

2013

INTERNSHIP REPORT

ON

BRAC BANK LIMITED

Labiba-Sal-Siraj (Siza)

BRAC University

4/30/2013



Internship Report

On

"An Assessment of Management Trainee
Officer at BRAC Bank Limited."

Of

 **BRAC BANK**

আমরা আছি



Date of Submission: 30th April, 2013

Report Prepared For:

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(This report on internship in BRAC Bank Limited is submitted as a requirement of the partial fulfillment of BBA Program)

Preface

Internship program is one of the most significant topics of our BBA program. Now the world is competitive. So we have to earn the knowledge about the critical environment of business. This type of program helps the student to acquire practical knowledge about the contemporary business organization. It will also help the student to be an effective executive in future. Different organizations take different kind of policies to operate their business. A reputed private bank like BRAC Bank Limited, takes different kind of modern banking system to satisfy their customers.

As a student of BBA, BRAC University, I have been assigned to prepare the internship report on “**An Assessment of Management Trainee Officer at BRAC Bank Limited**” from the practical exposure. I have done my internship at BRAC Bank Limited, Head Office, in Human Resource Division. As a model I have tried my best with all my capacity to complete this report with aptness.

Letter of Transmittal

30th April, 2013

Mr. Shawkat Kamal

Assistant Professor

BRAC Business School

BRAC University

Subject: Submission of the Internship Report.

Dear Sir,

With due respect, I would like to inform you that, I am Labiba-Sal-Siraj (Siza) bearing student ID: 09304011, a student of BRAC Business School, BRAC University. My major was on Human Resource Management and Finance. It is my great pleasure to inform you that I get the opportunity to submit an internship report on “**An Assessment of Management Trainee Officer at BRAC Bank Limited**” as a requirement for BBA program. It has been a worthwhile experience for me undertaking such a report work to get exposure to the real life of a banking organization. I tried my level best to put meticulous effort for the preparation of this report. Any shortcomings or flaw may arise as I am very much novice in this aspect. I will wholeheartedly welcome any clarification and suggestion about any view and conception disseminated in my report.

Sincerely yours,

Labiba-Sal-Siraj (Siza)

ID: 09304011

BRAC Business School

BRAC University.

Acknowledgement

It is necessary to know the consequence between theory and practical knowledge as well. So, a student can only claim himself as a student of true knowledge by high caliber of preparing such kind of report.

First and foremost, all praises to almighty God who has created me and has given me opportunities and strength to work with people.

I am also thankful to Head of HR **Ms. Tahniyat Ahmed Karim** of BRAC Bank Limited for giving me the opportunity to conduct the internship in BRAC Bank Limited. I was placed at BRAC Bank Limited, Head Office, in Human Resource Department under recruitment team to work as an intern from the period of 6th January, 2013 to 4th April, 2013. I am grateful to **Mr. Md. Shanjidul Bari** Senior Manager, Recruitment & Benefits, Human Resource Division, for his cooperation and necessary support throughout my internship period. I am also thankful to **Ms. Farzana Rahman Benu**, Manager, Recruitment & Benefits, Human Resource Division, and **Mr. Faisal Rahman**, Manager, Learning & Development, Human Resource Division who extended their helpful hand to me. They have been very helpful in showing me the work process and provided relevant information for my report whenever I approached. At the same time I would like to thanks the Learning & Development Department of BRAC Bank Ltd for providing me three days training period which has enhance my knowledge about this promising and prominent financial institution of Bangladesh. It was a great opportunity for me to do internship in such an organization. The experience I have gathered will be a privilege for my future career planning.

Then I would like to thank my academic supervisor **Mr. Shawkat Kamal** for offering valuable professional advice and guidance as well as kindness, endless patience and continuous encouragement.

Executive Summary

This is the internship report based on the three months long internship program that I had successfully completed in BRAC Bank Limited under Human Resource Division from 06.01.2013 to 04.04.2013 as a requirement of my BBA program on Department of BRAC Business School, BRAC University.

BRAC Bank is a fully operational Commercial Bank started its journey on July 04, 2001. It is an affiliate of BRAC (Bangladesh Rural Advancement Committee), one of the world's largest non-governmental development organizations founded by Sir Fazle Hasan Abed in 1972. The Bank strives towards a poverty-free, enlightened Bangladesh. BRAC Bank has a rich Human Resource Department. It maintains the organizational responsibilities successfully. The HR team of BRAC Bank is completely organized and well reputed team.

The topic mainly covers the Human Resource Division, Recruitment process of BBL, MTO's Recruitment and Retention, Training programs for MTOs, MTO's Training Evolution Process and MTO's career progress at BRAC Bank Limited. I had the opportunity to join the recruitment procedure of Management Trainee Officer (MTO) which is a grand recruitment process in BBL. 14,865 CVs are collected, among them 960 CVs are short listed for the interview secession. 8 MTOs are recruited at that time. After the recruitment of Management Trainee Officer I have worked on entering the records of the final selected candidates and process of their joining in our organization.

BRAC Bank started their first MTO program at 2005. They arrange this MTO program once in a year according to their organizational need. In 2013, they completed their 11th batch MTO recruitment process. They consider that MTOs are the future leaders of their organization. BRAC Bank look for ambitious, smart, goal-oriented and enthusiastic individuals for the MTO position because BRAC Bank is not a place where transactions occur; it is a place where potentials are realized. MTOs are the valuable asset for their organization. MTOs are more capable of performing every task of the bank rather than normal employees because bank gives them extra

care. BRAC Bank exploits a huge number of budgets for their MTO program. . The MTO's are regular employee but they have to learn as a student inside BRAC Bank for the period of one year. After one year if they can complete their learning period successfully they will become a senior officer directly from the MTO. BRAC Bank intends to invest time on their training and assessment during their initial 12 months with the bank. With this view, each management trainee is to be allocated a Mentor who will sit with the MTOs on a regular basis to follow up on their progress and help them set a goal for the key purpose of development. Total 157 MTOs were recruited from 2005 to 2013. Out of 157 MTOs currently 85 MTOs are working with BRAC Bank. So the percentage of Retention is 54%. BRAC Bank is a place where one can easily make their successful career in a short time.

I have worked in Human Resource Division of BRAC Bank Limited .The data provided by me are accurate or approximate in number. Three months of my internship program on Human Resource Division I have worked with the full support of recruitment wing and so others. I had the opportunity to complete the MTO Recruitment project of Recruitment Team. On the other hand I had to conducting interviews, calling interview candidates, preparing files of newly joined employees, preparing joining packages, responding to inquiries or requests for information and so on. I also worked with other types of recruitment procedure of BRAC Bank Limited. Within my three months internship around 110 employees are recruited in regular basis in BRAC Bank Limited in different procedure and system.

Three months practical experience at BRAC Bank Ltd. helps me to learn more about the practical situation of a human resources department. . With limited knowledge and experience I tried my best to make this report as much understandable as possible and translated the real world experience into a document. Before drawing any conclusion based on this report it may be noted that the report was prepared in a very short term and there is lack in data. But still the report may be useful for designing any further study to evaluate the HR facilities provided by the banks.

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CHAPTER: 1

1.0 Introduction:

Internship is a partial requirement of graduation. It offers a great opportunity for any student to get some tremendous and brilliant ideas about the practical field. It is also a challenging experience to prepare Internship Report which increases intellectual abilities as an efficient graduate. As Banking sector have emerged as the most important player of our economy and they also offer a passionate environment for career development so it was my premier objective since the very beginning of BBA program to complete internship in this type of financial institution.

A develop banking sector plays a vital role for financial stability of a country. BRAC Bank Limited (BBL) is a Commercial bank and financial institution. BRAC Bank is the last organization to have received a commercial banking license from Bangladesh Bank and it is the youngest private commercial bank in Bangladesh. I am very glad for getting the opportunity to achieve my practical training in the HR Division of BRAC Bank Limited. The internship program was carried on the Human Resource Division. The internship report has been based on the **‘An Assessment of Management Trainee Officer (MTO) at BRAC Bank Limited.** The three months long internship period started from January 06 to April 04 in BRAC Bank Limited.

1.1 Origin of the Report:

The report has been prepared as a fulfillment of the partial requirement of the internship program as authorized by BRAC Business School (BBS), BRAC University. The primary goal of the internship prospectus is to provide on the job coverage to the student and an opportunity for translation of theoretical conceptions in real life situation. Students are placed in enterprises, organizations, research institutions as well as development projects. The program covers an overall period of approximate 12 weeks of organizational attachment, with report finalization work.

1.2 Purpose of the Study:

As an institution, bank has been contributing towards the development of any economy for a long time and at the moment it is treated as an important service industry

in modern world. Nowadays, the function of a bank is not limited within the same geographical limit of any country. Due to globalization and free market economy, this industry is facing severe competition. Most of the banks fail due to lack of proper strategic planning and goals. One of the major reasons of their poor performance is adaptation of traditional banking system. They are very much slow in adopting new product line, less concerned about attracting and satisfying customers and being reluctant to implement information technology.

That's why it is very necessary for each and every bank to evaluate its performance over the periods. But the most important thing is that nearly all of the banks are more focusing on sale rather than the service, even they do not know how to evaluate their performance.

Basically, this study is conducted to expose the way to find out the employee's satisfaction level and know how to provide them better service. Different evaluating procedures and techniques have been followed to measure the employee's satisfaction.

1.3 Objective of the Study:

1.3.1 Broad Objective:

- To complete my BBA degree it is a must.
- To match my academic knowledge with the real corporate business set up.
- To enlarge my experienced from a real corporate exposure.
- To enhance my adaptive quality with the real life situation.

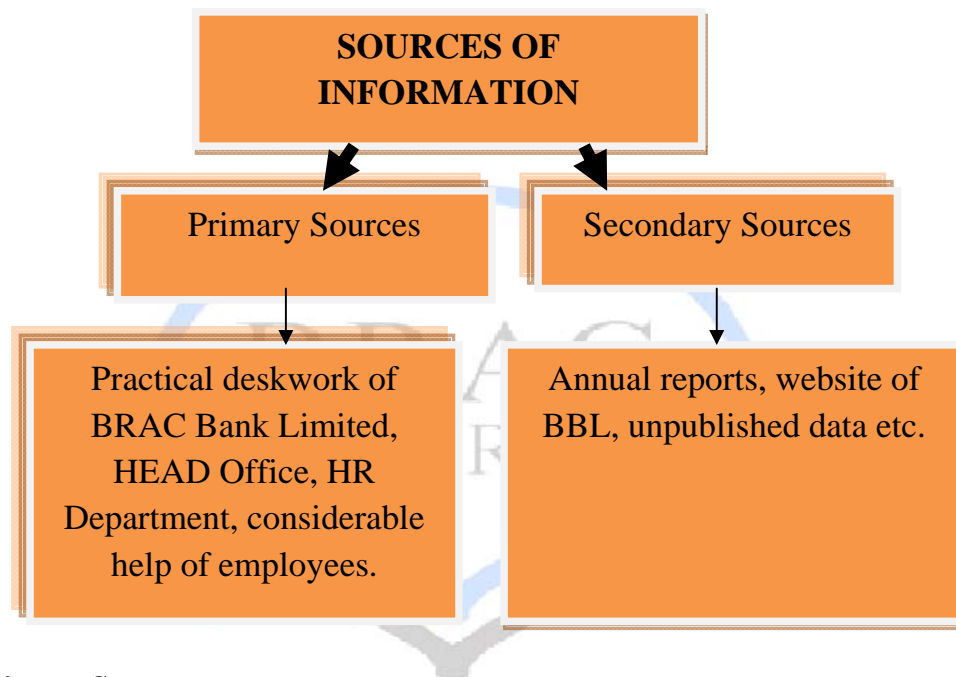
1.3.2 Specific Objective:

- Introduce myself to the BRAC Bank Limited.
- To know the inner side of the BBL banking culture. Provide information on BRAC Bank Limited.
- To find out the corporate social responsibility of BRAC Bank Limited.
- To describe the HR function, structure and its procedures, rules and regulation.
- To analyze the performance of BRAC Bank Limited.

- To understand the internal and external environment of the organization.
- To provide recommendation for improvement of BRAC Bank Limited.

1.4 Methodology of Data Collection:

For achieving the specific objectives of this study, data were gathered from both primary and secondary sources.



1.4.1 Primary Sources:

- Direct conversation with the respective officers of the Departments.
- Face to face conversation with the employees.
- Employee's opinion collected through Questions.
- Observation of the HR activities.

1.4.2 Secondary Sources:

- Various records of the bank.
- Different Types of brochures.
- Website of BRAC Bank Limited.
- Different newsletters of BRAC Bank Limited.
- Annual Report 2012 of BRAC Bank Limited.
- Personal files of the employees.

1.5 Limitations of the Study:

Banking is, in fact, a huge operation and it is quite impossible to cope up all the activities during internship period. And for that reason, limitations prevail while conducting the study. The basic limitations faced in preparing the report were-

- The bank's policy of not disclosing some data and information for obvious reasons, which would have been very much useful for the report.
- As the bank is continuously changing its system is also changing time to time, it will be difficult to ascertain the true performance of the employees each time.
- Few officers sometime felt disturbed, as they were busy in their job. Sometime they didn't want to supervise me out of their official work.
- Sometimes it was difficult to collect data from their files, because important files are kept in vault for safety.
- Recruitment & Selection Process is a very sensitive issue. So many information are not been disclosed as sake of secrecy.
- It is difficult to make this information based report within a short time period.
- For the security of the organization many information couldn't provide to me.

CHAPTER: 2

BRAC Bank Limited

2.0 Introduction:

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

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

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

2.1 An Overview of the Organization:

BRAC started as a development organization dedicated to alleviating poverty by empowering the poor to bring about change in their own lives. In Bangladesh It was founded in 1972 and over the course of evolution, it has established itself as a pioneer in recognizing and tackling the many different realities of poverty of which **BRAC BANK** is one of the largest operational commercial venture.

BRAC Bank Limited, with institutional shareholdings by BRAC, International Finance Corporation (IFC) and Shore Cap International, has been the fastest growing Bank in 2004 and 2005. The Bank operates under a "double bottom line" agenda where profit and social responsibility go hand in hand as it strives towards a poverty-free, enlightened Bangladesh.

A fully operational Commercial Bank, BRAC Bank focuses on pursuing unexplored market niches in the Small and Medium Enterprise Business, which previously has remained largely available within the country. In the last five years of operation, the Bank has disbursed over BDT 1500 crore in loans to nearly 50,000 small and medium entrepreneurs. The management of the Bank believes that this sector of the economy can contribute the most to the rapid generation of employment in Bangladesh. According to Annual Report 2012, BRAC Bank is one of country's fastest growing banks. With 155 branches, 12 Apon Shomoy, 300+ ATMs, 30 CDMs, 397 SME Unit Offices and 8,122 human resources. BRAC Bank's operation now cuts across all segments and services in financial industry. With more than 1 Million Customers, the bank has already proved to be the largest SME financier in just 11 years of its operation in Bangladesh and continues to broaden its horizon into Retail, Corporate, SME, Probashi and other arenas of banking. In the year: 2010, BRAC Bank has been recognized as Asia's most Sustainable Bank in Emerging Markets by the Financial Times and IFC.

2.2 Shareholding structure of BBL:

The shareholding structure of BRAC Bank Limited are given below-

Name of Shareholder	% of Shareholding
BRAC	43.77%
International Finance Corporation	5.36%
Shore Cap Limited	0.86%
Non-Resident Bangladeshi	0.43%
Mutual Funds	3.22%
Institutions and General Public	46.36%

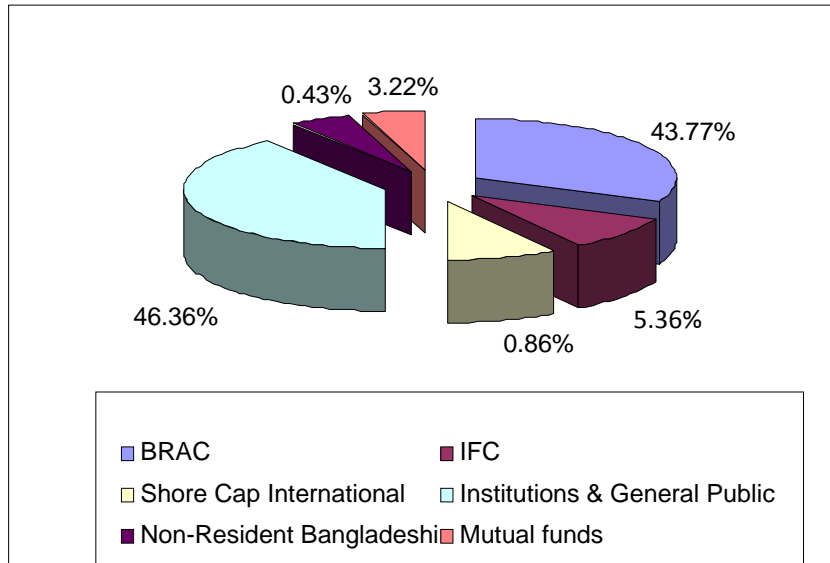


Figure: Shareholding Structure of BBL

About BRAC:

BRAC, based in Bangladesh, is (as of May 2010) the world's largest non-governmental development organization. It is a national, private organization, started as an almost entirely donor funded, small-scale relief and rehabilitation project initiated by Fazle Hasan Abed in 1972 soon after the independence of Bangladesh, at Sulla in the district of Sylhet to help the country overcome the devastation and trauma of the Liberation War and focused on resettling refugees returning from India. Today, BRAC has emerged as an independent, virtually self-financed paradigm in sustainable human development. BRAC is present in all 64 districts of Bangladesh with over 7 million microfinance group members, 37,500 non-formal primary schools and more than 70,000 health volunteers. It is the largest NGO by number of staff employing over 120,000 people, the majority of whom are women and working with the twin objectives of poverty alleviation and empowerment of the poor. BRAC maintains offices in 14 countries throughout the world, including BRAC USA and BRAC UK.

About International Finance Corporation (IFC):

International Finance Corporation (IFC) is the commercial wing of World Bank. Using certain channels and overseas representatives, IFC it helps local financial institutions find profitable ways to target small and medium sized companies. Funding comes from the Asian

Development Bank, Canada, the European Commission, the Netherlands, Norway, the United Kingdom and IFC itself. IFC is a 5.36% shareholder in BRAC Bank. A new assistance program signed in August 2005 aims to double the bank's number of small and medium enterprise clients in 18 months through campaigns to target women entrepreneurs and rural clients, introduce new products and train branch managers.

About Shore Cap International:

Shore Cap International Ltd. is an international private non-profit, equity company seeking to invest in small business banks and regulated micro finance institutions in countries with developing and transitional economies. Founded in mid 2003, Shore Cap has a current base of \$28.3 million in capital commitments and seeks to support the growth of development finance institutions in Africa, Asia and Eastern Europe. The institution has made investments totaling \$7 million in Bangladesh, India, Cambodia, Armenia, Mongolia and Kenya. Shore Bank is a 9% investor of Shore Cap and runs the management company, which oversees investment activities. Shore Cap typically invests between \$500,000 and \$2 million for an ownership position of 10-25% of a company. As a minority shareholder, Shore Cap seeks financial institutions with a strong, experienced management team and a committed set of local development-minded investors. Shore Cap currently owns 0.86% of BRAC Bank Limited.

2.3 Corporate Mission:

BRAC Bank Limited wants to be the absolute market leader in the number of loans given to small and medium sized enterprises, service holders, teachers, students, immigrants and people belong to all income and professional groups throughout Bangladesh. It tries to be a world-class organization in terms of service quality and establishing relationships that help its customers to develop and grow successfully. It wants to become the Bank of choice both for its employees and its customers, the model bank in this part of the world. The missions that BBL follows are-

- Sustained growth in 'Small & Medium Enterprise' sector.
- Continuous low cost deposit growth with controlled growth in Retained Assets.
- Corporate Assets to be funded through self-liability mobilization.
- Growth in Assets through Syndications and Investment in faster growing sector.

- Continuous endeavor to increase fee based income.
- Keep our Debt Charges at 2% to maintain a steady profitable growth
- Achieve efficient synergies between the bank's Branches, SME Unit Office and BRAC. Field offices for delivery of Remittance and Bank are other products and services.
- Manage various lines of business in a fully controlled environment with no compromise on service quality.
- Keep a diverse, far flung team fully motivated and driven towards materializing the bank's vision into reality.

2.4 Corporate Vision:

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

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



Figure: Corporate Vision

2.5 Corporate Values:

BRAC Bank practices 'ethical banking' to create and maintain healthy banking environment. For that reason it has developed its External Core values. On the other hand, Core values ensure each and every employee will be CRYSTAL to the organization. Here-

C stands for being **Creative**, Be a person of innovative ideas in solving issues, thinking different ideas to reach one destination; do new associations between existing ideas or concepts for the organization's overall growth.

R stands for being **Reliable**, Be worthy of reliance or trust at work so everyone could depend on you.

Y stands for remaining **Youthful**, Be a person of freshness and vibrant characteristic at work. Feel young at HEART and project enthusiasm during performing duties.

S stands for being **Strong**; be a person of willing to move forward and apply conscious choice, willpower, discipline and passion at work.

T stands for being **Transparent**, Be transparent at work at all level both internally and externally. Show openness and honesty through communication to bring transparency

A stands for being **Accountable**, Be accountable for own actions and take responsibilities for the outcome of the actions; be responsible and answerable towards customers, organization, regulatory bodies as well as the society.

L stands for being **Loyal**, Be loyal to the organization by being compliant at work, taking ownership and create belongingness which will carry your brand as your pride.

2.6 Philosophy:

External values focus on 3Ps. Those P's are- **People, Planet and Profit**. BRAC Bank is a planet and people caring bank. Its 3P philosophy defines environmental connection of the bank.

Philosophy



People



Planet



Profit

I. People:

BRAC Bank is concern about their internal employees as well as their valuable customers. They provide BDT 21,000 crore of SME loan to their SME customers. BRAC Bank is country's largest SME financier that has made more than 410,871 dreams come true. They have 399 SME Unit offices around the country.

II. Planet:

BRAC Bank never finances any project that can harm the environment. They provide donations in Tree Plantation, Waste Management & Renewable Energy Projects. They introduce solar System in SME Offices and also investing in Biogas Plant.

III. Profit:

BRAC Bank earns their desirable profit and uses these profits for the social well-being. To make profit BBL's Shareholders (BRAC, International Finance Corporation, Shore Cap International Ltd, and General Shareholders) help them a lot.

2.7 Goals:

BRAC Bank will be the absolute market leader in the number of loans given to small and medium sized enterprises throughout Bangladesh. It will be a world-class organization in terms of service quality and establishing relationships that help its customers to develop and grow successfully. It will be the Bank of choice both for its employees and its customers, the model bank in this part of the world.

2.8 Objectives:

The objectives of BRAC Bank Limited are as follows-

- Building a strong customer focused and relationship based on integrity, superior service.
- To create an honest, open and enabling environment
- To strive for profit & sound growth
- To value the fact that they are the members of the BRAC family – committed to the creation of employment opportunities across Bangladesh.
- To relentless in pursuit of business innovation and improvement
- To base recognition and reward on performance
- To responsible, trustworthy and law-abiding in all that we do
- To mobilize the savings and channeling it out as loan or advance as the company approve.
- To finance the international trade both in import and export.
- To develop the standard of living of the limited income group by providing Consumer Credit.
- To finance the industry, trade and commerce in both the conventional way and by offering customer friendly credit service.
- To encourage the new entrepreneurs for investment and thus to develop the country's industry sector and contribute to the economic development.

2.9 Logo:

The logo of BRAC Bank has been prepared keeping in mind the goal of the organization. The square structure of the logo means solid and strong. The Golden Color in the lower portion of the logo means that 'Golden Bangladesh & her fertile land'. The Blue color in the upper portion means 'the sky with enormous & unlimited opportunity'. The white colored curve means 'Growth and Progress'. White circles in the blue color mean the flashing sun that gives light to everywhere.



Figure: Logo of BRAC Bank Limited

2.10 Organogram of BRAC Bank Ltd:

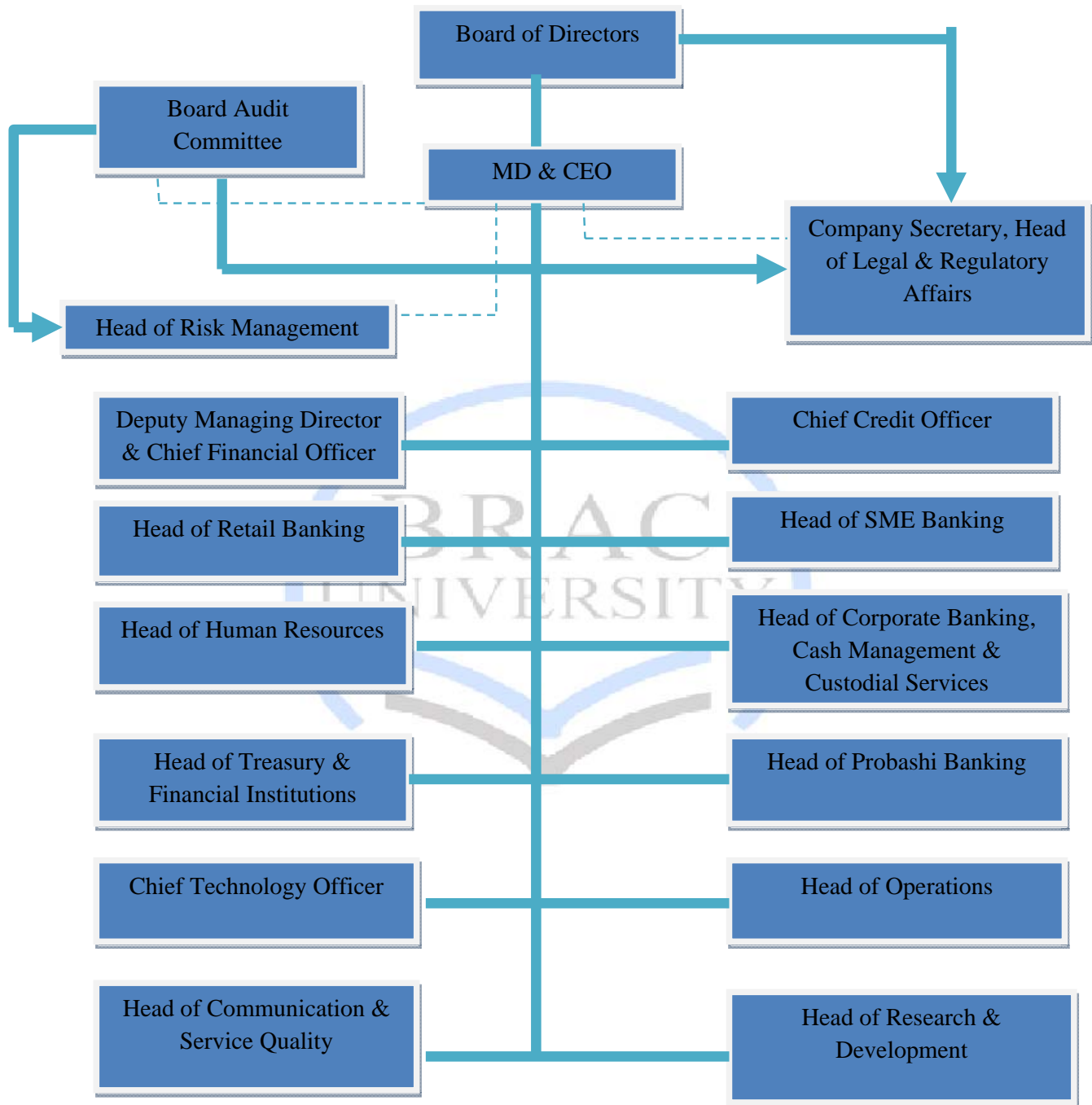


Figure: Organogram of BRAC Bank Ltd.

2.11 Management Aspects:

Like any other business organization, the Top management makes all the major decisions at BRAC Bank Limited. The Board of directors being at the highest level of organizational structure plays an important role on the policy formulation. The Board of directors is not directly concerned with the day-to-day operation of bank. They have delegated their authority to its management committee, which is called MANCOM. Now there are 5 directors in the Top management of the bank. All the directors have good academic background and have huge experience in business. Mr. Fazle Hasan Abed is the chairman of the bank. The board of directors holds meetings on a regular basis. The name of meetings are given below-

MANCOM Meeting

MANCOM is the **Management Committee**. It consists mostly of Heads of various departments as well as Managing Director & CEO and Deputy Managing Director. MANCOM meeting is a formal meeting of the Management Committee.

Board Meeting:

The board meeting takes place every month.

Town Hall Meeting:

The Town Hall meeting takes place twice in every year. The MD & CEO gives a presentation on bank's performance in presence of all the members of the BRAC bank family.

Other Important Meetings:

- Steering Committee Meeting,
- Asset Liability Management Committee (ALCO) Meeting,
- Enterprise Risk Management Committee (ERMC) Meeting,
- Credit Committee Meeting.

Now, the Organizational Hierarchy of BRAC Bank Limited is given below-



Figure: Organizational Hierarchy of BRAC Bank Ltd.

2.12 Subsidiaries of BBL:

BRAC Bank has different subsidiaries to support its banking system. All those subsidiaries are related with financial activities and serving to reach a broad number of customers. The subsidiaries are as follows-



According to BRAC Bank there are still 50% people are out of banking service. To reach to such huge chunk of people and bring them into banking service, bKash is working through mobile phone technology. The overall value proposition is simple: a safe, fast and convenient way to send and receive money.



BRAC Partners Limited (EPL) - It was founded by a diverse group of international fund managers and brokers from Bangkok, Hong Kong, London and Dhaka in October 1, 2009. It aims to increase the exposure of Bangladesh in the international fund management community. It has two different wings and that are-

1. **BRAC EPL STOCK BROKERAGE LTD-** Has developed a disciplined approach toward providing capital market services, including securities trading, wealth management and corporate advisory services.
2. **BRAC EPL Merchant Bank-** BRAC EPL delivers a whole range of Investment Banking services including traditional merchant banking activities along with offering investment services to non-residential Bangladeshis (NRB). It offers IPO's for its clients (organizes syndication if necessary). One of the remarkable IPO's offered by BRAC Merchant bank was Grameen Phone IPOs.
3. **BRAC SAJAAN-** It's an exchange company incorporated in England and Wales. The Company mainly provides remittance services to the large Bangladeshi Communities living in UK. Apart from remittance services the Company also caters to the investment needs of the NRBs through its parent organization BRAC Bank.

2.13 Departments of BBL:

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

- **Business:** These sectors basically deal with the valuable customers of the bank and interact with them on daily basis. The daily transactions for the bank are handled by these departments.
- **Support:** These sectors provide support to the business by ensuring the proper functioning of the various resources, risk management, and banking regulations.
- **Operations:** These sectors basically deal with the technicalities of the relevant sectors and ensure smooth functioning of the business for the bank.

(APPENDIX: 1)

2.14 Divisions of BBL:

The BRAC Bank Limited has 16 divisions which actually help the organization to run effectively.

(APPENDIX: 2)

2.15 Services & Products:

BRAC Bank Limited Provide Different Services and Products to their Customers. Their Services are given below-

SERVICES:

Apon Ghar (Own Home)

This is the Home Loan product from BRAC Bank with a difference. It is not just a loan, rather a complete solution stretching with five values added FREE services.

- BRAC Bank Apon Ghar provides personal bank representative for information search till moving into the home.
- BRAC Bank Apon Ghar helps find a home as per people's taste, budget and area. In addition to these, there are attractive privilege consultancy for:
 - Interior
 - Furniture & Soft Furnishing
 - Home Appliance

- Color & Window Treatment
- Light & Floor
- Apon Ghar is the quickest loan to get disbursed.
- Apon Ghar finds people's Home with proper legal documents.
- Apon Ghar needs the least documentation for processing.

(APPENDIX: 3)

2.16 Target Customers:

As the main product of BRAC Bank Ltd is SME, BRAC Bank has a strong SME focus and has developed a wide range of SME business products. These are customized for specific localized small and medium business across the country. The SME loan products cover a range of rural, semi-urban and urban financial needs in the market. Besides them, industries, transport business, education institutions, medical centers, marine business, any other high worth companies, individuals, etc are also the main customers of the bank. The bank has the ATM card and Credit card facility, so the users of the same are also in target.

2.17 Employees:

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

The types of employees in BRAC Bank Ltd. are-

1. Regular employee
2. Contractual Staff
3. Outsource Staff
4. Intern
5. Management Trainee Officer (MTO)

Now-a-days the number of FTE employees in BRAC Bank Limited is near about 4,847. But the number of employees in different criteria is given below-

Staff Category	No. of Staffs
Regular Staff	4847
HR Contractual Staff	2136
Outsource Staff	1139
Grand Total	8122

2.18 BBL's Social Initiatives:

I. BBL Believes that "SME Financing Is Key to Financial Inclusion":

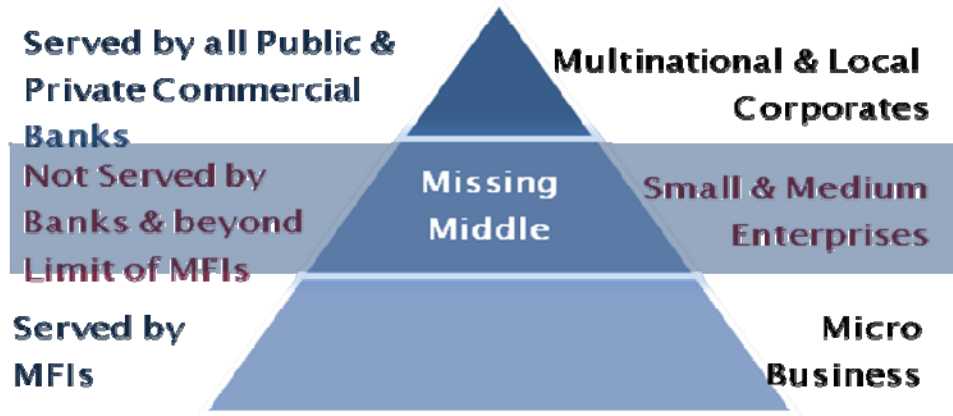
BRAC Bank is a financial hypermarket that offers financial solutions for all strata, it would be retail, SME, wholesale banking, capital market, or remittance; but it always had a focus on SME. This bank was actually founded on a philosophy of keeping trust on the hopes and dreams of Bangladeshi entrepreneurs and majority of these entrepreneurs have been beyond the conventional banking reach. The bank was the pioneer to get into this segment of SME.

They are disbursing loan to areas where their Bank does not have branch network. Other local bank branches (called as Correspondence Bank) are being used for loan disbursement and repayment. This strength has set the Bank apart from competitors in SME arena.

BRAC Bank is the first bank in the country to setup a Women Entrepreneur Cell under SME Division in 2006 and introduced a loan product only for Women Entrepreneurs, named "PROTHOMA". This cell is run by female personnel and just to make sure that their female entrepreneurs feel more comfortable to discuss their (business) issues. The bank has so far financed women in growing cattle farms, poultry businesses, boutiques, screen-printing and schools. Even, green field start-ups are also there in their successful, rich portfolio. In addition BRAC Bank has held a number of seminars and training programs for women entrepreneurs to strengthen their capacity and develop financial management competency.

II. BBL Work for the Missing Middle:

To serve the "Missing Middle", BRAC Bank was founded in 2001 with institutional shareholding of BRAC, Shore Bank and IFC. BRAC Bank is now 11 years old and it has pioneered the small and medium enterprise (SME) banking.



If we think of the financial pyramid, there are corporate institutions (local and multinational) at the top of the pyramid and there are low income individuals at the bottom. Those at the top are served by all public & private commercial banks and other financial institutions while those at the bottom are served by Micro Finance Institutions (MFIs), e.g. NGOs. But Small and Medium size Enterprises (SMEs) in Bangladesh did not have access to banks and financial institutions like the big multinational & local corporate and that's where BRAC Bank has filled the gap.

III. Corporate Social Responsibilities (CSR) of BBL:

Since the beginning, as a responsible corporate body BRAC Bank Ltd. has undertaken various initiatives considering the interest of customers, employees, shareholders, communities and environment. These initiatives go beyond the statutory obligation to voluntary activities that promote sustainable development.

A significant portion of earning of the bank is routed through the ownership structure of the Bank for building just enlightened poverty free Bangladesh – is the vision that the founder Chairman and Chairperson of BRAC, Sir Fazle Hasan Abed dearly and closely follows through. BRAC Bank's vision is linked with social responsibility which focuses on the 'triple bottom line': People, Planet and Profit. Being guided by this vision, BRAC Bank provides continuous support to the environment and communities that it operates in.

BRAC Bank CSR Initiatives are given below-

- Amor Ekushey Grontho Mela
- Bangla version of BRAC Bank Website
- Patriotic poem cd
- Computer Donation: Bagmara High School, Nawabgonj; Sallah Samabaya High School, Kalihati, Tangail
- Employment of Acid Victims
- Lifetime support to Bir Protik Taramon Bibi
- Scholarship for Adomyo Medhabi with Prothom Alo
- Scholarship for poor students of BRAC University
- Scholarship for Afghan Student
- Scholarship for the children of poor Journalists in Patuakhali region
- Supported Libya returnees in association with BRAC
- Donated to IRRI for their research activities
- Computer donation to Presidency University
- Daur 2013
- Warm Clothes Distribution to the cold hit poor people
- Supported Digonto Memorial Cancer Foundation

2.19 BBL's SWOT Analysis:

Strength:

- BRAC Bank Limited has perfect policies to maintain and control their employees.
- The 'X' & 'Y' motivational theories are perfectly use by the Human Resource Division to control the employees properly.
- Well organized team.
- Well maintained CV database.
- Better employee motivation generation through internal recruitment opportunity.
- Less dependent on external recruitment agencies.
- Well planned training schedule with sufficient time allotment.
- Training opportunity provided to employees working in every level.
- Little amount of bureaucracy in the process.

- The Employees of BRAC Bank Limited respect Human Resource Division and the Human Resource Division earned it.

Weakness:

- The overall situation of Human Resource for a company like BRAC Bank Limited is not that much controlled to be used and utilized it perfectly.
- The salary structure is not high enough according to the workload of the employee.
- There is less manpower to control and maintain the large amount of employees.
- Online recruitment system is not upgraded.

Opportunity:

- BRAC Bank Limited has 8122 employees to work with.
- The Human Resource Division is always thinking to do something new with their employees that can help to motivate the employees and can able to make them better resources/assets for the BRAC Bank Limited. Very few Bangladeshi organizations have this kind of opportunity to be used.

Threat:

- BRAC Bank Limited has a huge number of employees. So is difficult to maintain the Human Resource policies with this large number of employees.
- The resignation rate too high in BRAC Bank Limited then it anticipated.
- The emergence of multinational banks and their rapid expansion poses a potential threat to the new growing private banks. Due to the booming energy sector, more foreign banks are expected to arrive in Bangladesh. This bank is establishing more branches countrywide and already launched its SME operation. Since the foreign banks have tremendous financial strength, it will pose a threat to local banks.

CHAPTER: 3

HRD OF BBL

3.0 Human Resource Department of BRAC Bank Ltd.

In today's competitive world any organization without having a Human Resources Department cannot even imagine. All the financial or non-financial, government or private organizations want to get the best effort from their employees to achieve the goal. As on the same path BRAC Bank has also a proper HR department. Moreover the HR Department of BRAC Bank is one of the largest in the industry. As BRAC Bank has huge number of employees relative to other commercial banks, so they have the larger management team.

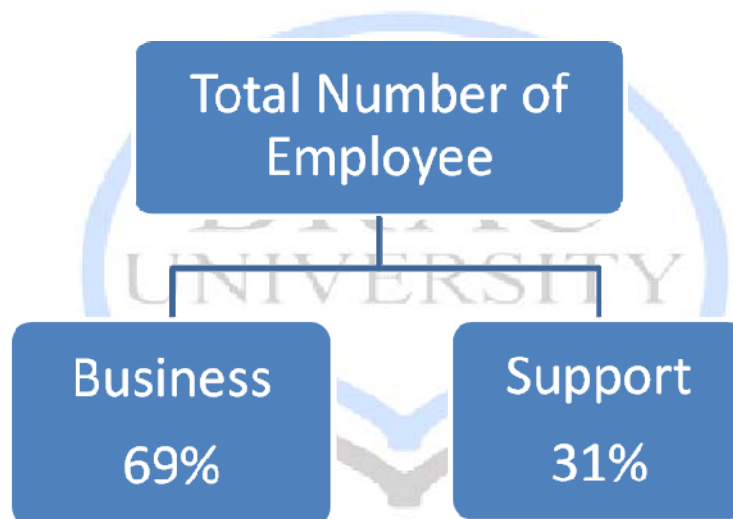


Figure: 69% employees in Business Division and 31% employees in Support Division.

As already known that BRAC Bank has two broad divisions Business and support, HR department is one of the integral part of the organizations support. And the support is so organized that BRAC Bank successfully manages their large number of employees centrally. The centralization system means that each and every employee working at different parts of the country are managed, monitored and controlled by one single HR division of Head office. Human Resources Division of BRAC Bank Limited comprises of Recruitment, Compensation & Benefits, Learning and Development, Human Capital Department and HR Administration Departments with a team of dynamic HR Relationship Managers who bridges HR support with the business need.

BRAC Bank views the employees are the most valuable capital of the organization. HR Division of BRAC Bank Limited recruits staff members of the highest caliber through a competitive selection process based on criteria determined by the needs of the Bank and the requirements of the position, paying due regard to the importance of recruiting staff on a diverse basis. It is the hiring of the “right” people that foster learning, developing, growing and striving organization and hence, the Bank actively pursues hiring of the “best fit” according to business need and respecting organizational values through proper human resource planning, using effective assessment methodology, ensuring efficient process and establishing & maintaining a strong employer brand. The Bank offers competitive compensation package and provides equal opportunity for career development to all employees. To support the ongoing growth of the bank and to strengthen the commitment of the management of taking the bank to the door step of the people, HR division has recruited 4847 regular staffs, outsourced 1139 employees and 2136 contractual employees in various grades and in doing so qualitatively HR Division interviewed some fourteen thousand job applicants throughout the years. At the beginning of 2013, the total manpower strength stood at 8122.

HR Division of the bank maintains its committed support for SME business of the bank that is meant to reduce poverty in the rural Bangladesh by assisting the niche market of small entrepreneurs. 37% regular employees the bank dedicatedly serves for this noble reason. On the other hand, graduating students from reputed colleges in the district towns fall short from qualifying for the competitive job market due lack of knowledge and skill in terms of CV writing, interview preparation, grooming and exposure to corporate world which although remains minor issues but matters crucially in the highly competitive job market. Each year HR Division of BRAC Bank Limited attends sessions for the graduating students of reputed universities around the country. In 2012, HR Division intends to attend session for the graduating students from the reputed colleges in the district towns to help them better prepare for the job world.

BRAC Bank truly believes that the human asset is most crucial one to achieve success and that’s why they put a great emphasis on their employees and tries to make well HR practice. The bank has a strong focus on imparting training towards enhancement of the skills and competencies of their employees and in this regard they have a proper training planning and

schedules. For example BRAC Bank provides average 30 hours of training in a year to each employee. BRAC Bank Limited maintains an e-learning portal to provide CBT (computer based Training) through BBL internet. The modules of e-learning include products & services, divisional/departmental overview, rules and regulations and some soft skills. The Human Resource division of BRAC Bank Limited recognizes the immense importance of e-learning to provide training and refreshers for its large employee base assigned throughout the country. Every year all regular employees of the Bank are required to take part in the e-learning Exam and complete a pre set e-learning modules declared at the beginning of the year. Human Resources division intends to intensify its training effort through e-learning. While the bank trains its employees to enhance their skills and abilities for better understanding of job responsibilities, it also takes planned development initiatives to ensure future requirement of managers and leaders. Human Resources division intends to focus on skill development and management development through various intensive internal and external trainings for the employees of the bank.

HR division arranged various promotions and events on account of international and local auspicious days and ensured employee participation to recognize and celebrate them. As part of employee engagement initiative, they arranged celebration of “Bengali New Year” and “Women’s Day”, wherein, celebrities from different fields were invited, who cordially took part in these events and spoke on various issues like Women Empowerment through Employment, Gender Equity and Work Life Balance.



3.1 Functions of Human Resource Division:

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

- Selection and Recruitment.
- Training and Development of Employees.
- Compensation and Benefits Planning.
- Promotion Planning.
- Local and Foreign Travel Planning.
- Bond Policy Formulation for Travel/Training/New Joiners.
- Policy Formulation for Leaves.
- Making Reward and Recognition Policies.
- Policy Formulation for Staff Loans (Car/Housing).
- Policies for Resignation or Termination from Services.
- Retirement Policy.
- Employee Gratuity Fund Policy Formulation.
- Employee Provident Fund Policy Formulation.
- Employee Welfare Fund Policy Formulation.

3.2 Wings of Human Resource Division

- Recruitment, Compensation & Benefits
- Learning & Development
- HR Administration
- MIS & Strategic Planning
- Payroll

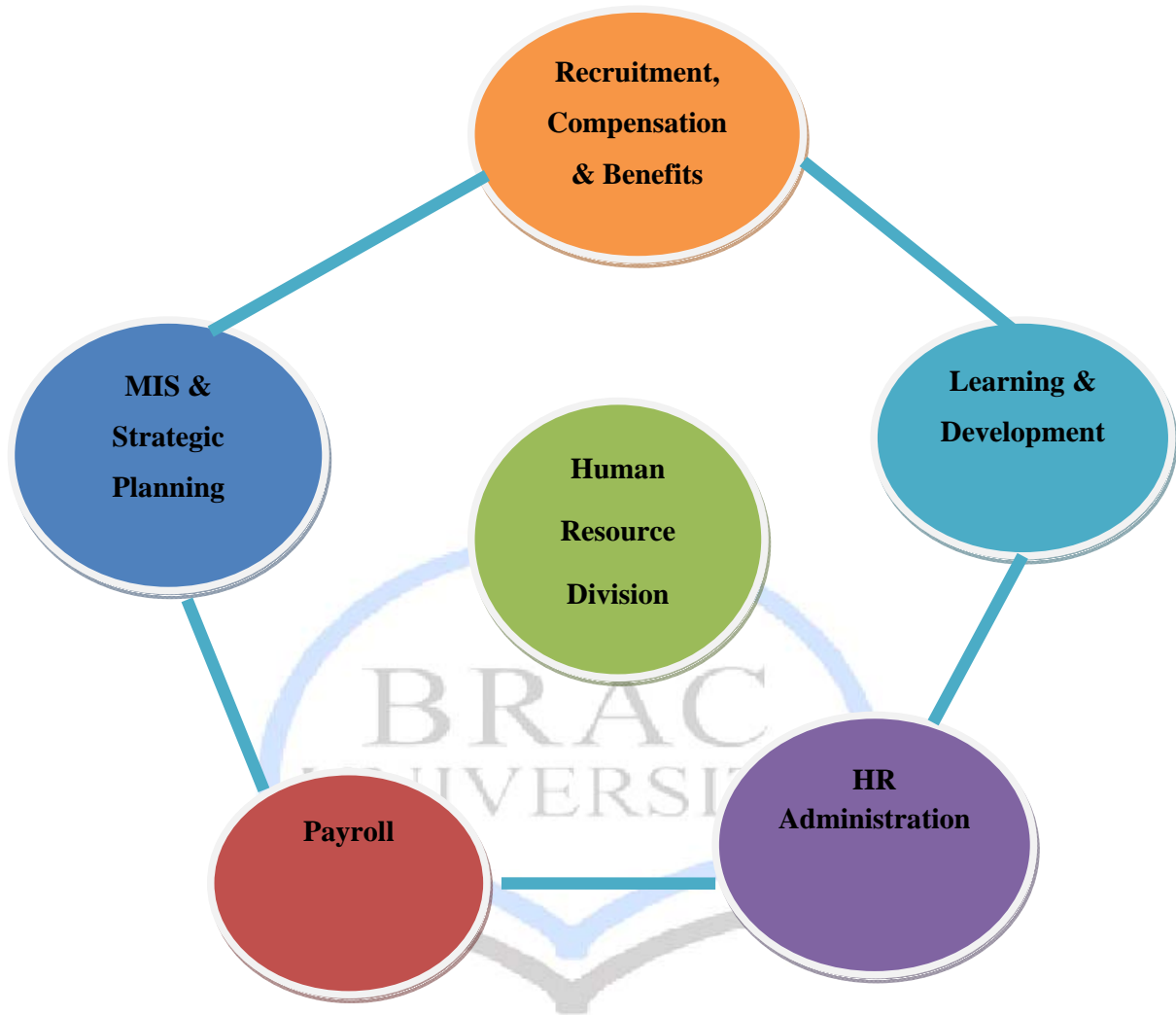
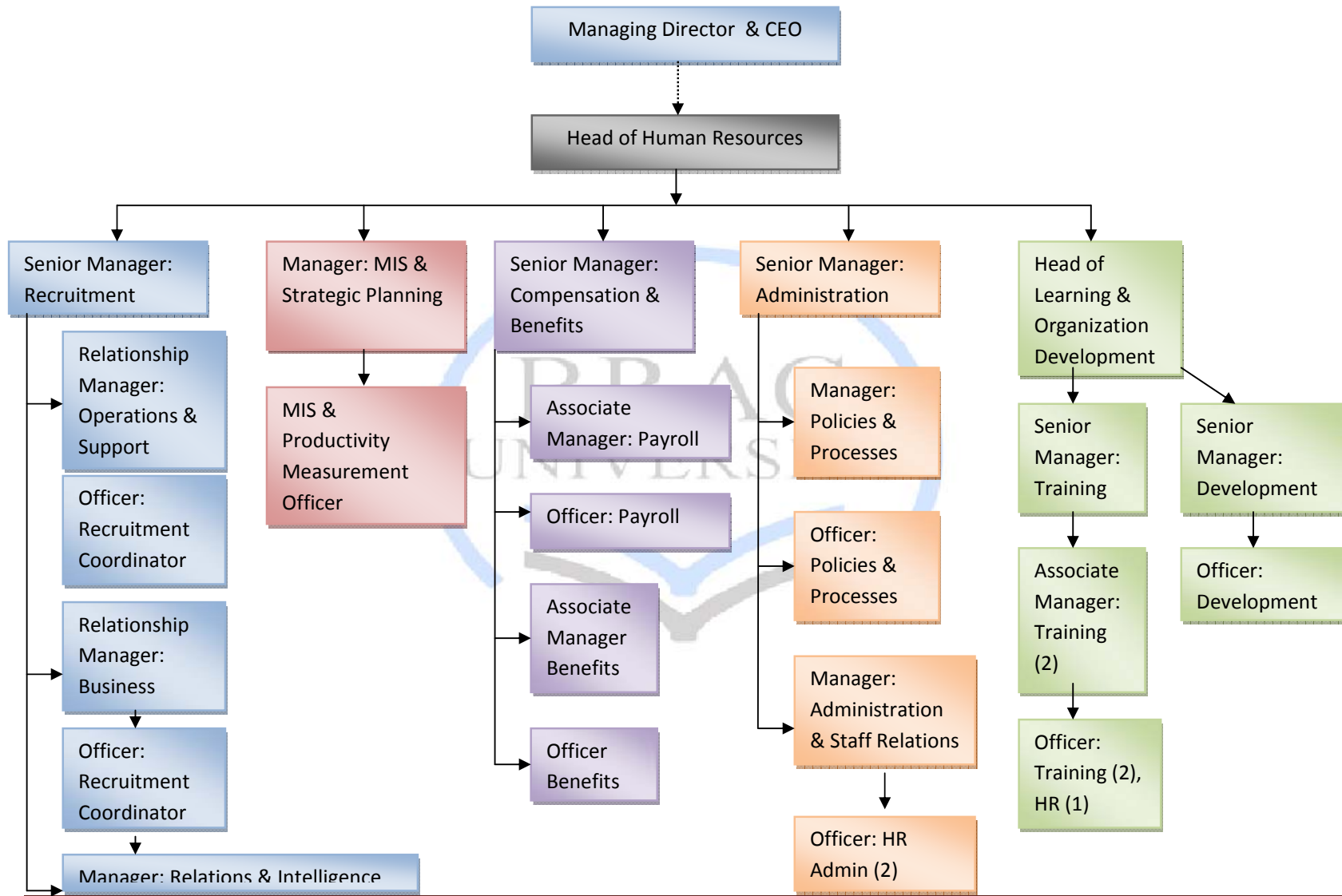


Figure: Wings of BBL's HRD

3.3 Organogram of HRD:

All the senior managers of HRD wings reports to the Head of HR, who is also one of the member of the Management Committee (MANCOM) of BRAC Bank Ltd. Organogram of HRD is given below:



The above shown organogram is the proposed organogram of HRD .Starting from January 2008, the actualization of this organogram has begun. Currently the total manpower of BRAC Bank HR is 17. In Recruitment team there has a Senior Manager. There were 2 Recruitment Officers/Coordinators under this senior manager and they are still in service. Learning & Organization Development can be summarized as traditional Training & Development terminology in HR discipline. There is one Senior Manager in this wing and three officers/training coordinators are reporting to him. In the Compensation, Pay & Benefits wing there is one Senior Manager and two officers reporting. Under HR Administration, along with the Senior Manager there are 3 administration officers reporting. The MIS & Strategic Planning wing is under one Manager's supervision currently.

3.4 Recruitment:

Recruitment is an integral part of any organization that heavily depends on their workforce to successfully perform their mission and achieve their vision in the long run. Thus appropriate selection of candidates to join in the workforce is a necessary part of Human Resource Management, which is ensured by the Human Resource Division in BRAC Bank Limited.

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

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

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

3.4.1 Recruitment Procedure:

The success of a commercial Bank depends largely on the quality of services rendered to the clients. Quality depends on the competence and the quality of the officers and executives. BRAC Bank Limited believes in paying competitive salary and emoluments to its employees and to get maximum services out of them. Therefore, the authority of the Bank has to be careful in recruiting the right persons for the right jobs. The following procedures will be followed as the general guideline for recruitment:

- **Recruitment up to OGII Grade**

Cross Functional HR Relationship Managers or Recruitment Manager Representative from concern division, Member from cross functional division. This Board will interview, select and finalize the candidate. Appointment letter is to be signed by Head of Human Resources.

- **Recruitment from SO to SPO**

Head of Human Resources Division (HOHR); Department Head of Concern Department; Concern Division Head (Optional) and Cross Functional Department Head. This Board will

interview, select and finalize the candidate. Appointment to be signed by Head of Human Resources

- **Recruitment from AVP and Above**

First Interview: HOHR, Concern Division Head;

Second Interview: HOHR, Concern Division Head and MD or DMD

Appointment letter to be signed by Managing Director & CEO

- **Recruitment of MD's direct reports and second tier reports to MD and Vice President**

First Interview: HOHR, Concern Division Head; MD or DMD

Second Interview: HOHR, Concern Division Head and MD or DMD and Board will conduct the final interview.

Appointment letter to be signed by Managing Director & CEO

3.4.2 Recruitment Process:

For the recruitment The BRAC Bank Limited use the following process-

- **Through Advertisement**

Sometimes the HRD of BRAC Bank Limited can't able to short list CVs for specific post from their CV Bank. In this situation the HRD advertise of recruitment in specific post mentioning the job description with the minimum requirement that the applicant should have for the post. And collect CVs which are being specified according to the requirement that has been published in the advertisement. After that the CVs will be short listed and the recruitment procedure will go according to the direct recruitment process.

- **Direct Recruitment**

The BRAC Bank Limited has a CV Bank in HRD. In direct recruitment the HRD short list the CVs from the CV Bank or collect the CVs that referred by the employees of BRAC Bank Limited for direct interview for the specific selected post. After short listing the applicants are directly informed or called for the interview. And after interview the applicant will be finally selected. Process flow of direct recruitment is given below-

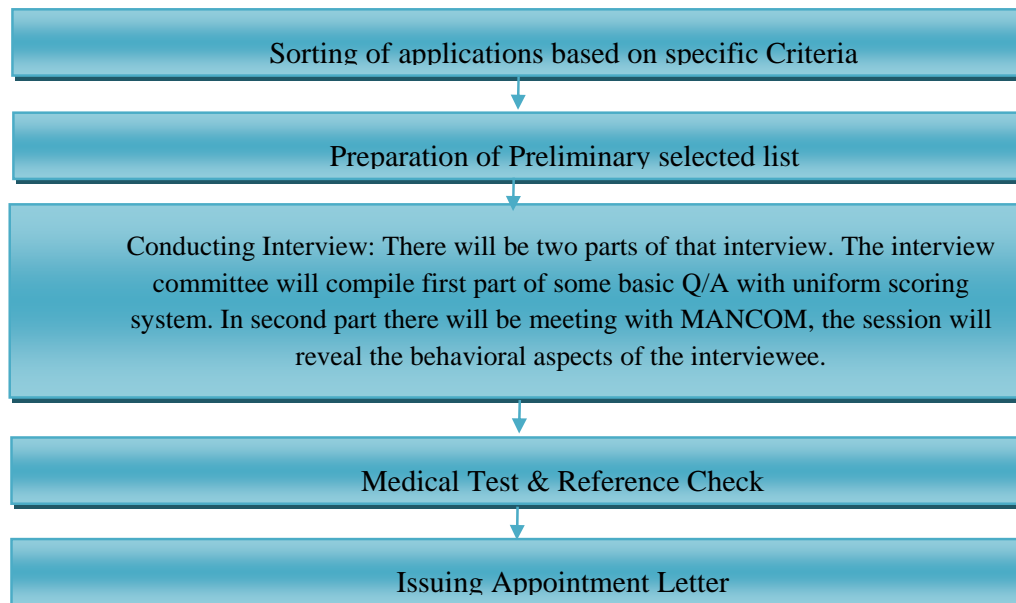


Figure: Process Flow of Direct Recruitment.

- **Internal Job Posting:**

For any kind of internal job search it will operate through a circular as lotus notes or board notice. Any existing staff other than permanent also HR Temporary (minimum one year with BRAC Bank Limited) & outsource staff (minimum three years with BRAC Bank Limited). Only the Managing Director & Chief Executive Officer can allow exceptions. Job specification will be clarified in that circular and interested candidates will have full liberty to apply subsequent to the clearance from his or her respective line manager. After a formal interview in front of the Recruitment committee or Management Committee/MANCOM he or she can be absorbed in the suitable position. Process flow of internal job posting is given below-

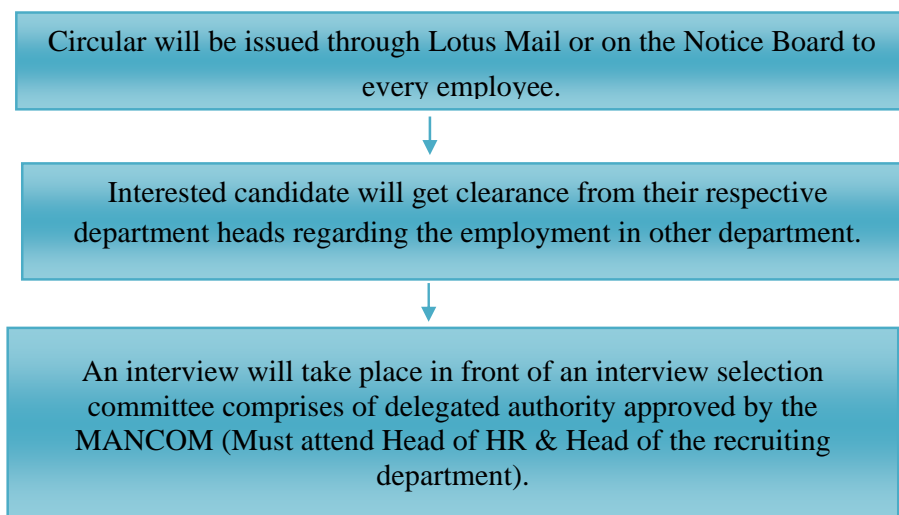


Figure: Process Flow of Internal Job Posting.

- **Through Promotion:**
 - Promotion can be used as an effective tool for recruitment as it can serve the internal purpose for recruitment within the organization. As of internal job search the process flow can be the same. For example CRO-I can be lifted to CRO-II after meeting certain performance criteria. Same rule can be followed for other departments.
 - Promotion may also take place if the job size increased and the MD/ Management Committee decide to upgrade the job upon recommendation of the respective Department Head or Line Manager. The process of upgrading a job will have to be undertaken through a process of reviewing the Job Content, Job Responsibilities, Job Dimensions, Changes in the Organization Structure, etc. Full justification of the necessity of the change must be justified. Proposals for such upgrading will be processed by the HRD and forwarded with recommendation by the Head of HR to the MD/MANCOM.
 - All promotion will be recommended by the function heads and shall be approved by the Managing Director.
- **Transfer on Deputation:** Based on requirements and needs bank can adopt that policy after taking the approval from MANCOM.
- **Contract as specialist/consultant/counsel:** It is not a post of regular employee. It is a contractual job and these persons are directly appointed by MD with the reference of the Chairman/ Board of Directors or Management Committee.

Note: If the number of post for recruitment is several then the candidate will face the interview in Direct Recruitment system. If the number of Post is in large number then the HRD of BRAC Bank collect huge number of CVs by giving paper advertisement and then create a written exam for short listing the candidates and after that the candidates have to face interview board. Every time for Customer Relation Officer and Management Trainee Officer the BRAC Bank HRD use written exam to short list the applicant for interview.

3.4.3 Recruitment Service Level Agreement:

Beside the general guideline recruitment procedure will be followed as per Service Level Agreement (SLA). The recruitment wing manages Internal Job Postings, recruiting HR Temporary Staffs and Outsourcing Staffs the Service Level Agreement (SLA) schedule is strictly followed by all concerned wings. The Recruitment SLA procedure followed is given below-

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

3.4.4 Recruitment Budget:

- Managing Director & CEO will determine and analyze the necessity of manpower based on recruitment required by the Departments and projected budget based on the year after discussing with different department heads. Therefore, it is the responsibility of the management to examine the work load and carry out the job analysis and as well as looking into the real requirement of employees under various categories, to see whether an additional hand is really necessary
- Board of directors holds the authority to finally decide any matter regarding any sort of recruitment. Besides they are the supreme authority to create any kind of new position.
- BRAC Bank must recognize the importance of manpower estimation and accordingly an Organogram should be prepared for the Bank and for each Division & Branch. The Organogram shall however, not be rigid, it may be reviewed and revised when necessary from time to time. Subject to review from time to time, the competent authority as per power delegated by the Board will make the appointments.

3.4.5 The Recruitment Policy at a glance:

- All regular employees will appointed by the Managing Director.
- All HR contract and outsource contract employees will be appointed by The Head of Human Resource Division.
- The schedule of recruitment will be created according to the Service Level Agreement (SLA).
- The interview board will with The Head of Department of that post, The Supporting Department Head and The Head of HRD.
- Officer Grade-I and Officer-II can appoint directly after the interview.
- From Senior Officer and more there will be a second interview with the Managing Director of BRAC Bank Limited after the first interview.
- For internal job posting the employee can only apply if he has the service time in BRAC Bank is more than two years and also need to recommend the candidate's application by the reporting supervisor of the employee.
- The HR Contract employee can apply for the regular post after servicing more than two years in the BRAC Bank.

- Outsource Staff can apply for the regular post after servicing more than three years in the BRAC Bank.
- The new recruited will get the probationary period of one year if the employee has less than three years of working experience and will get the probationary period of six months if he has more than three years working experience.

3.5 Observations:

One of the characteristics of this fastest growing bank in Bangladesh is rapid expansion of service area. And to support this, BRAC Bank relies on heavy recruitment. In the past three months, BRAC Bank has recruited many people. But this large volume of recruitment gives rise to a question that whether BRAC Bank is preferring quantity over quality regarding its manpower. The following sections will briefly describe this issue.

We know that in Human Resource Management, Recruitment is one of the key activities of an HR Department where the quality of recruitment directly affects organization's productivity thus success in the long run. So the performance of HR Department in finding good candidates and selecting the best from the pool is vital for an organization. In BRAC Bank, staff requisitions come in short interval every week and Department Heads, Managers puts pressure on Recruitment to get the requisitioned number of people as soon as possible. It is as if they don't care whether the new hires will fit for the post or not. They completely rely on the interview and never concern themselves with the fact that within a limited amount of time, quality recruitment is impossible. Most of the time, Recruitment wing in HRD gets requisition for processing along with some pre-selected CVs coming from the concerned departments. They send the CVs along with their requisition form. This reduces the work of the Recruitment wing in HRD to a great extent but chances of selecting a deserving candidate from external sources is reduced as well and it also opens up scope for favoritism. References from superior levels are also entertained as those CVs are always given priority in times of recruitment even if the candidate is unfit or unqualified for the vacant post. This bold style of recruitment might be the reason behind high turnover rate in BRAC Bank Ltd. For a small recruitment team (3 members only) the large number of requisition processing has become a challenge recently as the Bank is growing faster than expectation. There is no rule, policy or guideline provided to the recruitment officers for the CVs which are rejected after an interview. The accepted candidates' CVs go to their personal file upon their joining in the Bank but the rejected CVs are always kept stored wherever there is some space in the office.

Team's coordination is vital for a department's success. The wings related to Recruitment often fail to coordinate themselves due to stagnant or duplicated processes.

The following data will show last three month's manpower status in the Bank in terms of number of recruitment in last three months:

<i>Month</i>	<i>Status</i>	<i>Number of Full Time Employees</i>	<i>Number of HR Contract Employees</i>
January 2013	Recruitment	47	144
February 2013	Recruitment	13	53
March 2013	Recruitment	50	115
Total in three months	Recruitment	110	312

In last three months the total Number of Full Time Employees are 110 and the total Number of HR Contract Employees are 312. So, it shows that BRAC Bank recruited huge number of employees. The HR Contractual staffs becoming permanent or regular more frequently as a considerable number of CVs against an Internal Job Watch comes from existing contractual employees of the Bank along with their respective line managers' recommendation.

CHAPTER: 4

Job Description

4.0 General Responsibilities:

I am responsible for performing a variety of duties to support the Human Resource Division function of Head office; coordinating work with recruitment team. I had to communicate with BBL employees for reference letter related issue, Creation of Database of the interview candidates, conducting interviews, calling interview candidates, preparing files of newly joined employees, Checking the documents of the personal file, preparing joining packages, responding to inquiries or requests for information, Performs other related duties as assigned by my on-site supervisor, Complete the employee's attendance updates and so on.

4.1 My Major Job Responsibilities in BRAC Bank Limited:

Working for BRAC Bank HR Department has been truly a great experience. They made me work on different areas of their department and empowered me with decision making in certain aspects. Explained below are certain tasks that I have done throughout my internship period.

4.1.1 MTO Recruitment:

MTO recruitment program held in BRAC Bank once in a year. I worked for their 11th batch MTO recruitment program. It is a vast recruitment process. They hire me as an intern for their MTO recruitment process. At first, when bank received the huge number of application forms of MTO, my duty was to sort them according to the 7 divisions (Dhaka, Barisal, Sylhet, Rangpur, Rajshahi, Khulna and Chittagong). After that, I have done the initial screening and also kept the records of daily received applications. During the whole MTO program I have done other essential tasks which are: called the selected candidates for the initial interview, issued their ID cards and also send the ID cards to the selected candidates in their mailing address. I worked on entering the records of the final

selected candidates in the Excel sheet and also preparing joining packages for the MTOs. I worked for their entire MTO recruitment process.

4.1.2 Performance Appraisal in Town Hall Meeting 2013:

Town Hall Meeting is an occasion based on performance appraisal. It is based on quarterly performance review where well performing employees are rewarded. This was the first grand event of BBL that I participated. I was a part of preparing database for mail merging and issued the appraisal letters with prize bond rewards.

4.1.3 Various Recruitment Procedures:

BRAC Bank is known for having one of the largest pools of employees. I had the opportunity of see and work on various Contractual and Permanent employee recruitment procedures. From receiving resumes to handing over the joining letter, my supervisor made me participate actively in all the touch points. I worked on keeping information of the applicants in an Excel Database. After screening procedure I helped the administration to call the interviewees for the interview, where I was empowered to make slots for them. I worked on entering the records of the final selected candidates and process of their joining in our organization. After the employees joined their designated positions, all their papers and records were organized and kept in the files for further reference.

4.1.4 HR Operations-IFS Data Update:

I worked with the HR Operations division for few days. I worked for their project which is IFS data update. In their Human Resource Division, they use IFS software for their organizational purpose. My task was to correct the discrepancy of old data records. I updated the old data records in a new format. There were almost 18 thousands of data entry records of their permanent employees in IFS. These records include permanent employee's educational history. In education tab, there are six columns which are Educational Level Name, Educational field name, Educational Institution Name, Start Date, End Date, Result and Location. I had to correct all those areas in a short time and also submitted it in a due time.

4.1.5 HR Operations-Task Analysis:

I also worked for another task which was job analysis of employees in HR Operations Division. This work was assigned to me by Senior Manager of HR Operations. I helped the

employees to conduct their job analysis and also collected the job analysis of HR Operations employees. Then combined them and submitted to the senior manager.

4.2 My Learning at BBL:

Overall during my six weeks I have grown to be more matured as a person, and have learnt to be more or methodical, organized and responsible. I am much more sensitive to needs of others and I am a much better time manager. I have already applied a lot of things that I have learnt at BRAC Bank to quite a few situations.

In my first week of internship I was given the task of helping another fellow colleague to organize and file letters and other important paperwork, which is a part of administration. Working for the administration made me a more responsible person since I was dealing with a very sensitive matter of filing important papers in the Bank's employee's personal files. Alongside administration, throughout my internship I assisted the recruitment team by updating and entering data into their system. I started my internship journey with the recruitment process of MTO, which is a grand recruitment process in BBL. For the recruitment wing I also assisted the team prepare for interviews, during the interviews and advising calling candidates for suitable positions. The data entry improved my Microsoft excel skills and I learnt to use a lot of other applications which I was not familiar with. I developed my people skills through my interaction with calling candidates and processing their CVs, which can help me in the future while dealing with people from my line of work and others who I will come across.

With the training team I worked on a project where I helped them to update their E-learning website which basically had information about all departments of BRAC Bank and also MCQs which every employee had to answer. The purpose of this exercise was to assess how much they knew about their Bank. I am also participated in E-learning exam on BRAC Bank overview. I learnt how they arrange this online exam.

I have got one day attachment with the Branch and one an half day for SME unit office. I learnt lots of things from the Branch (Retail Banking Division). There I learnt how to open &

close an account. Also know the reconciliation process of ATM cards. All of these works are new for me because I was actually worked for HR division. So it was totally new thing for me in Branch. I learned how Branch employees face to their customers. It is a great challenge for the employees to serve their valuable customer face to face. It was also a great opportunity for me to learn about how they serve with different types of customers. On the other hand, SME unit office is totally different from the Branch. Their customers are the small and medium entrepreneurs. They serve their customers in a different way than the Branch's corporate customers. It was a different learning for me from these two types of sector of Bank.

My learning was not end here; worked with recruitment team I learnt lots of essential internal part of their organization. Not only task I learnt how to come office with formal dress up, how to talk with the interviewee, how to coordinate the interview and so on. To cope up with the organizational internal environment is a critical aspect but cooperation of everyone's helped me a lot to work with them. All of these was a new experience for me and I believe that these new learning will help me a lot when I start my career in other organization.

Working in BRAC Bank for the last three months has been a valuable experience for my career. To start off a career one must learn from the very basics of how an organization and its departments work in practical setting. People and interpersonal skills play a very important role in this context. Now I have enough confidence to start my dream career in HR and I'm sure that BRAC Bank will also be successful in its journey towards the title of the largest bank of Bangladesh. The HR Division of BRAC Bank Ltd. will strive to become the best HR Division of this country and become a role model of HR Practices soon as the Division is constantly trying to improve its policies and processes for organizations benefit. I wish BRAC Bank and its HRD all the success as they entrusted me and given me the honor by depending on me in times need.

CHAPTER: 5

An Assessment of Management Trainee Officer at BRAC Bank Limited

5.0 Management Trainee in Bank:

In every industry there is a need for managerial staff. From first-line supervisors to top executives, managers plan and direct the work of the organization, set policy, establish channels of communication and evaluate the work that is done. These functions require knowledge, skills, and judgment that are most effectively developed on the job. To prepare individuals for management responsibilities, many companies use Management Trainee positions. These positions are most often found in finance, trade, and manufacturing and in government agencies. Depending on the business, the position may also be referred to as marketing trainee, purchasing trainee, accounting trainee, or management intern. Whatever the title, the purpose of the position is the same that is to qualify individuals for management functions within the organization. The Banking Management Trainee job description pattern includes the following job summary: The primary function of this management trainee position is to become familiar with banking operations and procedures by performing assigned duties, responsibilities and projects throughout the bank system. Additional information available includes essential job functions, additional responsibilities, and education and experience requirements.

5.1 Why BBL Start MTO Program:

Management Trainee Officers highly qualified students of BRAC Bank Limited. The MTO's are regular employee but they have to learn as a student inside BRAC Bank for the period of one year. After one year if they can complete their learning period successfully they will become a senior officer directly from the MTO. BRAC Bank started their first MTO program at 2005. They arrange this MTO program once in a year according to their organizational need. In this year they completed their 11th batch MTO recruitment process. They consider that MTOs are the future leaders of their organization. BRAC Bank look for ambitious, smart, goal-oriented and enthusiastic individuals for the MTO position because BRAC Bank is not a place where transactions occur; it is a place where potentials are realized. MTOs are

the valuable asset for their organization. MTO program is a long recruitment process. BRAC bank gets their potential future leader through this MTO program. They train them and make them valuable asset for their organization. MTOs are more capable of performing every task of the bank rather than normal employees because bank gives them extra care. BRAC bank makes their MTOs suitable for every division so that they get a future leader of their organization. BRAC Bank exploits a huge number of budgets for their MTO program. This MTO program is very much beneficial for the bank. Throughout one year the MTOs are attached in different sectors or departments of the bank. So, they have overall idea about the entire working procedure of BBL. Therefore in long term process when they are set future leaders, they can easily overcome any problem and any task from comprehensive point of view. BRAC bank appoints MTOs for 7 divisions (Dhaka, Rangpur, Rajshahi, Khulna, Barisal, Sylhet, and Chittagong). BRAC Bank serves the “Missing Middle”, so that they always try to provide their banking facilities to the whole country. To run the SME new concept, they sent their MTOs in different regions according to their organizational need. For this reason they recruit a huge number of MTOs for several districts. It also helps them to spread their banking facilities to all level of people of the country.

I have taken some BBL employee’s opinions about their MTO program, those are given below:

According to the *Senior Manager, Recruitment & Benefits, Human Resource Division, Mr. Md. Shanjidul Bari* said that, “MTO recruitment is one of the most crucial recruitment process for BBL because this pool of recruited employees are nourished and trained to be the future leaders of this bank.”

Another employee of BBL, *Ms. Farzana Rahman Benu, Manager, Recruitment & Benefits, Human Resource Division*, gave her valuable commentary about MTO program. In her point of view, “Management Trainee Officer (MTO) recruitment process is the transparent method of recruitment. Since there are four levels of evaluation processes to select MTO, good resources could find out through MTO recruitment. Management definitely can hope from MTO members that their work will make a better image for bank’s business growth and brand reputation in people’s eyes.”

5.2 Requirement for Management Trainee Officer (MTO):

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

5.3 How BRAC Bank Recruited MTOs in 2013:

In this year they completed their 11th batch MTO program and for the first time they include Dhaka in their job location. At first, MTO Advertisement published in Newspapers, bdjobs.com & Prothom-Alo jobs on January 2 & 3, 2013 and also in official website of BBL. January 15, 2013 was the last date of CV submission. We get a large number of applications for MTO post in different location. It was very much tough to manage the whole procedure but we complete the recruitment process outstanding way. A large number of human resources work together to complete this process. It was a great challenge for the human resource division to find out the best candidates among a large pool of applicants within a short period of time. The following steps may be followed for systematizing the selection procedure in case of selection through press advertisement:

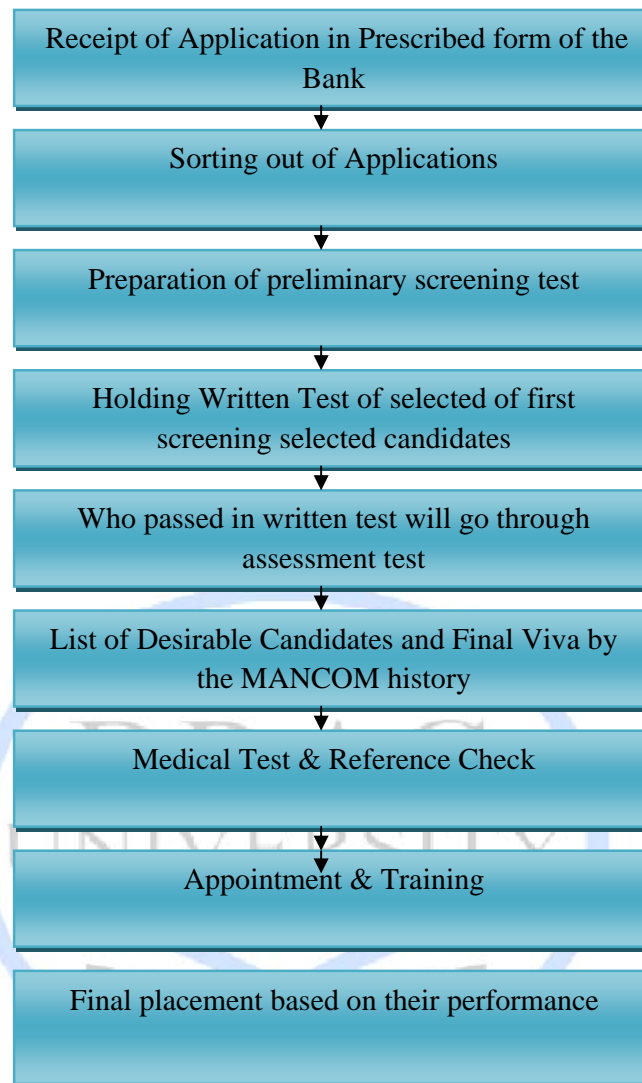


Figure: Process Flow of MTO Recruitment

Recruitment Process of Management Trainee Officer:

After receiving a total of 14,865 applications in prescribed form of the BRAC Bank, in the first step of recruitment process the core recruitment team of HR sorting the applications according to the divisions and also done the initial screening. Then the 4 ARMs have done the short-listing part. They actually short-listed approximately 960 candidates for the first screening. After that, they have done the data entry of short-listed candidates based on 7 divisions (Dhaka, Rangpur, Rajshahi, Khulna, Barisal, Sylhet, and Chittagong). When the data entry was done we issued admit cards in the names of the short-listed candidates. The admit card contains details of the next stage of recruitment process that are the date, time etc of the stage of first Screening. These admit cards were sent to the candidate's address through

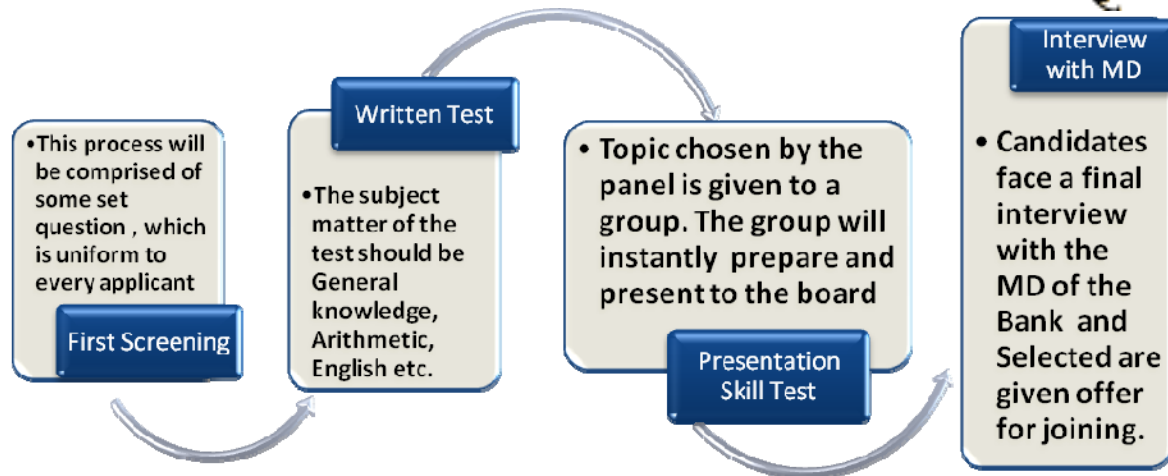
courier service. The candidates who did not receive the letters are called them to collect it from our Head Office.

First Screening Stage is a proper interview session. The interview board includes the MANCOM members and the divisional heads. This interview contains 10 marks. The first screening comprises of some set of questions. At the end of the first screening, the core recruitment team selected 182 candidates from the first screening and informs the selected candidates the next day, after 3:00 pm. The result of the first screening was published on the career page of the official website of BBL and also published on notice board in front of the head office.

In the second step of recruitment process, the selected candidates are appeared for the written test. The written test is conducted by the recruitment team of HR. The subjects tested are General knowledge, Arithmetic, English etc. The written test contains 50 marks. A candidate must secure 70% marks in written test to be eligible for the presentation skill test. Within 48 hours of the written test the core recruitment team published the result in the official website and also informs them about the date and time of the next test that is presentation skill test. To be qualified for MTO, the total scoring out of 90 before MANCOM's final interview must be over 60 score. Finally 62 candidates are selected for next step.

In the third step, the MANCOM members choose a topic for each group and ask them to instantly prepare a presentation on flip charts provided to them. Each group instantly preparers and presents to the board. On the day of the presentation skill test the Board member evaluated and selected the successful 24 candidates and gives the name of those candidates to the recruitment team. The team only informs the selected candidates within 48 hours .The core recruitment team calls up the successful candidates and informs them about the date and time of their interview with MD.

After the interview with the MD, within 48 hours the recruitment team calls up the finally selected 8 candidates and ask them to do pre-employment medical test for which they are asked to collect the sealed letter addressed to the officer of the pre selected diagnostic centre from the HR. Once the selected MTOs do the pre-employment medical test, the HR team calls up the MTOs and ask them to collect the appointment letter and the joining pack from the recruitment team of HR.



5.4 Training procedure for Management Trainee Officers (MTO):

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

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

1. Core banking training comprises of BIBM – Foundation course, Induction and SME & Retail Attachment.
2. After completion of foundation courses, the trainees are attached in different departments basically on core business departments and operations departments.

The training and development department conducts this training session; HR department works as a coordinator for the whole process. Training wing also follow an SLA (Service Level Agreement).

(APPENDIX: 4)

5.5 MTO's Training Evolution Process:

Management Trainees are recruited with the potential to be the future leaders. BRAC Bank intends to invest time on their training and assessment during their initial 12 months with the bank. With this view, each management trainee is to be allocated a Mentor who will sit with the Mentee (MTO) on a regular basis to follow up on their progress and help them set a goal for the key purpose of development. Mentors would be the MANCOM members and the mentoring program will be for 1 year. However, the number of sessions must be at least 1 in each month. A mentor created a profile of the mentee to identify their development need, criteria, strength and weaknesses. Mentor or mentee will plan their timing or frequency of meeting, mode of communication. Mentor will share information, experience, identify new challenges and offer support to the mentee and help them understand the vision, mission and values of the bank. The mentee will have an agenda and prepared for the sessions. On the other hand, mentor will review progress of the mentee after end of attachment in each division. They also encourage the every MTO to solve their problems. They also evaluate them monthly and identify the learning, development plan of the MTO. This evaluation would be based on the development need & action plan. The mentor submits the evaluation form to the HR division.

After attachment with every department the division heads and department heads take an interview or presentation to judge the MTO's learning ability. They have an evolution from where they mention the MTOs strength, weaknesses and also give feedback. They mainly evaluate the MTO in following characterizes:

- Time management,
- Attitude,
- Initiatives,
- Willingness to learn,
- Willingness to listen,
- Interpersonal skill,
- Communication skill,
- Leadership skill,
- Ability to handle the various tasks.

After that, MTOs attain the BIBM foundation course for 15 days. When the course complete they should be attain written test, surprise test and also submit report. BIBM evaluate their test and submit to the HR division. The minimum grade is A- for MTO in BIBM exam. After 7 months of training period, MD will take interview of every MTO and select their posting division which is actually their final posting division.

Evaluation Structure of Mentoring for Management Trainees:

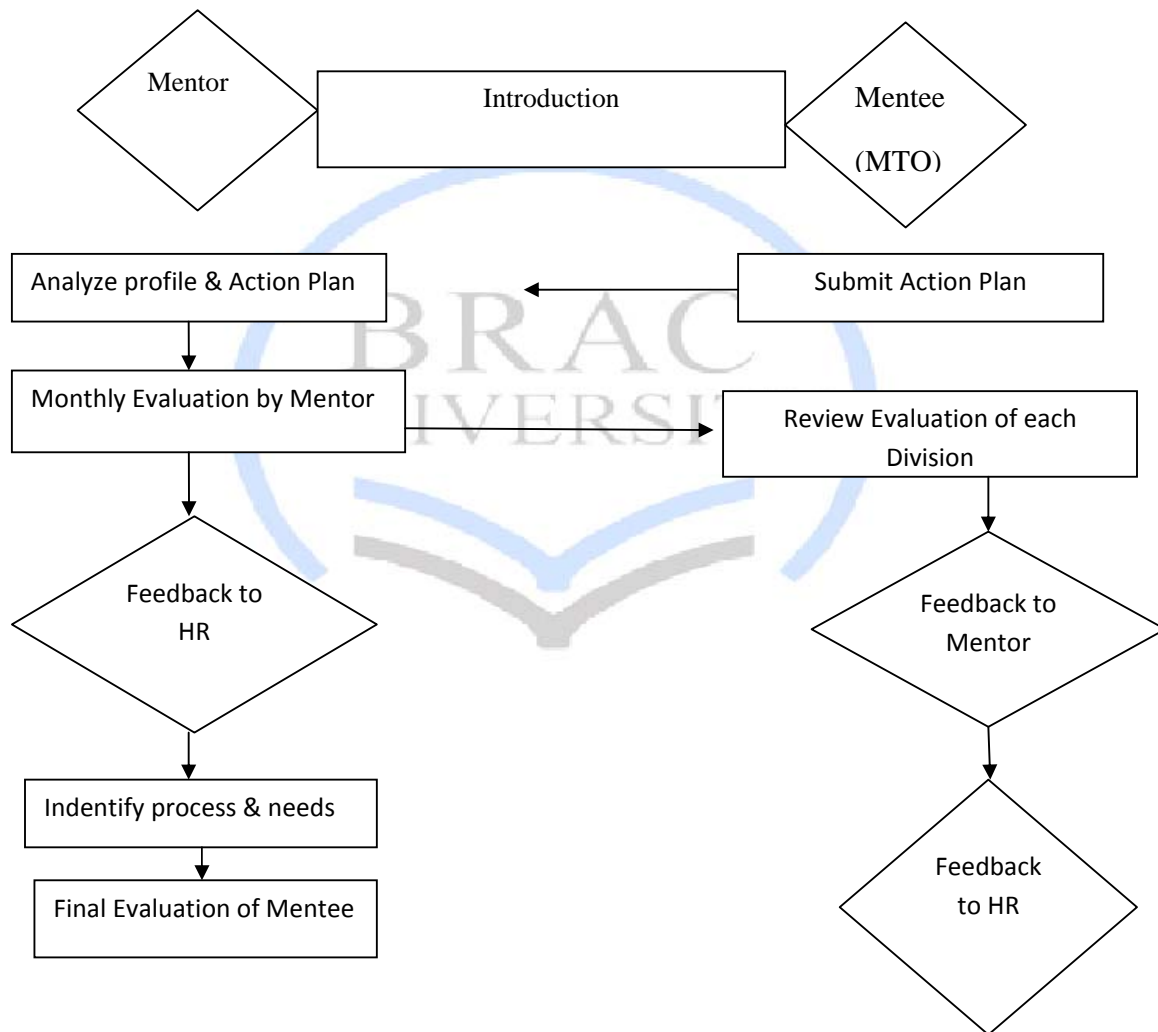


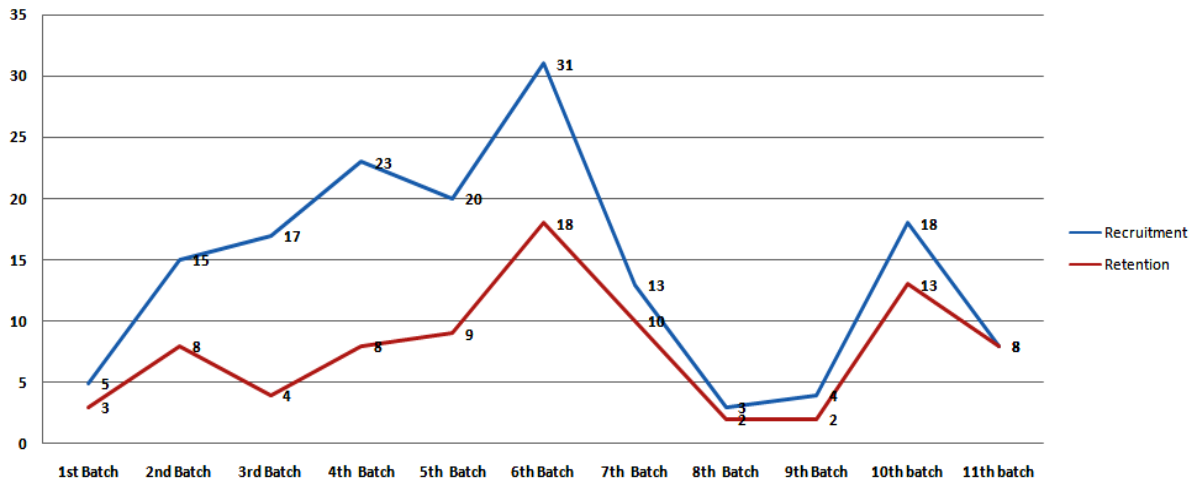
Figure: Process Flow of Evaluation Structure.

5.6 MTO Recruitment and Retention:

The BBL HRD's mission is to ensure that BRAC Bank can expand the way it should be with the best manpower at its disposal. BRAC Bank has recruited total 157 MTOs from 2005 to 2013. This large number of recruitment might be the reason behind high turnover rate in BRAC Bank Ltd. Their total retention number is 85. BRAC Bank's MTO retention number is 54% which proved that they fully ensure their employee's better life by providing satisfactory working environment. For this reason, the retention number is quite reasonable. The following data analysis will show the total number of MTO recruitment and the number of total retention:

Batch	Recruitment	Retention
1st Batch	5	3
2nd Batch	15	8
3rd Batch	17	4
4th Batch	23	8
5th Batch	20	9
6th Batch	31	18
7th Batch	13	10
8th Batch	3	2
9th Batch	4	2
10th batch	18	13
11th batch	8	8
Grand total	157	85

Recruitment & Retention of MTO



	1st Batch	2nd Batch	3rd Batch	4th Batch	5th Batch	6th Batch	7th Batch	8th Batch	9th Batch	10th batch	11th batch
Recruitment	5	15	17	23	20	31	13	3	4	18	8
Retention	3	8	4	8	9	18	10	2	2	13	8

Summary: Total 157 employees were recruited. Out of 157 MTO currently 85 MTO are working with BRAC Bank. So the percentage of Retention is 54%.

5.7 Future Career Progress of MTO at BBL:

The functions of career planning of Bank employees would be vested on Department Head and Human Resources Division. Apart from placement & posting of employees, it will also identify the best & most potential MTOs of the Bank and place them in suitable positions and planned posts. The Head of HR also mentioned with maximum importance that exact training and development is compulsory. Employees must show satisfactory performance at least on average within their respective departments. BRAC Bank provides extra opportunity for the MTOs. They give them training and make them capable to perform all the tasks of the bank. BRAC Bank is a place where career progress level is high. MTOs can upgrade their career in a short interval. As BRAC Bank provides many opportunities to their employees which make them sincere about their work and employees can easily give their best effort to the organization. BRAC Bank always understands their employee's competence and encourages them to utilize their potentials.

MTO STATUS AT A GLANCE

Batch	Joining Date	Career Ladder							
		SAVP	FAVP	AVP	SPO	PO	SO	MTO	Total
1st	1-Mar-05		1	2					3
2nd	1-Feb-06	2	2	4					8
3rd	3-Sep-06	2		2					4
4th	1-Feb-07			1	7				8
5th	16-Sep-07				6	3			9
6th	1-Jul-08				3	15			18
7th	1-Jul-09				1	6	3		10
8th	10-Nov-10						2		2
9th	1-Mar-11						2		2
10th	1-Jul-12							13	13
11th	03-Mar-13							8	8
GRAND TOTAL		4	3	9	17	24	7	21	85

Summary: From the above data we can see that total 85 MTOs are still in BRAC Bank.

Their current grade is given above.

According to the above data, we can see that from the 1st batch to 11th batch each MTOs are making their successful career. In 1ST batch, there has 3 MTOs who are now in respectable positions which are FAVP (First Assistant Vice President) and AVP (Assistant Vice President) within 7 years. Same as 1st batch, in 2nd batch MTOs are also hold honorable positions which are SAVP (Senior Assistant Vice President), FAVP (First Assistant Vice President) and AVP (Assistant Vice President) only within 6 years. In this way, BRAC Bank's MTOs are gradually building their career in a progressive way. They have the enough potentialities to prove themselves successfully in their working place. BRAC Bank also motivated them all the time to perform their task effectively and also encourage them to upgrade themselves in their desirable position. It is also a great learning for the new MTOs who are started their journey at BRAC Bank to make their successful career in this field. This type of career progression in BRAC Bank proves that they are the best organization to help their employees to build a better future. BRAC Bank is a place where one can easily make their successful career in a short period of time.

5.8 Glimpse of some MTO's Experience in BBL:

- ❖ **Ishtiak Hasan Ishat, Management Trainee Officer at BRAC Bank Limited.** He was joined in BBL as a MTO in July, 2012 which was 10th batch of MTO. He was from finance background. Now, his posting is in Narayangonj.

He shared his MTO experience in BBL:-

“BRAC Bank’s MTO program was the best available job at the time I applied for. Besides, BRAC bank has a long held reputation for its very accessible and welcoming work environment and comparative advantage over other financial institutions in terms of benefits. MTO recruitment process of BRAC bank is fair and standard to say the least. One will have to go through four phases of selection process where he/she will be challenged to present his/her skills competing with thousands of other candidates. Here, not just the intellectual capacity of a candidate is tested, rather his responsiveness, presentation skill, proactive-ness all are judged with intense concern. So I think this process is fair enough. As the number of CVs dropped each year is much higher than the number of candidates called for selection process, I think the time to sort out the CVs should be increased to ensure the quality sorting. But I am completely happy with my selection process which I was completed very fairly.

BBL's MTO program helps me to build my career. If we look at the career progression of the MTO's of our previous batches, we can see that they are already in a position to lead their wings and departments within a very a short period of time. MTO program helps to bridge the gap between a student and a professional and prepares one for the later. I am satisfied with the compensation package and benefits which I am getting as a MTO. It is very much competitive. Though there are market players who offer higher in terms of figures, but the environment we get here is good enough to compensate that.

As an MTO of BBL, most important achievement of mine I would say is the orientation to the whole banking system only in 7 months. It would be impossible to work with every single department of a bank within only 7 months if I was not an MTO. This program has prepared us to take the challenge of any difficulty level of the banking industry.”

- ❖ **Mesbah Uddin Muntassir, Senior Relationship Manager, Suports at BRAC Bank Limited.** He joined at BBL as a MTO in 2006 which was 2nd batch of MTO. Now, he is working in Human resource Division as a Senior Relationship Manager. Within six years, his career runs very progressively. It is a very big example for the future MTOs.

He shared some of his feelings about MTO life in BBL:-

‘I was chosen BRAC Bank’s MTO program as my career path because BRAC Bank holds the brand image and brand reputation in people’s eyes. On the other hand, I was a student of CSE but I wanted to build my career in Human Resource Management. I think banking experiences are good.

As a candidate, I think the MTO recruitment process was lengthy. When I was a candidate in that time the 3rd step of MTO recruitment process was presentation skill test. In this step candidates performed the task individually. But now the test pattern is change, they perform the task in a group. This process is far better than before. To work in a group is very important because it help to build group chemistry. I think now it is good filtering process which can help the new candidates to get a proper corporate working environment. But I was happy with my selection process of MTO in that time. I think individualism is also important for a person to work in a corporate culture.

At that time I was more than satisfied with the compensation package and benefits that I was getting. BRAC Bank MTO program helped me to build my career a lot because it was the foundation of career. I learned lots of things from different experiences, learned professionalism from this MTO position. When I was joined in BBL as a MTO, in that time the HR division was quite unorganized and they done their maximum task manually. But now, the HRD is change a lot. They make many policy and procedure and also done their work systematically. To bring these changes I face a numerous obstacles but I did not give up and tried a lot to update the situation.

Now, I can see myself in a reputed position to lead the particular HRD wing and department. All these experiences are helps me to build a better career and I believe that steady career is more priority than higher salary.”

CHAPTER: 6

Recommendation & Conclusion

6.0 Recommendation:

It must be said that BRAC Bank Ltd. immediately need to improve the satisfaction level of their employees by making their effort worthwhile. In this part of recommendations, some valuable issues of BBL are discussed. These were the aspects that came out while working as an intern at BBL. These were related to various parts of BBL and thus are placed in the list of general recommendation.

- I have seen that BRAC Bank does not go for paper ad that much when they recruit employees. Only when they recruit the MTOs and higher positioned employees like CEO, then they give ad in the newspaper. They should give more paper ad so that many people can know about it.
- Online recruitment system is not upgraded. They should upgrade it. Because, if they upgrade online recruitment then it will be very helpful for the MTO recruitment process.
- BRAC Bank is a big company now. Insufficient manpower in proportion to the bank's total workforce. They should increase the manpower of HR department.
- Make the salary structure attractive to the employees. Low salary range is the major reason behind huge number of turnover.
- Strong influence of external references in some cases. The external forces should be reduced.
- BRAC Bank does not go for succession planning that much. Make succession planning effectively.
- Arrange co-curricular activities for employee's refreshment.
- They should provide that much of information in orientation training that will ensure them to do their job smoothly.
- Arrange proper training for the employees. The training should be motivational. For better training they can go for professional trainers.
- After training, it is very much important to take evaluation about training program. They should take feedback from the trainees properly.

6.1 Conclusion:

BRAC Bank Limited is a renowned Commercial Bank of the country. It is the fastest growing Bank in Bangladesh. Their numbers of client's service improves and supporters have been increase rapidly. Even their employee number is now around 8,122. They are maintaining their banking business with their 155 branches. For its diversified banking service, it has got a wide range of publicity and created a special image for the banking area in the country. BRAC Bank Limited intends to set standards as the market leader in Bangladesh. It demonstrates that they can provide efficient, friendly and modern banking service on a profitable basis.

The report is aimed at the Human Resource Division. BRAC Bank Limited operating in the market with the objective of becoming the Bank of choice for its clients and all its stakeholders. BRAC Bank Limited is committed to focus to all its energy on its customer as well as its employees. This is sure that a strong Human Recourse practices will help BRAC Bank Limited cover the way leading to farthest destination.

Human Resource Department is the most confidential department for any organization as well as Human Resource Division in BRAC Bank Limited. Here as an intern I am allowed to get limited information for my study. I am not allowed to get the information which is too much confidential for the Bank. But they allowed me to take the information for my report.

It was an honor for me that I have worked as an intern in a reputed organization like BRAC Bank Limited. The BRAC Bank Limited is a bank that confirms the best service to the customers as well as to the employees by Human Resource Division. By working in Human Resource Division the knowledge that I get there that would be helpful enough for me to sustain with the real organizational environment.

References:

- Annual report of BRAC Bank Ltd. 2012
- Human Resource Manual of BRAC Bank Limited.
- www.bracbank.com
- BRAC Bank HRD Documents.
- HRD of BRAC Bank Ltd., Members of Recruitment Team
- Learning & Development Division.



(APPENDIX: 1)

Departments of BBL:

Business:

- SME Banking.
- Retail Banking.
- Corporate Baking
- Cash Management & Custodial Service
- Probashi Banking
- Treasury & Financial Institution

Support:

- Company Secretariat & Regulatory & Internal Control.
- Enterprise Risk Management.
- Credit Risk Management
- Human Resource Division.
- Finance
- Impaired Assets Management.
- Communication
- Service Quality
- General Administration
- Research & Development

Operations

- Retail Banking Operations.
- SME Banking Operations.
- Wholesale Banking Operations.
- Probashi Banking Operations.
- Card Operations.
- Business solutions.
- Technology.
- General Infrastructure Services.
- Central Operations.
- Call Center.
- PSO & MIS.

(APPENDIX: 2)

The Divisions of BRAC Bank Ltd. is given below-

- SME Banking
- Retail Banking
- Corporate Banking Division
- Probashi Banking
- Cash Management & Custodial Services
- Treasury & Financial Institutions
- Human Resources Division
- Finance Division
- Credit Risk Management
- Operations
- Technology
- Company Secretariat, L & RA
- Risk Management
- Service Quality
- Research & Development
- Communication Affairs

(APPENDIX: 3)

PRODUCTS:

<i>Types of Products</i>	<i>Product Name</i>
i. Lending Products	1. Anonno
	2. Prothoma
	3. Durjoy
	4. Apurbo
	5. Shomriddhi
	6. Shokti
	7. Shompod
	8. Shamolima
	9. Personal Loan
	10. Quick Loan
	11. Home Loan
	12. Car Loan
	13. Secured Loan
ii. Deposit Products	1. Prapti Current Account
	2. Prachurjo
	3. Shonchoy
	4. IFFD (Interest First Fixed Deposit)
	5. Probriddhi
	6. Savings Classic
	7. Triple Benefits Savings Account
	8. Future Star Account
	9. Aporajita Account
	10. Current Classic
	11. Current Plus Account
	12. Ezee Account
	13. Campus Account
	14. Salary Account
	15. Fixed Deposit General
	16. FFD (Freedom Fixed Deposit)
	17. Abiram Fixed Deposit
	18. IFFD (Interest First Fixed Deposit)
	19. Fixed Deposit Plus
	20. Flexi Deposit Premium Scheme
	21. RFCD (Resident Foreign Currency Account)
	22. NFCN (Non-Resident Foreign Currency Account)
	23. Probashi Savings Account
	24. Probashi Current Account
	25. Probashi Fixed Deposit
	26. Probashi Abiram
	27. Probashi DPS
	28. Foreign Currency Account
iii. Cards	1. Universal VISA/ Master Platinum Card
	2. Universal VISA/ Master Gold Card
	3. Universal VISA/ Master Silver/Classic Card

(APPENDIX: 4)

The training plan for MTO followed by BRAC Bank HRD can be summarized in the following step:

Division	Department Name	Days	Total Working Days Required to Complete the Task
Orientation	ALL		2
SME	SME - Head Office	2	24
	SME Job Instruction Training	1	
	SME Unit Office Attachment + loan file processing	12	
	CRM - SME (1 day Training + 2 day attachment)	3	
	Operations - SME (1 day Training + 2 day attachment)	3	
	SME Collection	2	
	Presentation & Evaluation	1	
Retail	Customer Experience	2	24
	Cards & Payment	1	
	Remittance & Payroll (Probashi Banking)	2	
	Retail Marketing & Call Center	1	
	Branch Banking	8	
	CRM – Retail	3	
	Operations - Retail	3	
	Retail Risks	1	
	Retail Collection	2	
	Evaluation	1	
BIBM	BIBM		15
Operations	Operations		18
Credit Risk Management	Credit Risk Management		15
BRAC Bank Subsidiaries	BKash	1	2
	BRAC EPL (EPL Stock Brokerage & EPL Investments Ltd.)	1	
BRAC Exposure	BRAC Exposure		3

Corporate Banking Division			8
Cash Management & Custodial Services			3
Treasury & Financial Institution			3
Technology	Business Systems Management	2	4
	Technology Infrastructure	1	
	Information Security	1	
CS,L & RA	Company Secretary & Legal Affairs	2	5
	Regulatory Affairs	3	
RMD	RMD - Internal Control	3	5
	RMD – ORM	2	
SAM			2
Human Resources Division			5
Finance	Financial Control and BP&A	4	6
	Procurement	1	
	ID&M and GSS	1	
Research & Development			2
Communication			1
Service Quality			1
MD & CEO Interview	MD & CEO Interview		1
		Total	149