire the appropriate individual for the right role by reducing their turnover rate. The HR department was the primary focus of the study. As a non-public banking institution Dhaka Bank has a very strong work pressure, hence they require highly professional workers that are really devoted to their job. Finding personnel with such exceptional skill is a major hurdle for any business. At the start of each year, the Human Resources Division of Dhaka Bank Limited (DBL) distributes a generic form to all of the other branches and divisions of the head office in order to gauge the anticipated need for human resources throughout DBL. The Human Resources department may extrapolate annual staffing needs from the data collected on these forms. Human resources then work out to hire enough qualified workers to run the bank efficiently. Commercial banks succeed or fail based mainly on the level of service they provide their customers. The organization's personnel are the single most important factor in determining the quality of service provided to customers.

As a result, DBL management must be selective when hiring new staff. As DBL's hiring practices become more selective. There has to be a change in the policy and procedure. So, although the approach they've taken so far has shown some success, it has to be changed and simplified in order to keep up with the times.

3.1.1 Background/Literature Review

Human resource management's (HRM) impact on risk assessment is the subject of this research paper. The traditional functions of HRM are examined, together with the new risk management plan for the organization and the related hazards. Organizational culture, personnel acquisition and retention, output, ethics, morale, disputes, absenteeism, health and safety, sabotage or corruption, workplace violence, and regulatory compliance are all potential threats. Employees' physical and mental health, as well as their life expectancy, are significantly influenced by the decisions a business makes about work hours, health insurance, layoffs, job design, and similar matters. Pfeffer (2010) argues that we should care as much about people as we do about polar bears, and that managing the health hazards of employees is vital to sustaining a successful business.

The ability to inspire and encourage workers is essential in the field of human resource management. Human resource management (HRM) criteria and their impact on worker happiness are analyzed using Maslow's hierarchy of needs. Employees benefit from this strategy because doing things the "right way" requires less effort and results in higher compensation. The following premises support the need for strict supervision and control of workers: people dislike work; people will only work for money; extra effort must lead to greater reward; people are not capable of controlling their work or directing themselves;

simple, repetitive tasks will produce the best results. For any business to succeed over the long term, talent ship (the study of human capital choices) must play a central role in the recruitment process. Boudreau et al. serve as a model for effective recruitment. (2005).

HR practitioners should be actively involved in identifying the talent pool and highlighting areas where the quality and/or availability of human capital coincides with the business aim, according to the most crucial information presented in this article. Human resources managers and directors may benefit greatly from ISO 31000, an international standard that offers a framework for placing HR strategy within the context of risk management. Taking into consideration human and cultural factors, HR experts should also identify the external and internal persons whose abilities, viewpoints, and intents may aid in accomplishing the organization's objectives. At the end of the day, a risk assessment framework is a conceptual model for methodically defining and planning HR risk management procedures in a company. The model demonstrates how HRM contributes to effective RM.

In order to fill open positions in a company, recruitment and selection must actively seek for, attract, and choose qualified candidates. Recruitment is the process through which interested parties (job seekers) are connected with available positions (employers) via various means (e.g., job advertisements, postings, assessments, decisions, formal selection, and training). Studies by Korsten (2003) and Jones et al. (2006) highlight the usefulness of assessment interviews, job-related assessments, and psychometric tests in the hiring process. Interviews and psychometric testing, as well as a detailed examination of the job description and the current state of the labor market, are all essential components of an effective recruiting strategy. It is possible to learn more about the steps required to build recruiting policies and

define management goals by looking at examples of recruitment policies in the healthcare, business, or industrial sectors.

Compliance with management theories like Rodgers' seven-point plan, Munro-Frasers' five-fold grading system, personal interviews, and psychological exams may improve and enhance the recruiting process. According to Price (2007), the term "recruitment and selection" refers to the steps used to find qualified job applicants. Human resource management (HRM) practices, HRM-organizational strategies, and organizational performance were shown to be related to one another by Hiltrop (1996). Companies that consistently perform well invest more time and resources into educating their employees in interpersonal and teamwork skills.

Methods of human resource management are used in businesses to help them achieve their goals and make their strategies a reality. Human resource management (HRM) companies base their hiring decisions on how competitive they are in the current job market. Bratton and Gold (1999) state that in order to find the best candidates for open positions, businesses must first create models of the types of workers they need to hire, and then use valid and reliable selection methods to determine how closely applications match those models. The employment relationship is shaped in part by the discussion that begins with the recruiting and selection process. Unless applications are made available for a realistic organization and work description, businesses risk losing high-quality job candidates who are attracted by their perception of the company.

Realistic job previews, or RJPs, are recommended by Jackson et al. (2009) and Bratton & Gold (1999) to assist job-seekers form reasonable expectations about how the firm would treat them. Talent management was the focus of Silzer et al.'s (2010) research, and they concluded that only fully-executable recruiting practices offered a path to success. However, there may be major implementation challenges for organizations that adhere to recruiting protocols. Human resource management theories may provide light on efficient methods of hiring, but it will be up to in-house management expertise to translate generalizations to specific settings. The major goal of talent strategies is to lay forth a plan for building talent strategies within a fast-paced, competitive economy.

Based on the premise that effective HR planning is crucial to a company's performance, Taher et al. (2000) undertook research to analyze the value-added and non-value activities in a recruiting and selection process. The research showed that a company is effective only if its customers are willing to pay more for its products or services than the cost of those processes. According to the results, the sole value-added part of the process is the cost of advertising, whereas waiting, inspecting, and filing add no value whatsoever.

It was suggested by Taher et al. (2006) that the BOU's recruitment process be changed by instituting direct advertisement of the post as HR's own responsibility, a 'system' to ease the study of shortlisted candidates, medical assistance to assess physical or mental abilities, privacy and confidentiality of medical reports, and the implementation of an electronic human resources (HR) system to manage the combine of knowledge and take immediately HR hiring and choosing decisions. Businesses should also build real-time recruitment

strategies to attract the most capable and knowledgeable people in order to boost the effectiveness of the relevant department.

3.1.2 Objective(s)

The primary goal of this research is to assess the level of risk management and recruitment efficiency at the Dhaka Bank Limited's Gulsan branch. Another goal is to determine what aspects of a bank's culture contribute to an employee's level of risk. In addition, the study will provide advice that may be used to boost productivity among employees.

3.1.3 Significance

The results of this research will be used to determine the factors that contribute to improved staff performance and reduced bank risk. Understanding why HRM plays such a crucial part in risk management will also be useful for the audience.

This information may be used by banks and other businesses to develop and refine management strategies that have a positive impact on employee morale. They may also utilize the study's findings to pinpoint the present issues that contribute to low levels of employee fulfillment in their position and then work to address those issues.

3.2 Methodology

I conducted an online survey and used paper-based surveys to gather data from personnel at the Gulsan head branch for the purpose of this investigation. The research was carried out with the use of primary data-collecting techniques. The results of the survey taken by the respondents have been inspected and shown via pie charts as well as bar charts.

3.3 Findings and Analysis

3.3.1 What's referred to as HR Risk Management?

Compliance has a broad scope in the realm of human resources. In order to maintain compliance, it is necessary to categorize personnel accurately, pay them on time, and provide them with the appropriate training for the job. The ability to prevent and resolve problems that involve staff members is also an essential component of maintaining compliance. The management of HR risks is what's needed in this situation.

The purpose of HR risk management is to predict any potential difficulties that may develop with relation to people and human resources before they actually materialize. This is accomplished via the use of risk assessment techniques and scenario planning. Whether it has to do with workers' actions or management procedures that are inefficient, HR risk management helps HR teams to think ahead about potential events and the impacts that such scenarios may have. This may be beneficial in a number of ways. By acting in this manner,

they will be able to circumvent certain difficulties in the future and face head-on any challenges that may still arise. The creation and dissemination of clear business rules, the training of managers on how to respond appropriately to various scenarios, and the use of HR compliance software are all examples of HR risk management tactics.

3.3.2 The Connection Between Occupational Risk Management and Human Resource Management:

HR management and risk management go hand in hand. In order to successfully manage human resources throughout DBL firm, DBL need to be able to anticipate employee-related human resources risks and effectively address any issues that may arise. HR management also has a direct influence on HR risk management. This is due to the fact that the higher the level of employee satisfaction, the lower the likelihood that workers would have problems.

HR professionals obviously need to have excellent leadership, communication, and training skills, but in addition to that, they need to be proactive, strategic, and adept in managing conflicts. Teams are able to detect possible problems ahead of time, execute measures to assist prevent them, and set procedures in case any of the problems do occur in order to de-escalate them when they do occur if they have a mix of these HR management and risk management abilities.

3.3.3 WHO PARTICIPATES IN THE PROCESS OF RISK MANAGEMENT?

Managing risks is a major responsibility. The Board of Directors must be prepared to devote the necessary time and money. Larger businesses may establish dedicated risk management committees, teams, or departments to oversee this function. The executive director of a small or medium-sized business usually has primary responsibility for designing and executing the company's risk management approach. Paid staff, volunteers, and maybe parents and other stakeholders, will, nevertheless, be invaluable partners in recognizing hazards and establishing successful methods for dealing with them. After a risk management process has been implemented, everyone in the company is responsible for doing something, whether it be detecting risks, following rules and procedures, or filling out reports.

Effective risk management of human resources boosts output:

Risk management in the area of human resources (HR) is crucial for companies of any size. It runs the danger of both reduced human resources and a loss in productivity. Excellent leadership, communication, training, motivation, conflict resolution, and evaluation abilities are essential for effective HR risk management. Trust, inspiration, strategy, delegating, and the codification of best practices via rules and procedures are all essential leadership skills. Effective communication requires not just speaking but also listening and facilitating conversation.

Training calls for a methodical approach, patience, and an open assessment of whether or not the training has been successful. Keeping employees motivated is essential to the success of any business and may help individuals advance in their chosen fields. Recognizing and meeting the needs of employees, offering competitive pay and benefits, and treating people fairly may all contribute to a peaceful workplace. Evaluating properly means ensuring sure judgments can be understood, are consistent, and are delivered on time. Case studies like "Risk Management Saves Thousands in Litigation Fees," conducted by Pacific Crest Group (PCG), show how effective HR risk management techniques may prevent legal costs from ballooning.

"Risk Management Saves Thousands in Litigation Fees," a case study conducted by Pacific Crest Group (PCG), states as much. resulted in a significant rise in productivity and trust between management and workers by organizing the Client's personnel data and integrating it into a full the Human Resources Information System. PCG also participated as an equal in making decisions for the Client, prioritizing their wants and requirements above everything else.

3.3.4 Management of Risk in Various Domains

Risks related to human resources may affect workers at any level of a company, at any stage of the employee lifecycle. This includes newly hired employees as well as corporate leaders.

HR Risk Management



Figure 9: Top risks and steps

The following is a list of topics that need to be included in DBL HR risk management plan:

The Process of Hiring:

When tackling HR risk management from the bottom up, the recruiting process is the first area that DBL should zero in on and concentrate on. A significant HR risk is the practice of discrimination in the recruiting process, which is both unethical and against the law. Candidates' age, gender, color, ethnicity, religion, or handicap might all be used as grounds for discrimination in the selection process. If a recruiter has an unconscious bias, it is possible that they may discriminate against a candidate without even being aware that they are doing it. In order to reduce the likelihood of any kind of discrimination taking place during the recruiting process, it is important to provide DBL recruiters and hiring managers with the

appropriate training as part of DBL HR risk management strategy. In addition to this, DBL strategy should include the consequences that will be faced by anybody who breaches DBL discrimination policy.

Workforce Executives:

The employment of management strategies that are ineffective is a typical contributor to problems with employees. In point of fact, 84 percent of workers have said that poorly trained supervisors cause them to have a great deal of extra work and stress. Difficulties that are generated by managers may lead to arguments between them and their workers, a hostile work environment, and eventually turnover. These difficulties can be produced by managers being unrealistic with their deadlines, failing to communicate effectively, or failing to assist direct reports adequately.

These human resources risk may be avoided if DBL organization conducts regular training sessions for managers on management best practices and checks in with managers' direct reports. All of this should be thoroughly recorded in the HR risk management strategy that DBL have in place to avoid difficulties, along with the process that should be followed in the event that a problem does arise between a manager and their direct report.

Operations of Staff Members:

It is essential to prepare for the possible risks to human resources posed by workers' actions, in addition to planning for the potential dangers to human resources posed by managers' behaviors. For instance, what should DBL HR department and management do if workers are

having trouble cooperating with one another in a team environment, arguing with one another in a hostile manner, or being harassed?

It will be much easier for DBL to prevent this HR risk from the very beginning if DBL employee handbook and onboarding sessions include clear definitions of expected behaviors, core values, and corporate rules, such as those on anti-harassment and anti-discrimination measures. Keeping tabs on DBL staff can also assist DBL become aware of any issues that may be brewing amongst colleagues that DBL were previously unaware of. These measures, along with the manner in which DBL HR staff and managers should address various scenarios, should be specified in DBL HR risk management strategy.

Personnel Leaving the Company:

There are a lot of loose ends that need to be tied up when workers leave DBL firm, and in order to minimize any HR risk, DBL need to make sure that these loose ends are addressed. HR teams have a responsibility to ensure that departing workers no longer have access to the firm's technology, portals, and resources. This responsibility includes removing the employees' work equipment and resetting their corporate passwords. DBL organization may be at danger of workers having access to sensitive information after they leave if this approach is not clearly specified in the HR risk management strategy. In addition to this, HR teams may strengthen their HR risk management approach by conducting departure interviews, which helps them become aware of any possible problems of which they were previously unaware. An employee who is leaving the company may, for example, disclose

during an exit interview that there are some issues with the management style of their team or with a specific colleague.

Organization of Staff Information

Every business must take cybersecurity and data privacy seriously. A privacy policy and secure data management practices are essential for protecting the personal information of your employees. Employees who have access to private client information must be held to a very high standard.

Enforcement

Many different types of legislation, often spanning many nations, must be followed by HR operations and policies. Human resources compliance requires keeping abreast of ever-evolving regulations governing workplace safety and employee rights. This involves checking that every employment agreement is in line with the law.

Payment and fringe benefits

All employees should continue to receive competitive wages and benefits. Human resources must strike a balance between offering pay packages that are market-competitive and equitable and those that are in the best financial interests of the organization.

Combinations and acquisitions

Human resources experts play a crucial role in mitigating the myriad staffing and other HR-related risks that arise throughout the merger and acquisition (M&A) procedure. Consider the fact that leadership turnover is often a serious problem. About half to three-quarters of top managers willingly leave their positions within two to three years following an acquisition, according to the study's authors.

When top executives leave during the M&A transaction, it causes chaos. In an ideal world, human resources would aid in reducing employee turnover, further ensuring the success of the startup.

3.3.4 Human Resources Department Risk Prevention and Management Framework:

When revising DBL strategy for the management of HR risks, DBL should conduct an analysis of DBL existing procedures and identify areas in which they may be improved. It may be beneficial to make use of a Human Resources Risk Mitigation Checklist in order to ensure that all possible problems are addressed.



Figure 10:HRM Risk management checklist

DBL HR risk management approach has to include the appropriate training, resources, and technology in order to be effective. At the beginning of the onboarding process for new employees, DBL need to brief them on the rules and standards of DBL firm. The most efficient method for lowering the amount of danger in the workplace is starting this training as soon as possible and maintaining it throughout an employee's whole tenure with the company. risk management should play a role in how well HR performance is evaluated. People are the means through which risk management techniques are implemented. Inadequate human

capital may undermine even the most well-thought-out risk mitigation plans. Management of risk is dependent on clear job descriptions, delegation of authority to act in accordance with established norms, and accountability at the operational level.

Second, disasters involving human resources, such as separation, long-term sickness, or untimely death, may derail even the most well-considered and prudent risk management plans. Human resource disasters should be anticipated as part of risk management. Risk management should include human resource contingency planning.

Third, there is no such thing as a permanent management team. Either new farm managers will be hired or the farm will fail. The uncertainty about who will succeed current management is substantial. The effectiveness of management succession is strongly impacted by human resource issues, as well as legal and financial factors. Job analysis, job descriptions, selection, training, interaction, performance evaluation, pay, and punishment are all essential human resource management tasks for ensuring a smooth transition of leadership.

Table 2: Potential risk of HRM in DBL and mitigation

HR activity	The potential risks	What should be considered?
<ul style="list-style-type: none"> Reimbursements and benefits 	<ul style="list-style-type: none"> Possible financial misuse 	<ul style="list-style-type: none"> Who has the authority to sign such reimbursements and benefits?
<ul style="list-style-type: none"> Hiring process 	<ul style="list-style-type: none"> Hiring incompetent and inappropriate employees Using inappropriate hiring practices when hiring new candidates 	<ul style="list-style-type: none"> Was there a screening process before hiring the potential employee? Did HR promise to the candidate something which is not possible? Did the candidate sign the policies and employment contract before being employed?
<ul style="list-style-type: none"> Occupational health and safety 	<ul style="list-style-type: none"> Environment Employees' injuries 	<ul style="list-style-type: none"> Does the organization provide a safe working environment and does it conduct regular safety controls? Are there appropriate policies and procedures in place? Does the organization ensure the appropriate use of safety clothes? Is there an adequate staff training?
<ul style="list-style-type: none"> Employee management and supervision 	<ul style="list-style-type: none"> Possible employee abuse Employee's reputation Release of employees' personal information 	<ul style="list-style-type: none"> Is there adequate supervision provided to employees, especially for the activities that take place outside the work premises or during the after-hours? Is there an appropriate performance management within the organization? Are the guidelines regarding the follow-up of personal information followed appropriately?

However, even with the most preventative HR risk management plan, problems will inevitably arise from time to time. This cannot be avoided. Because of this, it is of the utmost importance to ensure that everyone employed by DBL firm has the chance to report issues to DBL so that DBL can find solutions to them before they become more serious. DBL may want to think about holding office hours when managers and workers can come to chat to DBL HR staff about issues that are linked to their job. Considering that seventy percent of workers who

encounter or witness harassment in the workplace never report it, it is important to evaluate the many compliance management systems available in order to choose one that provides a platform for anonymous reporting.

Human resource management not only has to make strategic choices, but also evaluate the risks associated with such actions. HR directors might benefit from situating HR strategy within the framework of risk management with the help of the ISO 31000 international standard on risk management. Human resource professionals are urged to become hands-on in this document:

- incorporating risk management into all operational procedures, not just those dealing with change.
- Human and cultural elements are taken into account, as is the ability to identify external and internal individuals whose skills, perspectives, and motivations may help the business reach its goals.
- assisting supervisors in coordinating company values with risk management practices.
- helping managers assess potential threats to an organization's success.
- performance indicators that are congruent with the organization's performance indicators and serve as drivers for meeting all applicable legal and regulatory requirements.
- Increasing Capability for Risk Management (employee induction and training in managing risk).
- setting up the right organizational structures with defined responsibilities and authority is crucial for effective risk management.



Figure 11: Risk assessment Framework for Human factors management

Perspectives on Human Resources:

The mind-sets that represent a manager's knowledge, beliefs, perceptions, and assumptions about the environment in which he or she works are called paradigms. One example of a paradigm is the notion that hard effort leads to success. The human resource paradigms that managers use is like a pair of spectacles through which they see individuals and their potential to contribute to the company. The perspective and attitude of the management team toward human resources has a direct impact on how human resource management is carried out. Take into consideration the difference between these two types of paradigms:

The employees are a source of innovation and creativity as well as an essential source of new ideas. When individuals feel appreciated, they will react with commitment and loyalty.

The management team is responsible for determining the paradigms that define the human resource environment; workers and the rest of the family are not involved in this process. The managers get to pick the paradigms they use. Managers have the ability to shift their mindsets. In turn, the work force is shaped by the activities of human resource planning, recruiting, training, communication, and discipline that are implemented by managers. The relationship between management and workers is causal, not the other way around.

The managers each inject their own concepts into the overall culture of the company. Every company has its own distinct identity, which is reflected in its culture in the form of its values, beliefs, language, conventions, and traditions. The management team has the ability to affect the culture of the company as well as the environment in which its employees are operating by changing the paradigms that they use. As an example, a paradigm that considers workers as not caring about the company may lead management to be cautious to seek for their ideas or distribute responsibilities to them. This is because the paradigm regards employees as not caring about the business. This results in a culture in which people mistrust management and feel cut off from the organization as a whole. If managers adopt a mindset that sees employees as concerned and committed to the success of the company, this will lead to a greater level of trust between the two parties, which will result in managers soliciting employees' opinions more often. The end consequence is an atmosphere of trust and respect for one another.

The environment in which individuals do their tasks is jointly determined by the paradigms that are held about people and the culture of the organization. A healthy environment in which human resources are managed both lowers the amount of risk that an organization is exposed to and enhances its capacity to manage the risk that is already there.

Abilities of a Manager are Needed:

The successful merging of risk management with human resource management calls for certain abilities on the part of managers. *Leadership, communication, training, motivation, conflict management, and assessment* are the utmost importance.

Every HR manager must take the initiative and lead by example. Without strong leadership, no organization can even come close to realizing its full potential. Leadership may be replaced to some extent by other methods such as planning, organizing, staffing, and controlling. The requirement for leadership may be reduced via the use of empowerment strategies such as delegating authority and responsibility. It also helps to have a good amount of motivation, trust, and well-developed processes and rules. A ship can't sail without a captain. DB need some kind of direction here.

Human resource management relies heavily on the ability to communicate with employees. Effective communication, attentiveness, and consideration of comments are cornerstones of human resource management. Communication is essential in a variety of contexts, including but not limited to: interpersonal connections; the recruiting process; team and employee

rapport building; orientation and training; performance reviews; dispute resolution; and disciplinary action. Lacking even basic communication skills makes all of these tasks very difficult to do.

Facilitating learning is what training does. Teaching expertise, knowledge of how individuals learn best, patience, communication, a methodical approach, and assessment of training's efficacy are all necessary for successful training.

Every manager has the issue of keeping their staff motivated. Motivated workers are more productive, which benefits both the company and its employees. There is no magic formula for keeping your staff inspired. However, some managers are better than others at fostering an atmosphere where workers are always inspired to give their best. Managers that succeed in this area do so via a variety of strategies, including a focus on employee needs, providing competitive pay and benefits, reducing barriers to employment, and treating everyone equally. Motivating staff is an intangible but essential talent. Employers that are very adept at this have often spent much time honing their craft. The finest human resource managers work very hard to become effective motivators, and it would be a disservice to their profession to attribute this ability just to innate talent.

Farm teams always experience conflict on three levels: between workers, between employees and management, and inside management. Managers should not shy away from

disagreement but rather learn to manage it. Avoiding conflict and its origins just delays the inevitable suffering that results from interpersonal squabbles. The management team may take constructive action to resolve the issue with the help of conflict management methods. The ability to implement the plans effectively is crucial.

The vast majority of workers are eager to get feedback in the form of an assessment. Many managers struggle greatly with providing constructive feedback in performance reviews. Workers fear performance reviews and the accompanying interviews. Managers that are unable to effectively evaluate their employees often resort to avoidance, exaggerated ratings, and ambiguous language as coping mechanisms. Managers and workers alike may benefit from assessment training to make the process more productive and positive.

Developing a strategy to mitigate HR risks:

Effective HR risk management requires a deliberate approach. Here are the first five things to do:

1. Determine the most pressing HR threats facing your company.

Perform an HR audit to identify areas of weakness and determine which should get the most attention for change. Think about the hazards that your business confronts in general, as well as any dangers that are specific to your sector or firm. If a caregiver is working alone with a client who is particularly vulnerable, or if their license has expired, there are a number of potential problems that might arise for the company.

2. Analyze the potential outcomes, and set priorities accordingly.

The sheer number of potential danger zones on your list may be intimidating. To begin, ask yourself these questions to help you evaluate and rate them.

- How likely is it that this will take place?
- Can it be avoided?
- What kind of repercussions may DBL expect?
- Is there anything DBL can do to lessen the blow?

All risks are not created equal, and you can't possibly handle them all at once. Get your priorities straight. Issues of legal danger, such as noncompliance or wage disparity, might be given top priority. Think about how you might best mitigate each of the risks you've found.

Some methods are:

- Avoidance entails not engaging in the potentially harmful action or service at all.
- A company may decide to take risks when such activities are essential to achieving its objective.
- Modification entails making adjustments to an activity in order to lessen the occurrence of the risk or its severity. Expectations and limits may be communicated via the use of policies and procedures, which is an integral aspect of this risk management method.
- Risk may be transferred to another entity via the purchase of insurance or by entering into a risk-sharing arrangement with another entity.

If you don't have such plans in place, you may start by analyzing your organization's goals to determine which risks can be mitigated in order to get you closer to your ultimate objectives.

3. plan and execute your strategies

The next step is to figure out what can be done to lessen the impact of the threats you've discovered. To get started, think carefully about how to handle potential dangers. The next step is to formulate plans of action and put them into motion. Here are two case studies of loss prevention and reduction strategies in human resource risk management:

Worker Behavior

Employers face many dangers when an employee is dishonest in their job or creates an unsafe workplace for their colleagues.

- Possible preventative actions include:
- Thorough screening of potential employees prior to employment.
- Comprehensive training and orientation for all new hires.
- Every employee has read and acknowledged the manual.
- In-depth job descriptions.
- All-encompassing policies and constant instruction.
- Manager follow-up, documentation, and repercussions for violations of job descriptions or company regulations.

Compliance

A breach, fine, accident, or lawsuit may come from inadequate cybersecurity or from a violation of employment or industrial safety requirements. It's important to follow the rules, but that's no assurance you won't run into any issues.

The following are some potential deterrents:

Regularly checking all HR procedures for legality via auditing.

- Assigning someone on the HR team to be abreast of employment law developments and high-profile court cases.
- Protecting confidential information through educating staff and coordinating with IT departments.
- The evaluation of compliance/security papers and processes by specialists or an attorney specializing in employment law.

4. Establish an ongoing system for evaluating HR-related risks

The process of managing risks in human resources is continuous. To keep track of the many threats facing your company, you'll need to do regular risk assessments. Having a system in place will allow you to evaluate and address potential threats as soon as they appear.

Consider the following questions when you assess the efficacy of your human resources risk management strategies:

- Have DBL improved our risk management generally?
- How effective is our strategy for risk management in getting out the word?
- Which dangers have evolved throughout time?
- Have new dangers arisen?

- Are policies on risk management being followed by staff?
- Should DBL provide our staff with further training?

5. Improve your group's risk management abilities

Investing time and energy into learning how to handle HR risks can pay dividends for your company in the long run. More importantly, they are the kinds of talents that will help you keep your HR career relevant in the years to come. One option to hone these abilities is to participate in a joint workshop with a different division that has greater experience with risk management. Taking a risk management stance can help you think and act strategically. Keep your interest in the latest happenings in your industry. Then you'll be able to foresee how they can offer hazards to HR and keep tabs on any necessary adjustments.

Implementing

Once you've settled on the most efficient and cost-effective risk management tactics for your firm, it's time to map out the plan's implementation and assign responsibilities. Get the word out and make sure everyone in the organization is on board. Staff and volunteers should be educated about the company's risk management plan's background and goals, as well as its associated expectations, processes, and documentation.

Keep track of

Think about the following issues and write down any adjustments you make to the strategy:

- Is what you're doing working?
- What dangers do you now face?
- Have you increased or decreased the scope of your offerings?
- Is it time for revisions or upgrades?
- Is the risk management strategy being implemented by employees and volunteers?
- Do they need to be retaught the finer points?
- Should DBL work on getting the word out more?

3.3.5 Recruitment process of DBL

There are several steps Dhaka bank follow for their recruitment:

- Succession plan
- Area of job and select merit
- Circular Release Source
- collect application and short list applicant
- exam for selected candidates
- Pre interview
- Manager Interview
- Board Interview
- Join into Bank and Documentation
- Appointment letter

- Orientation

Succession preparation

The purpose of succession planning is to prepare your company for the inevitable turnover of key leadership roles. By considering the whole picture, this kind of planning helps you put the appropriate people in the proper positions both now and in the future.

Area of job and select merit:

DBL decides whether or not to accept inexperienced candidates and how many candidates are needed. Officer, MTO, and cash positions are all looking for new applicants. They also get to choose the specific kind of excellence they value. To become an officer, for instance, one must have at least a masters.

Circular Release Source:

Internal sources include the company itself, such as when an employee gets promoted or moved across departments within the same company. Internal candidates may be found in one of three ways: Dhaka Bank does job posting by placing notices in each of its branches' bulletin boards, where suitable applicants may learn more about the available position and its associated requirements.



**CHOOSE A CAREER
NOT A JOB**

Dhaka Bank Limited, a leading private commercial bank in Bangladesh with a vision to deliver "Excellence in Banking" through providing high quality products and services backed by latest technology and a team of highly motivated employees, intends to recruit Management Trainee Officer (MTO) for FUTURE LEADER development program.

EDUCATIONAL REQUIREMENTS
The candidates must have Post Graduation from accredited top ranked universities only with all through 1st class/ equivalent CGPA in academic career.

DESIRED SKILLS
We are encouraging to apply highly motivated tech savvy individuals who have genuine interest to pursue banking career. Candidates must have very good quantitative, critical reasoning skills with excellent communication and presentation ability.

WE OFFER

- ◆ Outstanding career development opportunity and grow as a leader in banking industry.
- ◆ Attractive compensation package and excellent working environment. During the one-year trainee period, MTO will get a monthly allowance of BDT 55,000.
- ◆ On successful completion of yearlong extensive learning program MTOs will be directly placed as Principal Officer (assessed by examination/evaluation).

JOB LOCATION
Anywhere in Bangladesh. Candidates not willing to serve outside of Dhaka need not apply.

AGE LIMIT
Prospective candidates' age must not be more than 30 years as on 23 April 2022.

SERVICE COMMITMENT
Selected candidates must give commitment (by signing a Guarantee Bond) to serve the bank for a period of minimum five years.

SELECTION PROCEDURE
Only short listed candidates will be communicated for the Written Test. Based on merit, selective applicants will be asked to face interview.

APPLICATION PROCEDURE
Please apply online at www.bdjobs.com
Dhaka Bank Limited is an equal opportunity employer, however, reserve the right to accept or reject any/all applications.

**Last date of online application submission is
Saturday, 23 April 2022.**

www.dhakabankltd.com

DHAKABANK
L I M I T E D
EXCELLENCE IN BANKING

Figure 12: Dhaka Bank circular

Dhaka Bank uses a human resources information system (HRIS) to identify qualified applicants for open positions. Internal job seekers might feel safe and comfortable using this method.

Employees at Dhaka Bank are hired on a permanent or temporary basis based on recommendations from possible supervisors.

Dhaka Bank's external sources are the many places the bank looks to find talented new employees. Numerous options exist for finding qualified applicants elsewhere. We'll talk about them below: One of the most common strategies is advertising. Dhaka Bank posts a job ad detailing the qualifications and experience they're looking for. If an existing worker thinks someone else can do the job satisfactorily, he or she may make a referral. This is also how Dhaka Bank handles funds from outside sources. Some organizations, such as employment agencies, assist businesses find and hire new workers.

Dhaka Bank uses agency help in its search for new personnel. Higher Education, and Beyond Dhaka Bank's human resources department deploys employer-sent representatives on college campuses to conduct initial screenings of prospective new hires.

collect application and short list applicant

The next step is to gather the application data. The word "shortlisting" refers to the process of whittling down a large pool of potential hires to a more manageable number by evaluating each applicant against a set of criteria established in advance.

Exam for selected candidates

To begin, interested parties must fill out an "Application Form." The Human Resources department will handle the application procedure when it has been submitted. Then, based

on the Position Description and Specifications, the HR department brought in the right people for the job and had them go through the necessary testing.

Knowledge of English, general intellect, and computer proficiency are all sufficient qualifications for written examinations used in the hiring process.

Pre interview:

Applicants with the highest marks are chosen, High-scoring applicants go on to the interview round. Those who do well on the exam then get an invitation to an oral interview. E-mails, texts, and phone calls will be used to let the chosen applicants know when and where their interviews will take place. The Human Resources division is in charge of this interview.

Manager Interview

The minimum size of a DBL interview panel consists of three people: one senior manager, and one each from the Human Resources and Functional departments. During the interview, the interviewer has access to a wealth of detailed information on the candidate, including their background, academic performance, and professional references.

Consider the following when selecting a DBL candidate:

- First impressions are everything: Take care of your appearance, posture, and eye contact.
- How the applicant understands and responds to the question demonstrates their communication skills.
- Optimism and self-assurance.
- A cheery disposition.
- Management abilities.
- Employment and group commitment.
- Creativity: how ingeniously one may reframe a common query.
- How can their actions make the consumer happy?

The applicant is given a score between 1 and 5 on the assessment form depending on how well they meet the aforementioned criteria: 1 = poor, 2 = marginal, 3 = good, 4 = very good, and 5 = excellent.

The minimum passing score for an MTO is 40, whereas that for a TO or TCO is 35. An excellent applicant receives a score between 46 and 50, whereas a bad performance has a score of 20 or below. The interviewers will base their decision on the candidate's performance:

- Employment Eligibility
- Holds onto as a backup option.
- Really Disappointed

DBL conducts interviews for open positions and as-needed recruits. For a Lateral Approach:

- Expertise in one's field
- Degree of Inspiration
- Positivity Verbal acuity
- Motivation and scholastic achievement

The interviewer then rates the applicant as "below average," "average," "good," or "very good" based on the aforementioned criteria.

For Senior Executive Vice President and higher-level positions, the Managing Director will conduct initial interviews. The Board/Executive Committee will make the ultimate selection based on his later recommendations.

The relevant Selection Committee conducts preliminary interviews for positions ranging from TACO/TAO to EVP, as shown below:

<i>Position</i>	<i>Selection Committee</i>
TACO/ TAO	Concerned Functional Head, Head of HR
Officer – EVP	Managing Director, Concerned Functional Head, Head of IID
SEVP – Above	Board / Executive Committee, Managing Director

Figure 13: Positional Selection Committees Table

Board Interview

The bank's human resources director, the MD, and the board of directors conduct the interviews. In this procedure, they choose the applicant for the bank.



Figure 14:DBL director body

Final selection and Documentation:

After a candidate has been chosen for a position, DBL HR will review his or her references. Some examples of such methods are shown below.

The applicant's friends and acquaintances are contacted to verify their character references. Additionally, from current or former professors or employers. Human

resources double-check the accuracy of the data provided by applications and candidates.

A candidate's authenticity may be verified by email if a reference listed on their résumé responds to a verification enquiry to affirm that they know the applicant in question.

DBL will make telephone contact with the reference in an effort to confirm the candidate's identity. The chosen applicant will not be employed if the referee cannot verify their legitimacy. This approach is common since it is convenient, fast, and inexpensive. Personal relationships are more trustworthy because of this.

Direct Contact: The benefits of a human visit much outweigh those of a phone conversation. It's more trustworthy and enables for more in-depth conversations. Although time-consuming and costly, it may provide valuable information about a candidate by allowing you to discover more about their home and their neighbors.

Appointment letter:

After the applicant has passed all necessary medical examinations, reference checks, and other stages of the selection process, the Human Resources department will issue an appointment letter outlining the position, rank, salary grade, expected start date, and other terms and conditions. The candidate must sign an offer letter and a contract outlining a one- or two-year probationary period during which time, depending on performance, the candidate will be confirmed in the position on the terms employed

with, whether permanent or contractual. However, after the applicant signs the contract document, he or she cannot resign from the position for any reason without first paying DBL the gross salary of one year in cash. Some of the paperwork the applicant will need to fill out are listed below.

- HRIS Application
- ID Card Application
- Declaration of Responsibility for a Period of Five Years

Orientation:

The DBL selection process is complete after the orientation has been performed.

Every new employee needs to go through the orientation process. They will have become familiar with the institution's culture, ethos, rules, and regulations, and will know what is expected of them and how to behave once they arrive. The workers' drive to do well as a member of the institution is boosted by the initiation process.

The training centers of DBL provide a Basic Banking Training Program for all newly hired employees.

Division of Human Resources' Functional Organizational Structure of DBL:



Figure 15:HR department organizational Chart

Human resource development (HRD) is handled by a team of 12. All employee actions are monitored by the head of HRD and the SEVP.

Dhaka Bank Limited's HR Department is split into four sub-departments. The roles and responsibilities of each component have been carefully outlined. Multiple exercises are included within the modules. The following graph should clarify things for you:



Figure 16: Important Duties of various functional units

3.4 Summary and Conclusions

Human resource risk management is critical for all businesses since it requires effective management, communication, training, motivation, conflict resolution, and evaluation. To do this, the company must establish clear policies, provide managers with the necessary skills, and use HR compliance solutions. DBL should begin HR risk management with recruiting since risk management in many industries impacts workers at all levels and throughout their careers. Staff operations should prepare for workers' possible threats to human resources,

and DBL should train managers on management best practices and check in with managers' direct reports. Human resources departments may better manage HR risk by enforcing the destruction of company property, requiring workers to change their corporate passwords, instituting safe data management processes, and conducting exit interviews.

Throughout the M&A transaction, HR professionals work to reduce the myriad risks associated to people and HR. Human resource disasters should be anticipated by risk management, and management teams should be considered interim at best. A well-planned leadership transition requires careful consideration of job analysis, job descriptions, selection, training, interaction, performance evaluation, reward, and punishment. Human resource directors should help managers assess potential threats to an organization's success, increase risk management capability, and integrate risk management into all operational procedures by identifying external and internal individuals whose skills, perspectives, and motivations may help the business reach its goals. The management team shapes the HR environment via activities including human resource planning, recruiting, training, communication, and discipline.

For risk and human resource management to work together, managers need strong abilities in leadership, communication, training, motivation, dispute resolution, and evaluation. Managing risks include recognizing threats, developing responses to those threats, putting those responses into action, and developing a framework for continual HR-risk assessment. Comprehensive job descriptions, all-encompassing policies and constant instruction, manager

follow-up, documentation, and consequences for job description or company regulation violations are all examples of preventative measures. To ensure compliance, HR departments must conduct regular legal audits, designate an employee to monitor employment law changes and high-profile court cases, educate employees and coordinate IT to keep sensitive data secure, and have compliance and security documents and procedures reviewed by specialists or employment law attorneys. Your company might benefit from HR risk management training.

Dhaka Bank's HR division often sends observers to universities to look for suitable candidates. Applicants who score well on written tests of English, general intellect, and computer abilities are then invited to an oral interview. One member of upper management, one HR representative, and one functional representative must comprise the interview panel. Applicants are given a score between 1 and 5 on the assessment form depending on how well they meet the criteria. The Human Resources department will send an appointment letter detailing the position, rank, pay grade, and anticipated start date when the candidate has passed the medical examinations, reference checks, and other selection processes.

An offer letter and contract outlining a one- or two-year probationary term must be signed by the candidate. After new personnel have completed orientation, they will participate in the training centers' Basic Banking Training Program. There are 12 people working in HRD across 4 divisions.

3.5 Recommendations/Implications

Human resource hazards should be identified and shared with management or the DBL's risk management committee. Foster a culture of calculated risk-taking by enacting measures that encourage and reward responsible behavior. Make that the Board of Directors receives enough training and orientation, with an emphasis on risk management. Risk management education for employees

The DBL's management philosophy is protected by risk assurance. Keep an eye on potential dangers, and put together and use a strategy to deal with them, in the realm of human

Determine how much they can afford to lose in case of things like strikes, absenteeism, staff turnover, productivity drops, or salary increases. Verify that the degree of risk in HR is appropriate for the firm. Bring concerns, such as safety and health issues, to the attention of the risk committee. Human resource management must be supported by the rest of the organization in order to effectively incorporate human resource risks into regular business operations, as outlined in the firm's risk strategy . Help the Board of Directors choose a qualified candidate for CRO.

Take part in a process of aggregating ethical hazards. Conduct employee risk assessments based on the results of satisfaction surveys. Helping out with tasks that call for a risk assessment of the unexpected. Managing all human resource threats noted in corporate history. Demonstrate to supervisors how HR risk responses help workers see and seize chances to boost their performance. Offer comments on how well internal controls and HR risk management are working. Weather, economics, and technology are essential to farming,

but people and risk are just as important. If managers want to know where their risks come from and what they can do about it, they need to pay close attention to human resources.

The effectiveness of a manager with people depends on the manager's paradigms, knowledge in human resource management, and human resource abilities. Like the rest of risk management, placing blame on others for management failures does little to address the issue at hand or give a way out of it.

The good news is that HR management may become a strength for managers. The end outcome will be improved risk management, stronger management, and higher levels of job satisfaction. The Bank has to foresee the benefits of automating its processes across the board. It must also be dedicated to meeting the needs of the general public and achieving its vision of being the preeminent financial institution in the nation. It is also suggested that they consider the following additional factors:

Suitable Individuals: The written examination must be open to all qualifying applicants. This might become a problem for DBL since the best applicants could be passed over if they are selected at random.

DBL needs to establish a job server that accepts applications through the internet. The process of submitting a resume to an employer by regular mail will be simplified. In addition, the hopefuls may learn the answer to their question. This will undoubtedly be helpful in choosing the participants.

A lengthy orientation program should be arranged by DBL. That's been extended from two hours to two days. When a diverse pool of applicants learns about the bank's purpose, products and services, goals and objectives, corporate and business strategies, divisional roles, and mission, vision, cultures, and values, everyone benefits.

Budget: Since the DBL doesn't provide a figure for the recruiting budget, they can figure out how to make it work without slowing down the selection and hiring process.

DBL has to finish the full recruiting and selection process quickly so that it may hire the best candidates before they leave for another company. Having competent workers on board in a short amount of time would not only improve HRM efficiency, but also the efficiency of the firm as a whole.

Referrals from upper management may sometimes sway the board's decision in an applicant's favor. According to DBL's Service Book, favoritism toward friends and family is not tolerated throughout the hiring process.

Increase the minimum age requirement for MTO, TO, and TCO positions. The educational models of our country's National Universities, private universities, and public universities are distinct from one another. This process is quite time-consuming. It is not uncommon for graduate students to be close to 30 years old by the time they get their master's degree from a prestigious national institution. If that happens, they can forget about getting a job with Dhaka Bank, regardless of how well-educated they are.

Dhaka Bank Ltd. need more personnel to manage its massive workforce.

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