



**An Internship Report on
Recruitment and Selection Process
of
EXIM Bank Limited**

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On
Recruitment and Selection Process of
EXIM Bank Limited



Submitted to

Mr. Jabir Al Mursalin
Assistant Professor
BRAC Business School

Submitted By

Mahmuda Asrafi
ID:12264078
Program: MBA, Major: HRM

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Letter of Transmittal

12th August 2015

To,
The Dean,
BRAC Business School,
BRAC University,

Subject: Submission of Internship Report

Dear Sir,

It is my pleasure to submit my Internship Report on “**Recruitment and Selection Process of EXIM Bank Ltd.**” as a part of MBA (HRM).

I tried my best to gather relevant information for constructing a complete report as outlined. The preparation of this report enables me to great extent to complete my theoretical knowledge with practical analysis. I would like to express my profound gratitude for your kind and mind for reading my report.

Thank you, very much for your heartiest co-operation.

Sincerely Yours

Mahmuda Asrafi

ID: 12264078

Program: MBA

Major: HRM

Acknowledgement

The successful accomplishment of this project work is the outcome of the contribution of number of people, especially those who have given the time and effort to share their thoughts and suggestions to improve the report. At the beginning, I would like to pay my humble gratitude to the Almighty for giving me the ability to work hard under pressure. However, the space involved does not allow us to mention everybody individually. It gives me immense pleasure to thank a large number of individuals for their cordial cooperation and encouragement who have contributed directly or indirectly in preparing this project.

This is a great pleasure for me to be assigned under the guidance of Mr. Jabir Al Mursalin, Assistant Professor of BRAC Business School. I am very grateful to him for all his kind cooperation and guidance in preparing this project paper. His valuable suggestions & guidelines helped me a lot to prepare this report in a well-organized manner.

Then, I would like to give special thanks to my supervisor, Morshida Mim, Officer in EXIM Bank LTD-Paltan Branch for her close supervision. And also I convey my gratitude to Shanaz Parven, SAVP and Manager in EXIM Bank LTD-Paltan Branch for helping me by providing guideline of working throughout my internship period. Without their guidance and assistance, this report would not have seen the light of day.

I would also like to thank the authority of EXIM Bank Limited for giving me the opportunity to do my internship in this well renowned bank. The experience & knowledge gained in The EXIM Bank Limited helped me to understand different aspects related to my study.

Finally, I would like to thank all those people who have shared their views about my work, provided me with necessary information, criticized me, and congratulated me. This acknowledgment is not enough to tell them how profound the impact of their opinion is on this report, how indebted I am to them. I express my heartiest gratitude to all of them.

Executive Summary

EXIM Bank Limited is not an exception to the dynamic world of business where they stand with a mission of “Excellence in Banking”. One of the premier financial institutes of the country targets to show the excellence by motivated and well trained workforce with a comprehensive career.

HR activities are one of the major activities in an organization. EXIM Bank HR division is an ideal place for learning HR related activities thoroughly. An excellent team of management of HR division conducts all the HR related issues. Their dedicated work makes them possible to get suitable people for suitable positions. They maintain an actual flow of each and every steps of Recruitment and selection process. Reducing turnover rate proves the recruitment and selection process of EXIM Bank Limited is an ideal example and they recruit right person for right position.

The report concentrated mainly on the Human Resource Division. As private commercial bank work pressure is very high in EXIM Bank, so they need highly professional people who are very dedicated to their work, otherwise the whole operation will mess up. This is a great challenge for any organization to find out such talented people.

To know the future demand of human resources in EXIM Bank Limited, the Human Resources Division gives all the other branches and divisions of the head office a general form at the beginning of the year. From the information gathered from these forms, the HR division gets an estimate of the manpower requirements for the year. The HR division then sets out to recruit and select necessary number of competent and efficient people in the bank. EXIM Bank practices both the recruitment and selection process, but as it is a huge organization, the process differs for different job positions.

The success of a commercial bank depends largely in the quality of service rendered to the clients. Quality of service depends on the competence and the quality of the employees of the organization. Therefore, the authority of EXIM Bank has to be careful in recruiting the right person for each job. As the recruitment and selection

Recruitment and Selection Process

process of the bank is improving. Though the overall recruitment and selection process of the bank is a well-organized process but still there is scope for improvement. The policy and process should be revised. So although the process they have been adopting so far has been somewhat effective, to adapt to the changing times, the process should be revised and streamlined. By developing strategies to overcome the limitations, EXIM Bank can make the recruitment and selection process more effective.

Chapter 1

Introduction

1.1 Introduction

Human Resource Management is part of the organization that is concerned with the ‘people’ dimension. HRM can be viewed in one of two ways. First, HRM is a staff, or support in the organization. Its role is to provide assistance in HRM matters to line employees, or those directly involved in producing Organization’s goods and services. HRM is a function of every manager’s job. Whether or not one in a ‘Formal’ HRM department, the facts remain that to effectively managers to handle the activities.

Human Resource planning helps determine the number and types of the people an organization needs. Recruitment follows Human Resource planning and goes hand in hand with the selection process by which organizations evaluate the suitability of the prospective candidates for the job. Job analysis and job design specify the tasks and duties of jobs and the qualifications expected from prospective job holders (chart-1.1). The next logical step is to select the right number of people the right type to fill the jobs. Selection involves two broad gropes of activities: (a) Recruitment and (b) Selection.

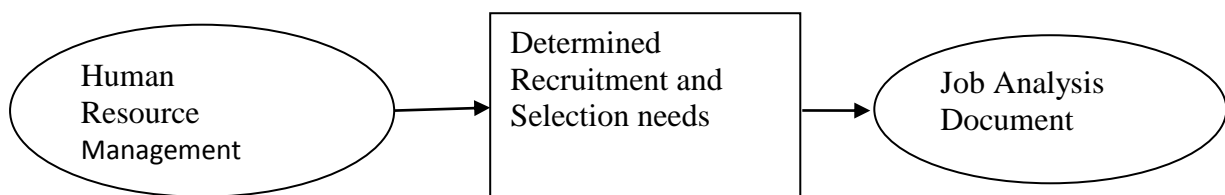


Exhibit 1.1: Recruitment and Selection needs

Recruitment is the process of finding and attractive capable applicants for employment. Whereas Selection is the process of picking individuals with requisite qualifications and competence to fill jobs in the organization. An organization large or small, profit or service oriented, the ultimate aim is to achieve organizational goal. This achievement can only be possible through skillful and management of power. Selection is a key component in the acquisition of human resources.

Without a reliable and erective selection mechanism, a business can never flourish, especially in the present world market Economy, which is fiercely competitive. Usually after successful completion of recruitment, selection and induction process the new employee must be developed to better fit the job and organization.

Recruitment and Selection Process

EXIM Bank Ltd has an enriched and skilled Human Resource Division. HRD through definite and Systematic recruitment and selection procedure selects & trains up its manpower for achieving its ultimate goal. This study is important because we find out the methods of EXIM Bank Ltd. can adopt and for recruitment and selection and some recommendation for their better effect in future.

1.2 Origin of the Study

This report “Recruitment and Selection Procedure of Export Import Bank of Bangladesh Limited” is a requirement of MBA Internship Program and includes three months practical working experience at a branch office in the respective organization. The report has been supervised by Mr. Jabir Al Mursalin, Assistant Professor, Faculty of BRAC Business School, BRAC University. The report contains intern’s experience with the host organization and also has given an opportunity to know the host organization and its business.

1.3 Objectives of the Study

1.3.1 Broad Objectives:

- ❖ To make familiar with the terms what I have studied during MBA course.
- ❖ To know about the banking sector in Bangladesh.
- ❖ To get an overall idea about the management terms and operation strategy and the limitation of a bank by going though the Export Import Bank of Bangladesh Limited.

1.3.2 Specific Objectives:

- ❖ To know the management policy of a bank.
- ❖ To know the objectives and planning of a bank.
- ❖ To be familiar with the banking sector.
- ❖ To gather comprehensive practical knowledge on the total banking function.
- ❖ Critically analyze the functions and the operation of each level of the Export Import Bank of Bangladesh Limited.
- ❖ To fulfill the partial requirement of MBA degree.

1.4 Scope of the Study

As I was sent to EXIM Bank Limited, Paltan Branch, the scope of the study is only limited due to some restrictions. The report does not cover all the functions of Human Resource Management of EXIM Bank. Rather it discusses only the recruitment and selection procedure of the bank. Since the branch office does not practice different and independent recruitment and selection process, the present study deals with the said policy of the Head office of the bank.

1.5 Methodology of the Study

The study requires a systematic procedure from selection of the topic to final report preparation. To perform the study the data sources are to be identified and collected, they are to be classified, analyze, interpreted and presented in a systematic manner and key points are to be found out. The overall process of methodology is given in the following page in a form of flowchart that has been followed in the study.

- A. **Selection of the topic:** The topic of the study was assigned by my supervisor. Before assigning the topic it was discussed with me so that, a well organized internship report can be prepared.
- B. **Identifying data sources:** Essential data sources both primary and secondary are indentified which will be needed to complete and work out the study. To meet up the need of data, primary data are used and study also requires interviewing the official and staffs were necessary.

Primary Source	Secondary Source
<ul style="list-style-type: none"> ✓ Face to face conversation with the employees ✓ Practical desk work ✓ Over Phone data collection 	<p>Internal Sources</p> <ul style="list-style-type: none"> ✓ Bank's Annual Report ✓ Different circulars, manuals and files of the bank. <p>External Sources</p> <ul style="list-style-type: none"> ✓ Different books and periodicals related to the banking sector ✓ Online resources

- C. **Collection of data:** primary data are collected by using interviewing technique. The report is an exploratory research and for qualitative survey open ended question was ask to the Bank official.
- D. **Classification, analysis, interpretations and presentation of data:** Some arithmetic and graphical tools are used in this report for analyzing the collected financial data and to classifying those to interpret them clearly.
- E. **Findings of the study:** The collected data were scrutinized very well and were pointed out and shown as findings at the end. Few recommendations are also made for improvement of the current situation.
- F. **Final report preparation:** On the basis of the suggestions of our honorable faculty advisor some corrections were made to present the paper in this form.

1.6 Limitations of the study

The officers are very co-operative but they are too busy to give me time to get knowledge about practical activities. Moreover, they have to deal in a very competitive environment based on money related activities. I had to prepare this report alone. Every task has some limitations. I faced some usual constraints during the course of my internship. These are as follows:

A. Short of time:

I had to complete this report writing within a shorter period of time. So the time constraint of the study hindering the course of vast area and time for preparing a report within the mentioned period is really difficult.

B. Busy working environment:

The officials had some times been unable to provide information because of their huge routine work.

C. Lack of sufficient well informed officials:

Many officials of the branch are not well informed about different systems of EXIM bank. They know but less. I had to face much difficulty to collect this information.

D. Insufficient data:

Some desired information could not be collected due to confidentiality of business

This report did not cover all the function of Human resources that followed in EXIM bank.

E. Confidential Issues:

Human resource department maintains very much confidential about their activities and internal information.

The report relied heavily on the personal judgment and observation.

Chapter 2

Profile Of EXIM Bank Limited


2.1 Background

EXIM Bank Limited was established under the rules & regulations of Bangladesh bank & the Bank companies' Act 1991, on the 3rd August 1999 with the leadership of Late Mr. Shahjahan Kabir, founder chairman who had a long dream of floating a commercial bank which would contribute to the social-economic development of our country. He had a long experience as a good banker. A group of highly qualified and successful entrepreneurs joined their hands with the founder chairman to materialize his dream. Indeed, all of them proved themselves in their respective business as most successful star with their endeavor, intelligence, hard working and talent entrepreneurship. Among them, Mr. Nazrul Islam Mazumder became the honorable chairman after the demise of the honorable founder chairman.

Of its very beginning, EXIM Bank Bangladesh limited was known as BEXIM Bank, which stands for Bangladesh Export Import Bank Limited. But for some legal constraints the bank renamed as EXIM Bank, which means Export Import Bank Of Bangladesh Limited.

The bank starts its functioning from 3rd August 1999 with Mr. Alamgir Kabir, FCA as the advisor and Mr. Mohammad Lakiotullah as the Managing Director. Both of them have long experience in the financial sector of our country. By their pragmatic decision and management directives in the operational activities, this bank has earned a secured and distinctive position in the banking industry in terms of performance, growth, and excellent management. The authorized capital and paid up capital of the bank are TK. 350.00 Crore and TK. 171.375 Crore respectively. The bank has migrated all of its conventional banking operation into Shariah based Islamic banking since July, 2004.

2.2 Corporate Information

• Name of the Bank	Export Import Bank of Bangladesh Limited
• Company Logo	
• Legal Status.	Public Limited Company
• Establish	1999

Recruitment and Selection Process

• Incorporated	2 nd June,1999
• Activity Starts	3 rd August,1999
• Islamic Banking	1 st July,2004
• Listing with Dhaka Stock Exchange	September, 2006.
• Listing with Chittagong Stock Exchange	September, 2006.
• Inauguration of First Branch	3 rd August, 1999.
• Authorized Capital	TK. 20,000.00 Million
• Profit	TK 4,927.89 Million
• Total Asset	TK 195,452.52 Million
• Shares	TK 20,624.36 Million
• Paid up Capital	TK 11,566.35 Million
• Reserve Fund	TK 5,236.93 Million
• Number of Employees	2515 Persons
• No. of Branches	89

Exhibit 2.2: EXIM Bank Ltd At A Glance.**Registered Office**

”SYMPHONY”

Plot No: SE (F): 9, Road No 142

Gulshan Avenue, Dhaka-1212 Bangladesh

Tel: 9561604, Fax: 880-2-9556988

Website: www.eximbankbd.com

2.3 Objectives of EXIM Bank Ltd

1. To receive, borrow or raise money through deposits, loan or otherwise and to give guarantees and indemnities in respect of all debts and contracts.
2. To establish welfare oriented banking systems.
3. To play a vital role in human development and employment generation to invest money in such manner as may vary from time to time.
4. To carry on business of buying and selling currency, gold and other valuable assets.
5. To extend counseling and advisory services to the borrowers/entrepreneurs etc. in utilizing credit facilities of the bank.
6. To earn a normal profit for meeting the operational expenses, building of reserve and expansion of activities to cover wider geographical area.

2.4 Corporate Slogan

.....LOCAL BANK GLOBAL NETWORK

2.5 Mission and Vision of EXIM Bank Ltd

❖ Vision of EXIM Bank Limited:

The gist of EXIM Bank Bangladesh limited vision is *“Together towards Tomorrow”*. EXIM Bank Bangladesh limited believes in togetherness with its customer, in its march on the road to growth and progress with services. To achieve the desired goal, there will be pursuit of excellence at all stages with a climate of continuous improvement, because, EXIM Bank Bangladesh limited believes the line of excellence is never ending. Bank’s strategic plans and networking will strengthen its competitive edge over others in rapidly changing competitive environment. Its personalized quality service to the customers with the trend of constant improvement will be cornerstone to achieve our operational success.

❖ Mission of EXIM Bank Limited:

The Bank has chalked out the following corporate objectives in order to ensure smooth achievement of its goals:

- To be the most caring, customer friendly and service oriented bank.
- To create a technology based most efficient banking environment for its customers.

Recruitment and Selection Process

- To ensure ethics and transparency in all levels.
- To ensure sustainable growth and establish full value of the shareholders.
- Above all, to add effective contribution to the national economy.

Eventually the Bank emphasizes on:

- Providing high quality financial services in export and import trade
- Providing efficient customer service
- Maintaining corporate and business ethics
- Being trusted repository of customers' money and their financial adviser
- Making its products superior and rewarding to the customers
- Display team spirit and professionalism
- Sound Capital Base
- Enhancement of shareholders wealth
- Fulfilling its social commitments by expanding its charitable and humanitarian activities.

2.6 Human Resource Practice in EXIM Bank Ltd

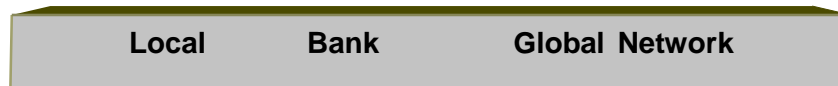
The Authority of EXIM Bank Ltd. believes their employees are the core resources of their organization. Because without them they cannot run their organization. EXIM Bank's human resources approach is concerned with the growth and development of people toward higher level of competency, creativity and then it tries to create a climate in which they may contribute to the limits of their improved abilities.

2.7 Corporate Culture of EXIM Bank Ltd

The EXIM bank is one of the most disciplined Banks with a distinctive corporate culture. They are lived in shared meaning, shared understanding and shared sense making. People related to the bank can see and understand events, activities, objects and situation in a distinctive way. They mould their manners and etiquette, character individually to suit the purpose of the Bank and the needs of the customers who are of paramount importance to them. The people in the bank see themselves as a tight knit team or family that believes in working together for growth. The corporate culture they belong has not been imposed; it has rather been achieved through their corporate conduct.

2.8 Mode of Bank

The word EXIM Bank implies the meaning of its operations. Though it is a new type of bank in Bangladesh, it is familiar with so many countries in the world such as Export Import Bank of the United States, Export Import Bank of Japan.



Though it is a local bank, it has spread of its operation in the whole world through foreign banking. Its motto is to provide quality service to the customers all over the world. Sooth mode of the bank “Local Bank Global Network” completely adjustable with its operations.

2.9 Functions of EXIM Bank Ltd

- The main task of the EXIM Bank is to accept deposited from various customers through various accounts.
- Provides loans on easy terms and condition.
- It creates deposit.
- The Bank invest it fund in to profitable sector.
- It transfers money by Demand Draft (DD), Pay Order (PO), On-line and Telegraphic Transfer etc.
- The Bank is doing the transaction of bill exchange, cheque etc. on behalf of the clients.
- EXIM Bank assists in the foreign exchange by issuing letter of credit.
- It brings the increasing power of the dimension of transaction.
- Above all, EXIM Bank helps the businessmen financially by giving discount facility for bill of exchange and by providing the facility of letter of Guarantee.

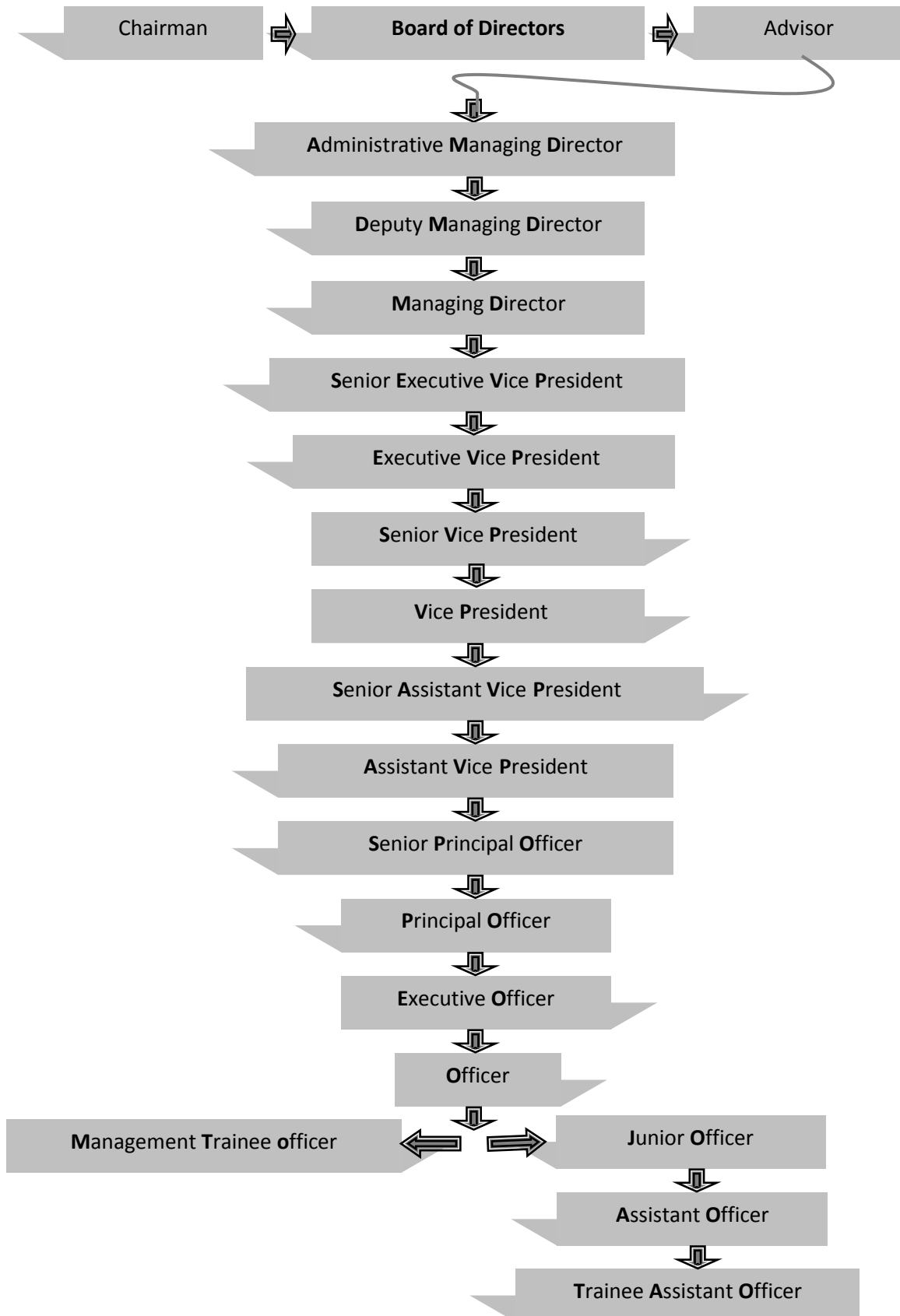
2.10 Conversion into Islamic Bank

After the confirmation of honorable High Court Division of Bangladesh Supreme Court, the EXIM bank had been converted into a full-fledged Islami Bank based on Shariah from traditional interest based banking and the bank started Islami Banking function from 1st July 2005 with the approval of Bangladesh Bank. Before conversion into Islami Bank, the authority of the EXIM Bank puts option to all of bank valued customers through news media in addition to personal contract with them to accept with decision taken by authority. And great pleasure for the bank that every body gladly accepted the conversion with appreciation.

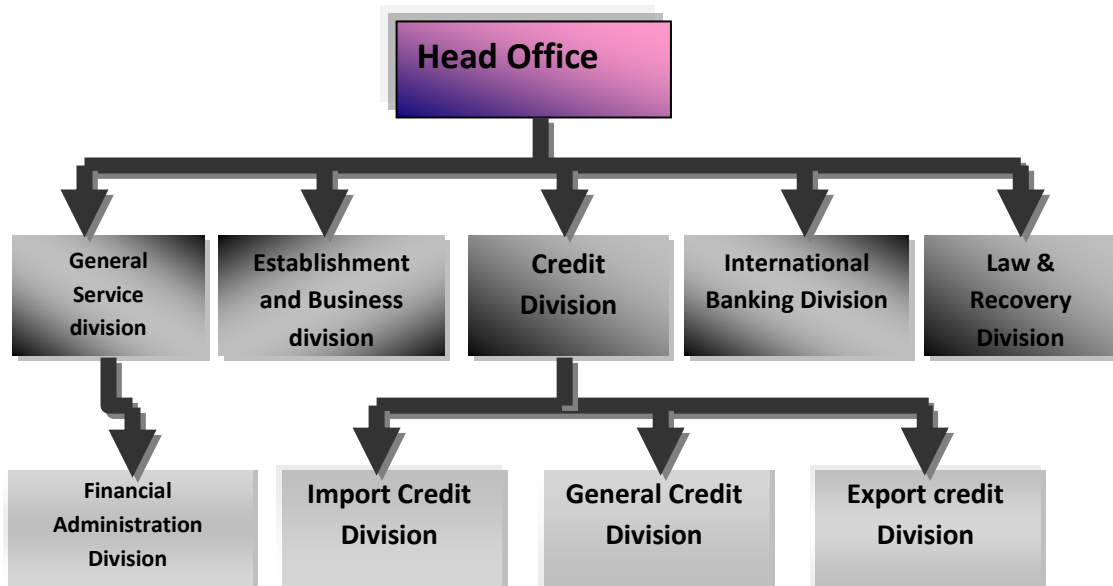
2.11 Social Commitment of EXIM Bank Ltd

The purpose of EXIM Bank is, obviously is, to earn profit, but the promoters and the equity holders are aware of their commitment to the society to which they belong. A large portion of the profit is kept aside and/or spent for socio-economic development through trustee and in patronization of art, culture and sports of the country. The authority wants to make a substantive contribution to the society where they operate, to the extent of their separable resources.

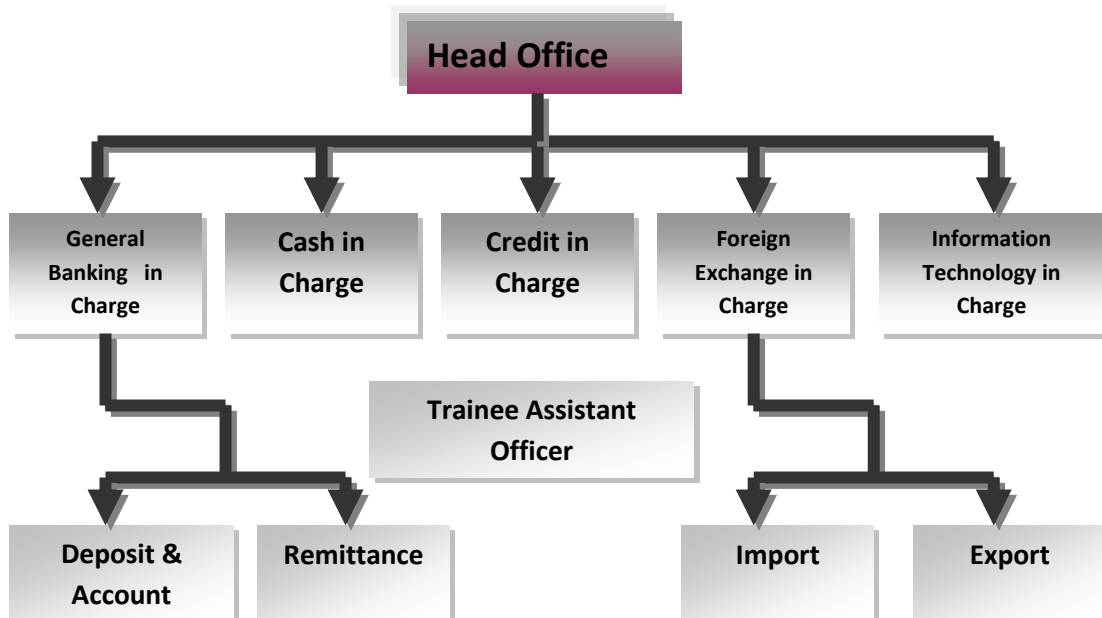
2.12 Organogram of EXIM Bank Ltd



► **Organizational structure: Head office:**

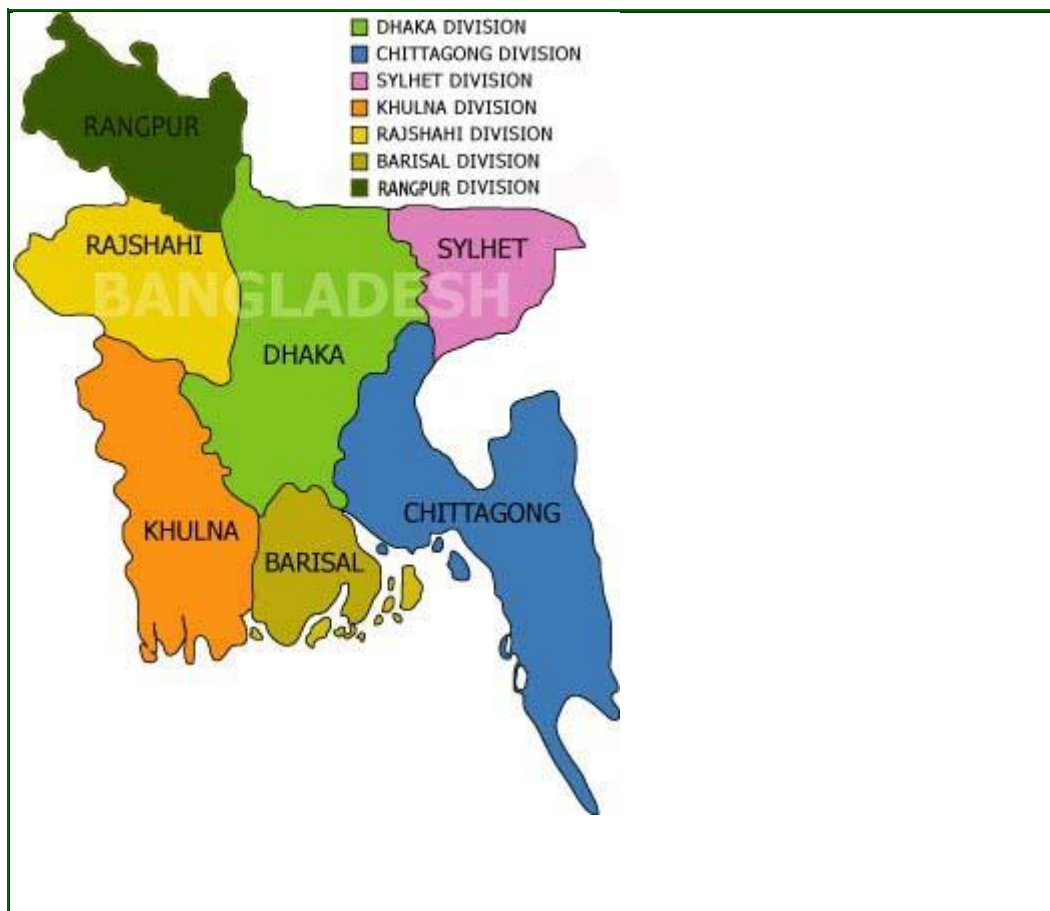


► **Organizational structure: Paltan Branch:**



2.13 Branch Information of EXIM Bank Ltd

➤ Branch Information (We have 89 Branches in Bangladesh)



Division	Number of Branches
Dhaka	44
Chittagong	25
Rajshahi	4
Sylhet	9
Khulna	4
Barisal	1
Rangpur	2
Total	89

2.14 SWOT Analysis

SWOT is a short form for the internal strength and weakness of a firm and the environmental Opportunity and Threat facing that firm. So if we consider EXIM Bank Ltd. As a business firm and analyze its strength, weakness, opportunity and threat the scenario will be as follows:

STRENGTHS:

- Energetic as well as smart team work
- Good Management
- Cooperation with each other
- Membership with SWIFT
- Good banker-customer relationship
- Strong Financial position
- Huge business area
- Friendly Environment

WEAKNESS:

- Few of the parts are conducted by INTERNEE with many errors
- Lack of own ATM services
- Lack of experienced employees in junior level management
- Regular training arrangement makes slow service impacts to serve daily banking services

OPPORTUNITIES:

- Launching own ATM card services with VISA/MAESTRO/AMEX Logo
- Change in political environment
- Growth of sales volume
- Online Banking Services

THREATS:

- Other Commercial bank those provide large networked online banking
- High interest paid by other Commercial bank in FDR
- Daily basis interest on deposit offered by other bank in Bangladesh

Chapter 3
Internship Experience Of
EXIM Bank Limited

3.1 Internship Activity

I have worked as an Intern at EXIM Bank Limited in the Paltan Branch from 1st June 2015 to 31st August 2015. The internship program has provided me tremendous opportunities and scopes to learn and get the insights of practical banking works which will help me in developing my future career. Through the internship program I have learnt regular work as well as corporate work experience that I never could have learnt in the classroom. Moreover, besides the regular office work I have learned to deal with the challenges of the banking industry, got the opportunity to apply knowledge gained from the academic experience, explored many scopes to observe various roles and jobs in the banking sector and all these learning's helped me to gain "real world" experience in banking world. Since my first day, I had the chance to handle a multitude of tasks and responsibilities. I worked in general banking sector throughout my three months internship program.

3.2 Job Description & Responsibilities at EXIM Bank Ltd

- ◆ Follow the Standard Operating Procedure of Account Admin.
- ◆ Process the applications received from branches and other departments of the bank.
- ◆ Identify customer needs and refer customers to appropriate banking services and specialists.
- ◆ Answer customer enquiries.
- ◆ Answer phone call from customer
- ◆ Maintain different type of register book

3.3 Learning Outcome

- Identifying, understanding and working with professional standards
- Serving clients and stakeholders.
- Behaving professionally and ethically.
- Addressing colleagues and superiors appropriately.
- Allocating time effectively.
- Monitoring and correcting performance.
- Adapting effectively to changing conditions.
- Organizing and maintaining information.
- Participating as a member of a team.

Recruitment and Selection Process

- Developing appropriate workplace attitudes.
- Understanding and managing personal behavior and attitudes.
- Developing individual responsibility.
- Dressing appropriately

3.4 Personal Recommendations

As an intern in EXIM Bank Ltd I have some personal recommendation for their internship program:

- They should plan for training program for interns.
- EXIM Bank does not give any compensation to an intern. They should plan basic remuneration for intern.
- In Paltan Branch, Employees are very friendly and they instruct me properly about how to account open in a bank. But they cannot give proper information about HR Division.

Chapter 4

Recruitment & Selection Process Of EXIM Bank Limited

4.1 Introduction

Human Resource management involves all management decisions and practices that directly affect or influence the person or human resources who work for the organization. In recent years increased attention has been devoted to how organizations manage human resources. This increased attention comes from the realization that an organization's employees enable organization to achieve its goal and management of this human resource is critical to an organization's success. The presence of human being is no new invention but identifying them as a resource in a more formal way has been made in the recent days. The history of HRM can be characterized as moving through four phases as craft system, scientific management system, the human resource relationship approach and the current organizational science such as human resource approach.

The company considers human resource as an integral part of corporate management for higher productivity. Company follows a dedicated policy for recruitment, training and development, motivating, organizing and retaining and maintaining the existing human resources on the basis of quality education, training and operating experiences.

An organization is nothing without human resource. Human resource department is concerned with the "people" dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to high levels of performance, are essential to achieving organizational objectives and ensuring that they continue to maintain commitment to the organization.

4.2 Historical Background of HRD in EXIM Bank Ltd

Human Resources Management (HRM) is the strategic management of the employees, who individually and collectively contribute to the achievement of the objectives of the organization. The objective of Export Import Bank of Bangladesh Limited (EXIM Bank) is to remain a partner for the growth of our customers and well-wishers. To this end it has been building up a proactive and cooperative manpower blending experience with innovation and skill with honesty since its inception. On 31 December 2010, it had manpower of 100 Executives and 1268 Officers along with a sizable sub-staff. In line with the growth of the bank, we recruited 4 Executives and 289 Officers in 2010. In 2010, they offered employment

Recruitment and Selection Process

to 101 fresh graduates from universities as Management Trainee Officers in a bid to breed the future helmsmen of the organization.

As to development of manpower EXIM Bank always emphasizes both proper training at training institutions and frequent job rotation at job desks. They believe that offering unfettered career development opportunities to its employees will return greater benefit for the organization in the long run by increasing the commitment level and service delivery capacity of the staff. By 31 December 2010 EXIM Bank Training Institute rendered useful training to 4152 personnel in different training programs and workshops where eminent bankers, economists, academicians, researchers and other resource persons were invited to deliver lectures. Besides, their personnel are sent to Bangladesh Bank Training Academy, Bangladesh Institute of Bank Management, Bangladesh Foreign Exchange Dealers Association, and the Central Shariah Board for Islamic Banks of Bangladesh for training on regular basis. In 2010 a total number of 1234 personnel of our bank were trained in different training institutes in home whereas 1 personnel were sent abroad to attend overseas training programs on a wide array of subjects.

A good organization makes sure that it itself and the people who work for it succeed together, and the Human Resources Division's prime concern is the success of the people who work for the organization. EXIM Human Resources Division is in constant pursuit of providing for the optimum benefits and career support to its personnel through scores of mechanisms it has fashioned-EXIM Bank Recreation and Welfare Centre, EXIM Bank Foundation, the Library at the Training Institute, Best Performance Awards and so on. In 2010 thirty Executives and officers were awarded gold medals in recognition to their extra-ordinary performance during the year 2009.

EXIM Bank believes that it is the human resources that underlie all success of the organization and it will reach still higher goals capitalizing the prowess of its human resources.

EXIM Bank has a separate HRM Division from its beginning. There are now around 1600 full time employees working in EXIM Bank's different branches in Bangladesh.

Overall HRM Diagram linked to Value Creation

An overall diagram reflects the total employee of the organization those are working in the different segment of the organization. It also reflects the value and chain of command of the employees, different division of the organization and reporting systems among the employees of different level.

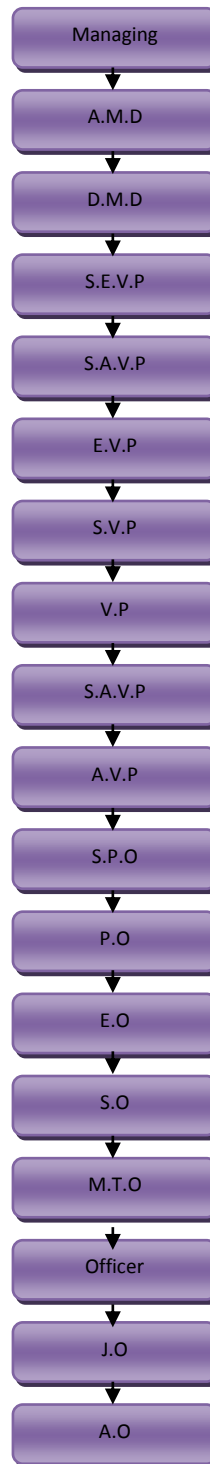


Exhibit 4.2: The Organogram of EXIM Bank (Chain of Command)

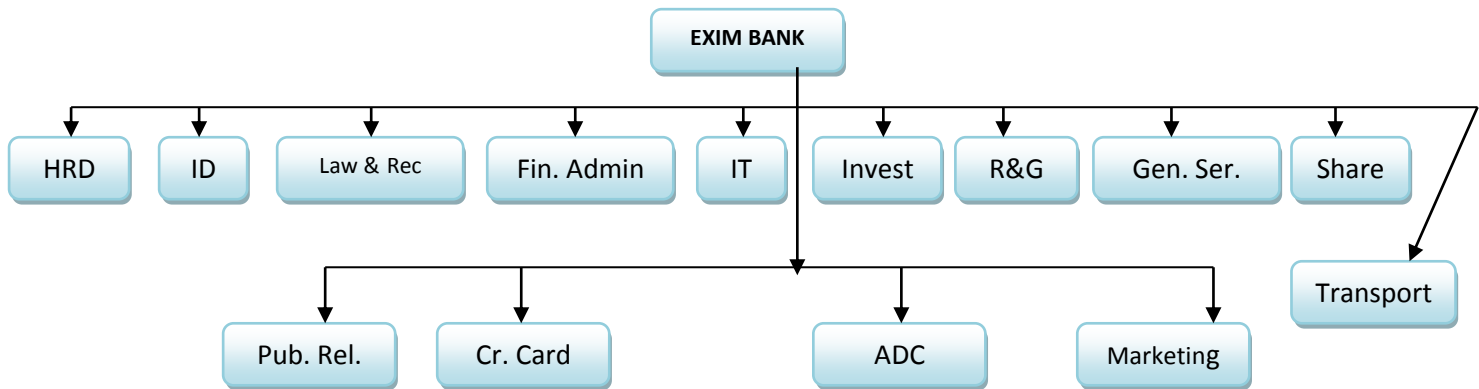


Exhibit 4.2: The Different Departments of EXIM Bank

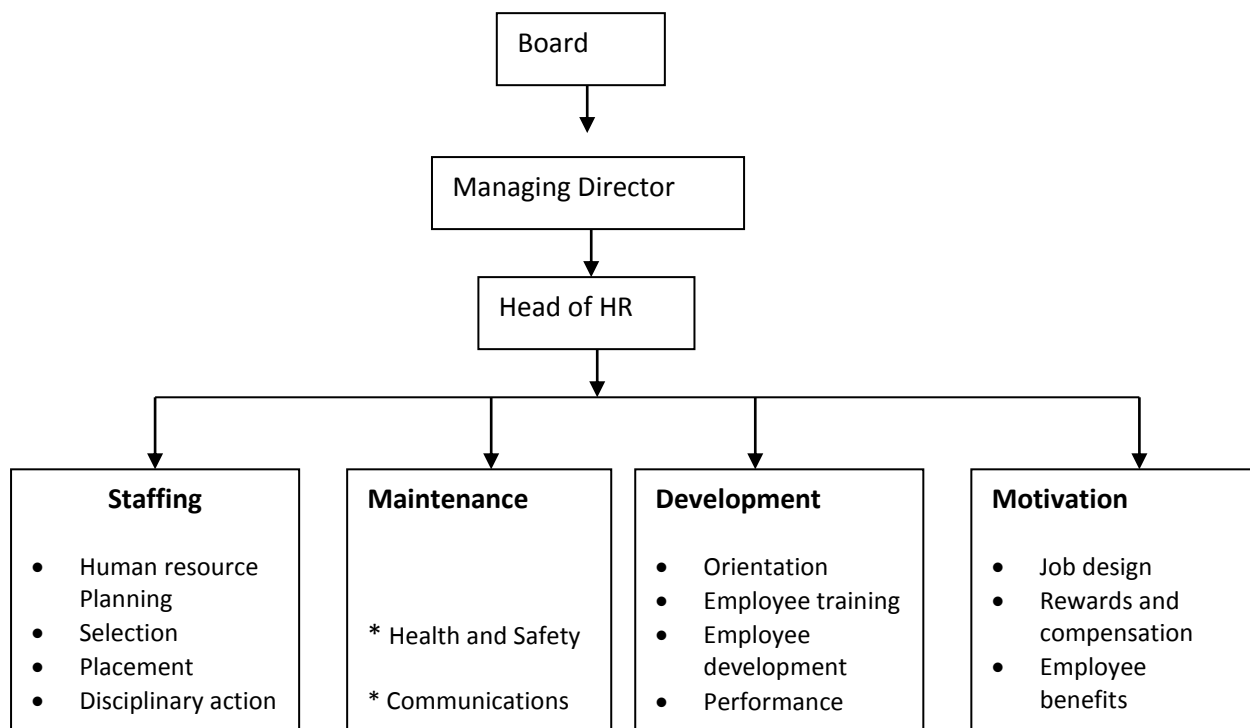
Sl. No	Departments	Duties
01	HRD	Managing and utilizing human resource of the organization efficiently
02	ID	Maintaining Foreign Exchange and facilitate international transaction
03	Law & Regulation	Provides legal affairs solution
04	Financial Admin	Ensures proper utilization of banks Money
05	IT	Provides IT infrastructure for modern Banking
06	Investment	Ensures proper investment of collected money
07	R&D	Provides Investment/return and export solutions to the Readymade garments Sector
08	General Service	Provides general daily banking service
09	Share	Look after share, dividend and bond issues
10	Transportation	Ensures Transportation service for the employees
11	Public Relation	Communicate with different parties of the bank
12	Credit Card	Issue and collect credit cards payable/payments
13	ADC	Provides banking service from customers place(by internet or others)
14	Marketing	Do marketing of different banking products

4.3 Responsibility of HR Management

Human Resources Division of Export Import Bank of Bangladesh Limited will be responsible for management of human resources of the Bank. Human Resource Management comprises the following 4 (four) basic function:

- Staffing
- Training and Development
- Motivation and
- Maintenance

The following organogram shows the place of Human Resources Division and its basic functions under Head Office organogram :



Duties of HRD employees of EXIM Bank

Though the employees of HRD EXIM banks are generalist and work to implement the management level decision & the Head of HRD's decision, but they have some daily routine duties. Those are:

Sl. No	Designation	Key Responsibility
01	Senior Vice President (Head)	Supervision, management level decision making
02	Senior Principal Officer	Performance appraisal, Training, supervision, Manpower planning
03	Principal Officer (1)	Communication
04	Principal Officer (2)	Communication & software development
05	Executive Officer	Software maintenance
06	Senior Officer	Recruitment, exit/entry formalities, process re-engineering
07	Office Assistant	Support

4.4 Organogram of Human Resource Division

The Organogram or organization chart is a graphic illustration of how the roles or positions of an organization is structured and arranged. It shows the span of management, the line of authority and the designation of the positions. The span of Management is the number of persons a manager can supervise effectively, although this limit varies depending on situations. Line Authority is that relationship in which superior exercises direct supervision over a subordinate-an authority relationship in direct line or steps.

The Organogram shown in the next page refers to the Human Resource Division of the EXIM Bank. A point to mention here is that as the head of human resources directly report to the managing director, from which, we can estimate the significance of the Human Resource Division.

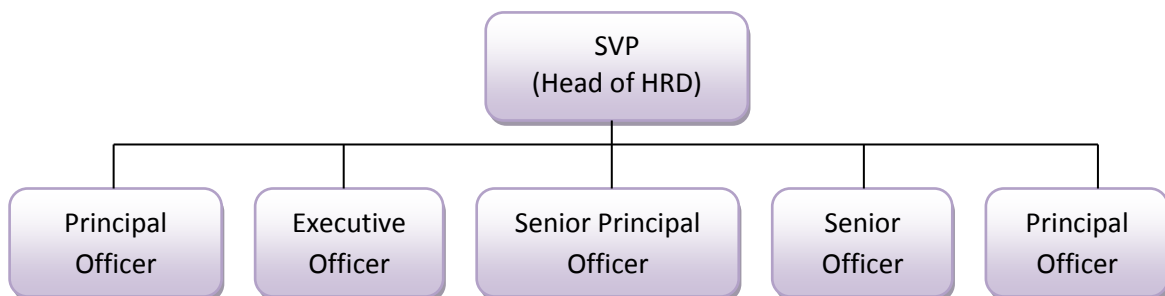


Exhibit 4.4: The Organogram of EXIM Bank HRD

Recruitment and Selection Process

From above Organogram, we see that in Human Resource Division the span of management is narrow to ensure proper control. The other advantage found consequently is fast and effective communication between subordinates. As it is a very small team, sometimes it is very difficult to manage work segregation.

4.5 Activities of Human Resource Division

The HRD of EXIM Bank usually undertakes the following 6 (six) activities;

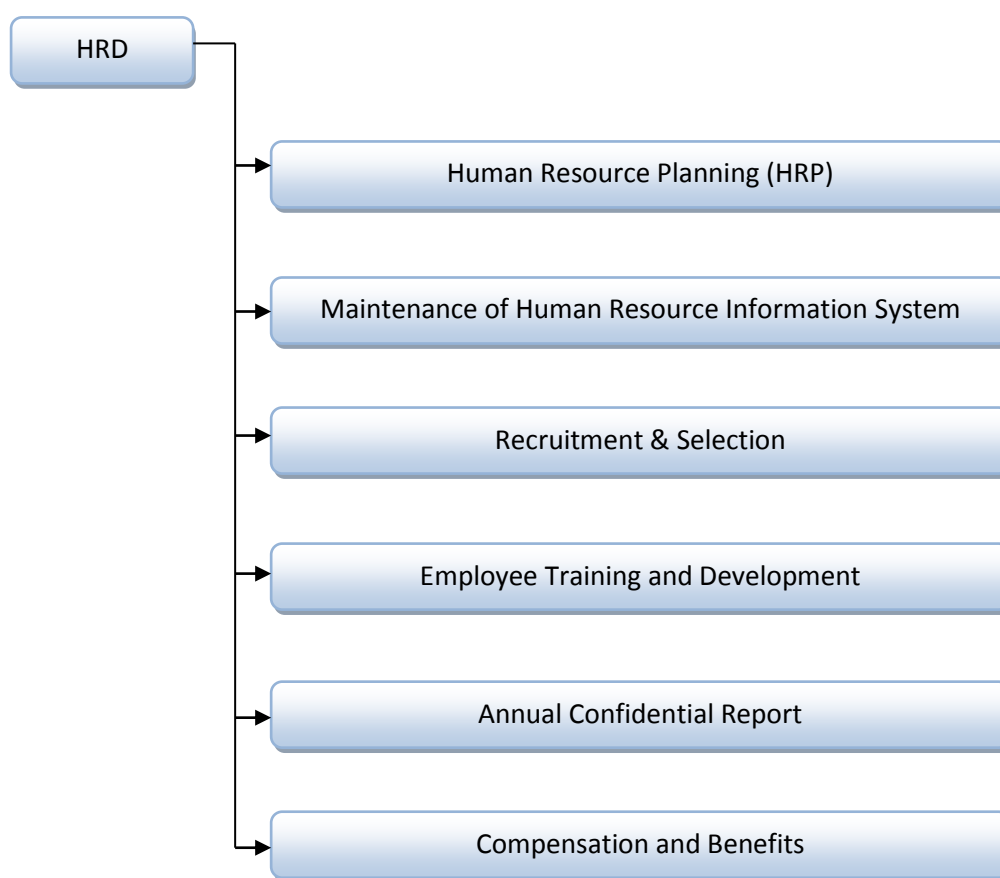


Exhibit 4.5: The Activities of EXIM Bank HRD

✓ **Human Resource Planning (HRP)**

The HRP in this bank is done to check the standing of the current human resource. This Manpower planning is done to see whether the organization has the right kind of people in the right number. Usually, this is required especially when the bank undertakes a new project or the business volume dealt with increases, and then the bank checks its human resources. It first formulates a plan, prepares a budget to accommodate the change in human resource composition and hires accordingly.

✓ **Maintenance of Human Resource Information System (HRIS)**

To keep up with the human resource planning requirements, EXIM Bank maintains a HRIS (Human Resource formations system), which is maintained in-house. The HRIS keeps all the information about all the employees currently working and also who have previously worked in this bank, It stores basic information about all of its employees. The information include each employee's recruitment date, personal information, academic and employment record, training undertaken, performance appraisal, career t rack record etc.

✓ **Recruitment & Selection**

The need for recruitment is felt especially whenever a new post is created due to expansion of the bank. Succession planning also calls for recruitment sometimes if the vacant post cannot be filled from within. There is quite a number of recruiting sources used by this bank. EXIM Bank advertises in the newspaper to generate applications for different entry level post. The selection process in EXIM Bank is no different from what is practiced in most organizations. The process starts with initial screening and a person is finally selected through a final interview. The current selection and recruitment process, its shortcomings are elaborated in the next chapter as this is the key area of the report.

✓ **Employee Training and Development**

As a brief review of terms, training involves an expert works with learners to transfer them certain areas of knowledge or skills to improve in their current jobs. This term is often interpreted as the activity when an expert and learner work together to effectively Transfer information from the expert to the learner (to enhance learner's knowledge, attitudes or skills) so the learner can better perform a current task or job. Development

Recruitment and Selection Process

is a broad, ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance, often to perform some job or new role in the future. This development often includes a wide variety of methods, e.g. orienting about a role, training in a wide variety of areas, ongoing training on the job, coaching, mentoring and forms of self-development. Some helps for reaching the life's goal and works as an experience.

There are no fixed frequencies of training program on EXIM bank. On-the-job training is continuously practiced. For employees in lower level, on-the-job training is most effective. And if off-the-job training required, EXIM Bank organizes class room lectures and conference and job rotation system applied to make the employee familiar with the new work.

EXIM Bank also arranges standard academic training program for the managers from different grades. For this reason it established its own training center named EXIM Bank Training Institute in Dhaka on 1st November 2004. By December 31, 2007, the institute rendered useful training to 1398 personnel in different training programs and workshops where eminent bankers, economist, academician, researchers and other resource persons were invited to deliver lectures. Besides, personnel are sent to Bangladesh Bank Training Academy, Bangladesh Institute of Bank Management, Bangladesh Foreign Exchange Dealers Association, the Central Shariah Board for Islamic Banks of Bangladesh and many other reputed institutions of the country for training on regular basis. In 2007 a total number of 808 personnel were trained in different institutes at home whereas 33 personnel were sent abroad to attend overseas training programs on a wide array of subjects.

The training programs are designed for the development of general management capabilities. Some of the typical topics of employee training are communication, computer skills, customer services, diversity, ethics, human relations, safety, operation and reputation risk, quality assurance etc.

These training programs are chosen as such to incur minimum cost. There is also a time constraint. Every personnel from different bank is very much tied up with his own work and more than a week training program requires another person to fill the trainees position temporarily.

✓ **Annual Confidential Report**

The rater in the ACR is the branch manager or the divisional in charge. The rating method is to use to judge the performance of the employees in different scale. With this rating the Human Resource Division makes a detail exploratory report to analysis and according the result HRD provides performance appraisal.

The manager/divisional in charge rate employees on under given criteria:

- ✓ Sense of responsibility and commitment to the bank
- ✓ Knowledge of banking & awareness to rules & policies & implementation
- ✓ Competence, ability to do & get things done
- ✓ Initiative, Enthusiasm
- ✓ Quality and Quantity of work
- ✓ Marketing & Selling capability
- ✓ Learning ability & analytical thinking
- ✓ Presentation and other personality
- ✓ Power of decision making intelligence and mental alertness
- ✓ Interpersonal behavior, team spirit. Co-operation, flexibility
- ✓ Honesty and integrity, Financial discipline
- ✓ Attendance, Time consciousness, punctuality
- ✓ Capability and leadership to guide, supervise and utilize manpower
- ✓ Creativity and innovative ideas &
- ✓ Communication Skill

The authority rated them in 4 degrees of scale. Those are, 1. Outstanding, 2. Excellent, 3. Good & 4. Average

✓ Compensation and Benefits

The compensation of EXIM Bank is just like any other organizations, the basic salary given. The salary of employees varies with the seniority; his position in the hierarchy of the organization. Other facilities are included like accommodation, transportation, loan at lower rate of interest etc. But all this varies with the level of management the person is in.

Some other benefits are given by this bank includes sick leave, earned leave, pension scheme, ESSS fund etc. Sick leave allows the employees to take leave when they are sick for the required period. Yearly 14 days of sick leave is credited to an employee's account; however, the employee has to submit necessary documents proving his illness. All the full time employees of EXIM Bank are entitled 30 days earned leave. Pension scheme includes provident fund and gratuity (a compensation given for every completed year). The staffs are also entitles to loans at lower rate. After confirmation of service an employee can avail car loan payable in six years, persona loan payable in two years and festival loan payable in six months .The bank also arranges picnics and staff nights to treat its employees and motivate them.

Recruitment Process of EXIM Bank Ltd

4. 6 Definitions of Recruitment

Recruitment is a process of locating individuals with sufficient qualification & number and encourages them to apply for jobs. From other perspective it is a process of identifying and hiring the best-qualified candidate for a job vacancy, in a most timely and cost-effective manner.

According to *Edwin B. Flippo*, “Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization”.

According to *Robins*, “The ideal recruitment effort will attract a large no of qualified applicants who will take the job if it is offered. A good recruiting program should

Recruitment and Selection Process

attract the qualified & not attract the unqualified. This dual objective will minimize the cost of processing unqualified candidates”.

So recruitment is a continuous process whereby the firm attempts to develop a pool of qualified applicants for the future human resources needs even though specific vacancies do not exist. Usually the process begins when new recruits are sought & ends when their applications are submitted.

4.7 Recruitment philosophy of EXIM BANK

- EXIM BANK usually promotes from within the organizations, but when the need arises, the bank also hires from outside for vacancies at all levels.
- EXIM BANK always emphasizes on hiring for a long period of time. The bank tries to attract and select those candidates who will move through the organizational hierarchy to the senior level positions in the future.
- EXIM BANK has developed a corporate culture where employees are not treated as mere employees. They are treated as associates of the bank. Together, they form a family and all associates are the members of the family.

4.8 Types of Recruitment

EXIM BANK practices two types of recruitment

- Yearly recruitment: this is done each year, according to the HR plan
- Need-based recruitments: this is done when there is a sudden vacancy

4.9 Mode of Employment

- EXIM BANK has three types of employment to meet the highest order of the satisfaction level of its clientele. These are:
 - 1. Full Time
 - 2. HR Contractual
 - 3. Internship Programs (IP)

4.10 Recruitment Sources:

EXIM Bank Limited has gone through several sources in their recruitment process. It is because of they are trying to search the best brain from the market that can assist this organization more powerful. They believe in talent nourishing rather than hiring. It is the place “where brain meets”. So in the HR point of view, this is going to be more challenging. Basically these are the reasons they try to focus on various sources.

Sources of Recruitment that EXIM BANK has followed

- ▶ Online Source ‘bdjobs’- When the organization has noticed that they need some people for the specific post, their first and foremost choice is bdjobs, Basically they give an advertisement to that source and the applicants from all the part of this country have applied regarding the minimum objectives. Then HR comes up some of them by matched maximum job description. Then the best CVs are shortlisted and that’s how they come up with the initial screening.
- ▶ Online Source “Facebook”- This is one of the source engines where EXIM BANK Gives Job Ads in different facebook pages. From that job seekers applied here.
- ▶ Online Source “linkedin”- EXIM BANK search some experienced banker from a professional site linkedin. But it is only used for the top level candidates who are usually passive job seekers.
- ▶ Job Fair- Many organizers come up by arranging job fair. Many candidates come to search their best jobs. EXIM BANK comes up with their objectives and recruits people.
- ▶ Internal Referral- EXIM BANK has gone through with their internal own resources. They hire the best performer from their own sources for every level of job.

4.11 Requirement for all Employees

a. age

A candidates must not be more than 30 (thirty) years of age in case of direct recruitment as an Officer, Drivers, the maximum age limit is 35 years with suitable experience and physical fitness.

b. Physical Fitness

No persons shall be appointed in the service of the Bank unless he/she is declared physically fit by a competent Medical Authority specified by the Bank in this behalf.

4.11.1 Minimum Requirement for Management Trainee Officer/Trainee Officer

a. Candidates must be of exceptional promise and aptitude to face the challenge and hard working for a successful career in the Bank.

b. Candidates having no past Banking experience must not be over 30 (thirty) years of age as on the date of application. The Management Trainee Officers and Trainee Assistant officers should have the following academic qualifications:

1. MBA with minimum 3.00 CGPA with 2nd Class in other examination; Or Master Degree in any discipline with minimum 2(two) First Division and 2(two) Second Division and no Third Division from any recognized Govt./Private University.
2. Candidates securing the First Class First in Master's Degree/MBA/MBM with CGPA-3.00 above in any of the subjects approved by the competent authority for recruitment of Management. Trainee Officer may be appointed after VIVA VOCE/ INTERVIEW without written test if they are found suitable.
3. Candidates not over 30(thirty) years of age and having Master Degree obtaining minimum 10(ten) points based on educational qualifications will be eligible for application.

4.11.2 Basis to be followed for Calculation of Academic Qualification

Examination	1 st Division/Equivalent ≥ 3.00 (for SSC, HSC & Graduation)	2 nd Division/ Equivalent ≥ 2.00 (for SSC & HSC) ≥ 2.25 (for Graduation/Post Graduation)	3 rd Division/Equivalent ≥ 1.00 (for SSC & HSC) ≥ 1.65 (for Graduation/Post Graduation)
SSC	3	2	1
HSC	3	2	1
Graduation (Hons)	3	2	1
Masters	3	2	1

However, the qualifications may be flexible in case of candidates found otherwise suitable.

4.11.3 Computer Literacy

All new recruits should have minimum Computer knowledge of the followings:

- Operating System** : Windows, linux
- Spreadsheet** : Microsoft Excel/SPSS
- Word Processor** : Microsoft Word

4.11.4 Grading/Marking

The Selection Committee will follow a grading system as follow:

For education maximum mark is 12, qualifying marks for AO & Officer (on probation) shall be

- ❖ Written Test will be 50/100 marks and 50% marks is qualifying marks.

- ❖ Viva is on 25 marks and qualifying marks is 15. In Viva, general knowledge and knowledge about his/her subject shall be evaluated.

4.11.5 Mode of Recruitment

Every candidate will appear for a written test. The subject matter of test should be general knowledge, Arithmetic, English knowledge, Economics/Banking etc, as described the Management over time. For this purpose Bank may take help from outside experts for setting the questions, supervision of the examination work and making the script.

A candidate must secure minimum 50% or higher defined by the management team for become eligible for the any AO or Management Trainee Officer/Trainee Officer post.

The total number of candidates called for the viva will be double of total vacant post, that's why the Bank can get the best alternatives of candidates.

The appointment of the candidates will be made as per the merit of the candidates. The recruitment panel will decide and refers the best peoples to the higher authority for recruitment.

While interviewing the candidate for final selection, due weight age should be given on the educational background, professional excellence and technical skill on the appropriate field.

All people to be appointed by the bank will have to undergo a medical test by the bank's approved Physician/ Medical Officer so as to ascertain that they are physically and mentally sound.

The following categories of employees from other Bank/Organization will not be employed

Employee against who there are pending charges or who are dismissed discharged for any reason, or terminated/removed/restricted.

However, a retired person may be engaged for a particular period for a particular period for a contract basis.

4.11.6 Recruitment of the Senior Executives or Officials

Export Import Bank of Bangladesh Limited being a new Bank will need time to develop its own manpower through training process. It must, however, need quality human resources to run its operations and expansion program, which can't be delayed. It must, therefore, recruit experienced Bankers from other Banks.

As per requirement of the Bank experienced Executives/Officers may be appointed from time to time. After proper scrutinizing of the application received from the eligible candidates they will be interviewed by the Interview Committee with clear stipulations that the following minimum qualifications & experience as shown against each post must be ensured. Exceptions may occur for extra ordinary candidates.

4.11.7 Criteria for Recruitment of Executive/Officers as Lateral Entries

<i>Name of the Pos</i>	<i>Minimum Educational Qualification</i>	<i>Banking Experience in any commercial Bank</i>	<i>Length of Service as Officer</i>
DMD	Masters	3yrs SEVP/GM or equivalent	22 Years
SEVP	-do-	3yrs as EVP/GM or Equivalent	20 Years
EVP	-do-	4 yrs as SVP/DGM or 2yrs as GM or equivalent rank	18 Years
SVP	-do-	3yrs as VP/DGM or 1yr as GM or equivalent rank	16 Years
VP	-do-	3yrs as SAVP/AGM or Equivalent rank	14 Years
SAVP	-do-	3 Yrs as AVP/AGM or Equivalent rank	12 Years
AVP	-do-	3 Years as SPO or equivalent rank	10 Years
SPO	-do-	3yrs as PO or Equivalent rank	9 Years
PO	-do-	Equivalent rank	8 Years
EO	-do-	3yrs as EO/SO or Equivalent rank	6 Years
Officer	-do-	3yrs as EO/SO or Equivalent rank	4years
JO	-do-	3yrs as EO/SO or Equivalent rank	3years
AO	-do-	3yrs as EO/SO or Equivalent rank	2years

However, the criterion may be changed by the competent authority.

4.12 Recruitment Process of EXIM Bank Ltd

The recruitment process of EXIM banks happens in 8 steps of process. Those steps are

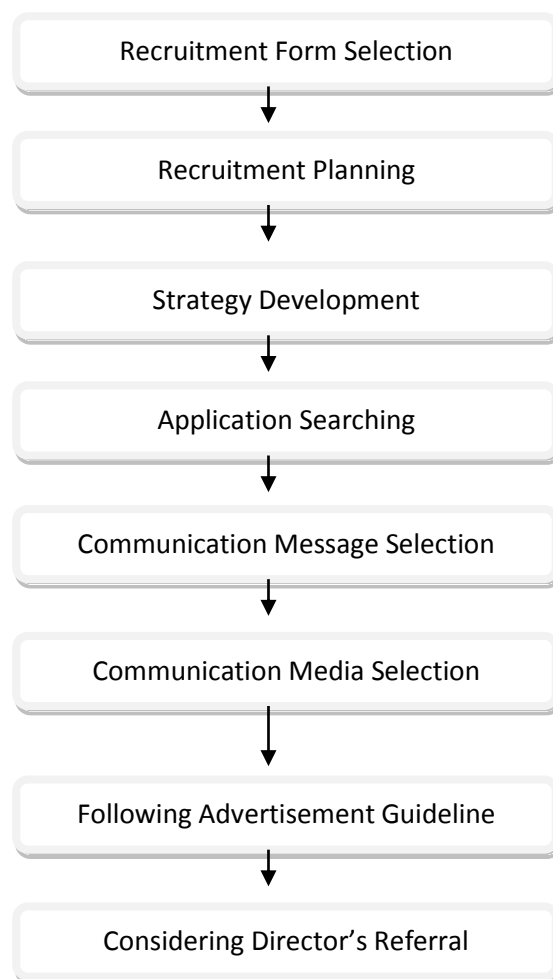


Exhibit 4.12: The Recruitment Process of EXIM Bank

4.12.1 Forms of Recruitment

There are two forms of recruitments, namely- internal recruitment and external recruitment. Internal recruitment is the process of identifying and attracting applicants among individuals already holding job with the organization. On the other hand, external recruitment is the process identifying and attracting job applicants from outside organization.

In Exim bank, whenever a position is created or become vacant, it first tries to fill up the position internally. If there is no suitable internal candidate, the HRD goes for external recruitment. The external recruitment is conducted for two level of Job. 1. Entry Level and 2. Experienced Bankers.

4.12.2 Recruitment Planning

Prior to identifying and attracting applicants to vacant jobs, EXIM Bank gives attention to organizational and administrative issues that facilitates the effective matching of applicants with vacant jobs.

a. Organizational Issue

During recruitment process EXIM Bank considers the following organizational issues.

✓ In-house versus External Recruitment Agency

EXIM Bank's recruitment is done in-house. The organization never relies on external recruitment agencies. The in-house recruitment ensures that recruitment costs are minimized, recruitment searches are consistent from opening to opening and the specific needs of the organization are met. However, for MTO recruiting process, the written Examinations conducted by IBA or DU.

✓ Centralized versus Decentralized Recruitment

A centralized recruitment function is one for which recruitment activities are coordinated by HR division in the corporate head office. A decentralized recruitment system is one where individual business units or individual managers coordinate the recruitment activities. Like most large organizations, the recruitment function of EXIM Bank is centralized. Nevertheless, the branch offices do some recruitment of some casual workers (Peon, Go down Guard, etc.) positions at EXIM Bank. Usually, candidates among local people are selected for these posts. Thus, decentralized system saves time and ensures smooth flow of operations.

b. Administrative Issue

During the recruitment planning the following administrative issues are considered by EXIM Bank:

✓ **Employee Requisition Proposal**

An Employee requisition proposal is a formal document that proposes the filling of a job opening indicated by the signature of the Branch Manager or Divisional Head and approved by Head of HRD and Managing Director of EXIM Bank.

Export Import Bank of Bangladesh Limited			
Shariah Based Islami Bank			
Human Resources Division, Head Office, Dhaka			
SL.	Designation	No. of employee required	
		URBAN	RURAL
	MANAGER		
1.			
	2ND OFFICER		
1.			
	GBD, Investment & Foreign Exchange		
1.			
2.			
3.			
	CASH OFFICER		
1.			
2.			
3.			
	IT OFFICER		
1.			
2.			
	PEON & TEA-BOY		
1.			
2.			
3.			
	BANK GUARD		
1.			

Exhibit 4.14: Employee Requisition Proposal of Exim Bank Limited

✓ **Number of Contacts**

It is very difficult to identify the exact number of contacts needed to fill a particular vacant position. EXIM Bank does not have any particular approach regarding this. For entry level jobs; all the applicants matching the advertised criteria are contacted. For lateral entry the HR division of EXIM Bank talks with the related division head and decides how many applicants will be contacted against that vacant position. EXIM bank HRD now started using online recruitment process, so that they can easily find out the matched candidates through information system and can separate the candidates who are not eligible for the post. Latterly the eligible candidates only are contacted for the written test session.

✓ **Development of Recruitment Guide**

A recruitment guide is a formal document that details the process to be followed to attract applicants for a job. It is usually based on the Recruitment and Selection portion of the EXIM Bank's Service Rules.

✓ **Process Follow & Record Keeping**

Prior to deciding where and how to look for applicants, EXIM Bank first checks for suitable resumes that were received previously. This resumes results from the use of multiple sources to identify candidates, e .g. advertisements, walk-ins, employee references, internship and online applicants for the suitable posts etc. EXIM Bank stores resumes of applicants manually and online basis, who are selected for second interview/pass written test for last one year. If there is any vacant position in EXIM Bank, they check these resumes in online for suitable candidates and categorize different eligible candidates.

4.12.3 Strategy Development

Once the recruitment planning phase is completed EXIM Bank goes for development of a strategy. Strategy development process of EXIM Bank includes:

- o **Open Vs. Targeted Recruitment**

Once employee requisition proposal is approved, one of the most difficult aspects of recruitment is to know where to look for applicants. In practice, EXIM Bank goes for targeted recruitment depending on KSAO's (Knowledge, Skill, Abilities and other job related characteristics) required for the job and availability of suitable applicants.

- o **Recruitment Source**

Once it has been specified where and how individuals are likely to be found, there are several sources that are used to look for them. EXIM Bank's main source of recruitment is newspaper advertisement and online job advertisement in different job site and the Exim Bank's own job portal system.

- o **Choice of Source**

There is no single best source of recruitment; each source has its strength and weaknesses. The number of jobs to be filled up is an important determinant for choice of source(s). For example, when EXIM Bank wants to recruit large number of Management Trainee Officer (MTO) or Trainee Assistant Officer (Cash)/ (IT) it goes for Newspaper advertisements, online job site advertisement and own job portal on their official website. The number of newspapers in which ad should be published also depends on the number of people required. If numbers of vacant job is large, then ad will published on two or more Newspapers and it is usually published on Friday for greater coverage. The bank is also considered sources such as university placement offices, online job sites, job fairs etc. The bank needs to use, economical and effective sources of advertisement. Bank accepts to apply through their online system where ever the advertisement published, because online system helps to do the overall process very faster.

4.12.4 Application Searching

Once the recruitment planning and strategy development phases are completed, the HRD starts candidate searching. Searching for candidates first require the development of a message and then they selection of a media to communicate that message.

4.12.5 Communication Message

Information presented by the organization to the job applicant is essential for the decision to apply for a job. Organizations may use any of the four types of communication message:

- ✓ Traditional Message
- ✓ Realistic Recruitment Message
- ✓ Attractive Message
- ✓ Targeted Message

EXIM Bank generally uses traditional and attractive communication message depending on the situation. EXIM Bank portrays the organization in a manner such that applicants are induced to apply, join and stay with EXIM Bank. The communication message is usually English. The message also helps an organization to create a positive image of Bank to the job seekers.

4.12.6 Communication Medium

Not only is the message itself an important part of the recruitment process, selection of the medium to communicate the message also a challenge. EXIM Bank uses the following communication medium:

- Advertisement
- Online Ads
- Organization's Website.

4.12.7 Advertisement Guideline

Human Resource Division makes a draft for the newspaper advertisement/ Job site advertisement/ career portal advertisement and finalizes the contents in consultation with the concerned Division Head. After finalization, HRD sends the advertisement to the Creative Communication Division for publication. The advertisement is published in such a manner that it ensures the maximum visibility as well as mass coverage. HR considers the conciseness and attractiveness of the advertisement. In case of every vacancy advertisement, a copy of the advertisement is placed on the notice board.

An advertisement contains the following items, with the exception of blind ad:

- Company Name & Logo
- Brief about the business/company
- Title and summary of the job
- Required qualification of the job
- Personality attributes
- Attractive and encouraging words for the candidates
- Address to apply

EXIM bank keep the applicants formatted resumes collected by the online system on their web server and latterly download and use those data to analyze for the selection and other processes.

4.12.8 Director Referrals:

Along with all the regular procedures, directors of the bank refer candidates for immediate employment. These candidates often lack suitability for the particular job. However, management always decides to offer job to these referral cases. In most of the cases, these applicants join as a Trainee Assistant Officer (Cash/IT) .If any referred candidate applies during an ongoing recruitment, his test results are scrutinized very leniently. It is often seen that to accommodate a referred applicant the management lowers the standard cut-off scores. If no recruitment process is in motion, the candidate attends a

separate assessment test. Again the test script is examined leniently and he or she is offered position in the services of the Bank.

Selection Process of EXIM Bank Ltd

4.13 Definition of Selection:

Although most employees do not use such an elaborate screening device, all employees put applicants through a selection process. The selection process is a series of specific steps used to decide which recruits should be hired. The process begins when recruits apply for employment and ends with the hiring decision.

Recruiting & selection are combined and called the employment function in many HR departments. In a large HR department, the employment function is the responsibility of the employment manager. In a smaller department, the HR manager handles these duties. Employment is often the primary reason for the department’s existence, since the selection process is central to the HR function.

4.14 Selection Process of EXIM Bank Ltd

The selection process of EXIM Bank is not different from what is practiced in more organizations. It starts with initial screening of CVs, goes on to written tests and then a final interview before selecting the person. Any selection decisions can result in one of the four possible outcomes. Two of these outcomes are right decision and two are wrong decisions.

		Decision	
		Accept	Reject
Later Job Performance	Successful	Correct Decision	Reject Error
	Unsuccessful	Accept Error	Correct Decision

Exhibit 4.14: Selection Decision Outcome Grid

The current selection process in EXIM Bank is described below:



Exhibit 4.14: Selection Process of EXIM Bank Ltd.

4.14.1 Initial Screening

The process starts with initial screening- choosing from the CV's that fulfill the specific requirements. After a vacancy is announced and CV's are already collected from different sources, the bank starts the initial screening process. They sort the applications those have the actual qualifications (Degree, age, experience) for the post through the online system. Then these candidates are called for the written test.

4.14.2 Written Employment Test

After the initial screening, next step is the written employment test. In EXIM Bank, written test is applicable for assessment of all entry level positions. The written test is taken mostly to check the candidate's knowledge on the subject matter for which he is to be taken and also to check his written communication skill. For MTO Positions, the bank seeks professional service institute like, faculty of Business Administration, University of Dhaka or others. IBA conducts the written test, which includes preparing question paper, arranging the logistics

Recruitment and Selection Process

support needed for the test, scrutinizing the answer paper etc. After preparing the result sheet, IBA sends the passing candidates list to the bank. The bank has a preset cut-off score and those who have scored more than or equal to that score are called for the interview.

Usually, the bank itself holds the written test for the post of Trainee Assistant Officers. The HRD prepares the question papers, takes the written test, screens out the answer sheets and sends the number-sheet to the management. The management then decides how candidates to call for the interview.

4.14.3 Work Sample Test

For the post of Trainee Assistant Officer (IT) the bank uses there tests to assess actual performer from the job candidate. Work sample tests require the applicant to perform tasks that are actually a part of the work required on the job. The tests are carefully conducted by the IT Division to include the major job functions.

4.14.4 Interview

For entry level positions, the next step of the process is the comprehensive interview that is usually conducted by a panel comprising of the Managing Director, Additional Managing Director, Deputy Managing Director and The Head of Human Resources Division. The interviews are always unstructured and each interviewer grades the candidate based on motivational level, communication skill, confidence, how he handles difficulties etc.

After the interview, the total marks of the written test and the interview are added. The candidates who pass the written test, the interview and the work sample test (if any) are considered for final appointment. From those candidates, the required number of employees are taken and given the final appointment. These employees have to fill up setup papers at the time of joining.

For lateral entry of the experienced bankers, the interview is conducted in two phases. In the first phase, the interview board consists of the Head of Human Resource Division and the Head of Business Division. The final selection is made by the Managing Director.

4.14.5 Salary Negotiation

For the entry level positions, the salary is fixed. For other lateral entries, the Head of HRD negotiates the salary with the suitable candidate whenever necessary. The negotiation for suitable designation also takes place during this phase.

4.14.6 Job Offer

The Head of HRD offers the job to the selected candidate after the final approval is obtained. The Managing Director is the sole signing authority of any appointment letter up to Additional Managing Director, Non-Management and all contractual employees if any other person is authorized for special reason. The Chairman of the Board of Directors is the sole authority to sign appointment letter for the post of Managing Director.

4.14.7 Background Investigation

Background investigation mostly done for the experienced candidates, is another important check the employer undertakes. Its include taking to colleagues the referee's former employer, to make sure whether the information given by the candidate is true. This check is done to know more about the candidate's interpersonal skills, performance, the position he/she was in and so no. The last step includes the physical examination part to make sure the candidate can cope with the kind of pressure that he/she may have to undertake.

4.14.8 Pre-Joining Documentation

The following documents are obtained from the candidate prior to his joining. Officers of Human Resource Division are responsible for the following documents:

- ✓ Five Years Bond on part of the MPO.
- ✓ Medical Report from the Designated Hospital.
- ✓ Verification of all certificates.
- ✓ Copy of Last Education and Professional certificates.
- ✓ Filled up setup papers (Service Recodes, Declaration of Fidelity, Employee Profile)
- ✓ Six Copies of passport size Photograph.

4.14.9 Provision Period

Those employees who do not have a previous banking experience have to serve a probation period for at least one year before getting confirmation as a full time employee. Those who have experience and not necessarily need to be trained; he/she does not go through the probation period. Sometimes the selected employees have to submit a bond that he/she will not leave the organization before certain years of service.

4.15 Intern Recruitment

EXIM Bank Limited offers internship programs to individuals who are about to get graduate. They give an opportunity to get involved with their corporate environment to learn and experience work life. Every three months they hire almost 50 interns from different universities. HRD will prepare the proposal of such engagement with individual(s)/institution(s) and take the consent from the concerned departmental head and place the internee accordingly.

Chapter 5

Evaluation and Analysis of Recruitment & Selection Process Of EXIM Bank Limited

5.1 Evaluation of Recruitment and Selection Process:

The final sector is growing. As a proof of this; we noticed the huge net profit made by almost every bank of Bangladesh in recent years. As banks are making profits, they are expanding their operations and for making these operations successful; they need efficient human resources.

Evaluating recruitment and selection practice of an organization is not an easy task, because on ultimate guideline can be found regarding the recruitment and selection practice of any organization. However, there are some sort of guidelines were found in different books and related websites. On the basis of their guidelines and previous parameters of EXIM Bank's recruitment and selection process, I have tried my best to evaluate the system.

5.1.1 Evaluation of Recruitment procedure

- EXIM Bank uses in-house functions for recruiting A.O/J.O which ensure that recruitment searches are consistent. As they use in-house functions, they have greater control on the recruitment process and they can easily customize some aspects of process.
- EXIM Bank usually employs centralized recruitment. That is recruitment activities are co-ordinate by the Human Resource Division. One of the most important advantages of this centralized recruitment function, that duplication of effort is eliminated from another division.
- The Bank does not have their own web server; they took help from a foreign organization for their web system. So, the posted resumes through online stored in their party storage. HRD needs to download and input data to their system. This system is time wasting process.
- EXIM Bank maintains a Human Resource Information System (HRIS) for their internal and external personnel, that is very helpful and efficient system, saves time.
- There are no age, race and sex discriminations in different categories of jobs of EXIM Bank Limited.

5.1.2 Evaluation of Selection Procedure

- The system EXIM Bank is using for recruitment and selection process is not very efficient. It creates different types of problem in different situation. Sometimes the photo of candidates changes automatically and generates more than one tracking number for single applicants in refreshing the page.
- EXIM Bank loses few candidates/applicants due to the ineffective system for providing inappropriate data output.
- The selection process is a bit lengthy, because they arrange written test for huge candidates in a time.
- EXIM Bank does not put any effort for ensuring beneficial spillover effect. Candidates, who participate in the preliminary written test, only are notified about the outcome when they are called for the next level. In the next steps also, persons who are not selected not receive any feedback.
- The Bank does not use assessment center technique, which is very effective in recruiting the management level employees.

5.2 Analysis

Trend Projection Analysis of Employment

TREND PROJECTION METHOD

The trend projection method involves (a) determining the trend of consumption by analysis of past consumption statistics and (b) projects future consumption by extrapolating the trend. Various trend relationships the trend of consumption may be represented by one of the following relationships:

Linear Relationship: $Y_x = a + bx$

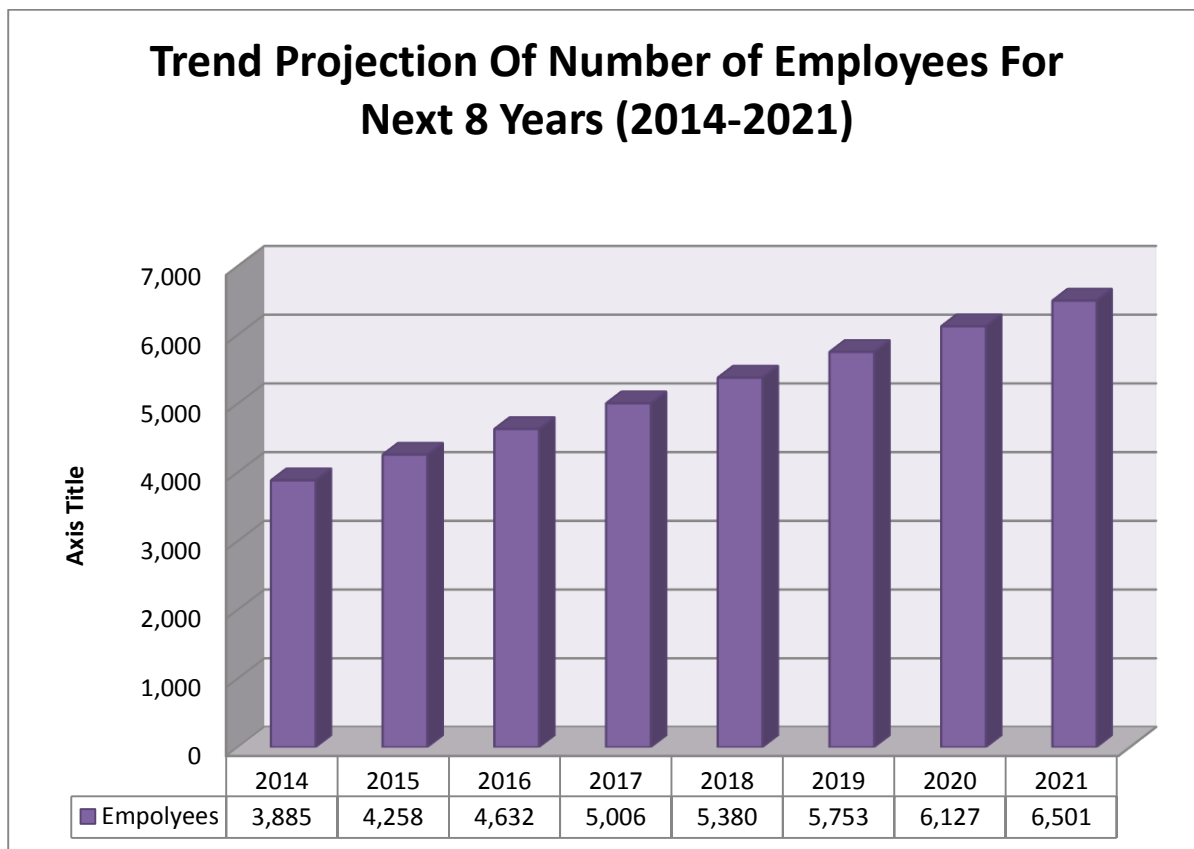
Exponential Relationship: $Y_x = a e^{bx}$

In the above equation Y_x represent demand for year x , x is the time variable and a , b and $a e^{bx}$'s are constants.

Trend Projection Analysis - Employees

N	Year (X)	Employees (Y)	$x=X-A$ (A=2010)	x^2	xY
1	2008	890	-2	4	-1780
2	2009	958	-1	1	-958
3	2010	1,154	0	0	0
4	2011	1,246	1	1	1246
5	2012	1,506	2	4	3012
6	2013	1,860	3	9	5580
7	2014	2515	4	16	10060
	Total	7614	3	19	17160

N	Year	Employees
8	2015	4,258
9	2016	4,632
10	2017	5,006
11	2018	5,380
12	2019	5,753
13	2020	6,127
14	2021	6,501



INTERPRETATION

Trend line equation is a tool to make prediction and estimation which are examined in terms of employee recruitment based on the study of 12 years from 2002 to 2014. This trend line estimate that the employee recruitment and selection process progressing well positively which are illustrated for the next 8 years. The graph shows that the company's number of employment will cross 3000 after 8 years.

5.3 Findings

EXIM Bank's HRD is a very enormousness and an elaborate section of overall management process. Behind every success or failure HR activities are considered the ultimate deciding factor. That is why EXIM BANK always gives high priority to the HR practices. In the process of studying the issue, following aspects have been identified and deserve explanation:

- EXIM Bank's flow of employment increase is satisfactory.
- The recruitment and selection is quite fair and square. Everyone at the HR Division is honest and impartial which promotes the environment of accountability.
- The recruitment and selection process of EXIM BANK emphasizes more on who fits the organization, rather than who fits the job. Thus, it has created a unique organizational culture and the whole HR Division has ensures a friendly and caring working environment.
- EXIM Bank's HR planning can be made more effective if it is revised more often according to the change in this fast moving industry.
- No study is conducted to justify the effectiveness of the recruitment tests.
- Regret letters are not sent to the candidates who are not selected after joining of the finally selected candidates.
- EXIM Bank does not always check references properly, which may lead to a grave problem for the organization.
- EXIM Bank recruits fresh graduates for entry level. For mid level and higher level they prefer internal recruitment. In case the competent candidate is not available then it recruits experience people from the same industry.
- Both the line managers and HR managers' play different role in the selection process. For initial screening, preliminary interview, Reference Checks, Medical Examination are performed by HRD. Departmental interview is performed by HRD as well.
- EXIM Bank follows steps for recruitment & selection: initial screening, written test, IQ test, medical examination, reference checks, and placement.

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- The management of EXIM Bank cares for the quality of service as well as the quality of its human resources.

5.4 Recommendations

In EXIM Bank Limited I gather the practical knowledge of human resource management. Though it's my first experience, I gather some problems by discussing the HR personnel. So I would like to recommend about those problems as follows.

- Recruit efficient manpower in HRD to reduce the work pressure.
- Make a competitive salary structure.
- Provide some motivational or recreation activities.
- Online recruitment system is not upgraded. It should be upgraded.
- More focuses to retain existing employee than to recruit new staff.
- With 89 branches EXIM Bank has 2515 employees. But in HR division the numbers of employees are 20 to 25. When something change for all employees like Increment it is tough for them to update whole employees' file. It is too hard for HR employees to update all employees' data.
- HR recruitment and selection policy should be designed to attract more efficient workers for the organization for improvements.

Chapter 6

Conclusion

6.1 Conclusion

The modern business world is one of the fastest flow of competition which growing wider and wider. To have sustainability in this competitive world the organization are formulating new strategies and business plan with maximum efficiency levels in all sectors. Due to competition it is very difficult to build a strong base for bank and uphold the image of bank. Banking is becoming more and more vital for economic development of Bangladesh, in mobilizing capital and other resources. EXIM Bank being a third generation bank is also extending such contribution as to the advancement of the socioeconomics condition of the country. EXIM Bank has some problems but it is encouraging that they are trying to overcome these obstacles. To keep pace with current demand EXIM Bank should be more responsive. Behind every success or failure, EXIM Bank's HR activities are considered the ultimate deciding factor. That is why EXIM Bank always gives high priority in the HRM practices. The success of a commercial bank depends largely in the quality of service rendered to the clients. Quality of service depends on the competence and the quality of the employees of the organization. Therefore, the authority of EXIM Bank has to be careful in recruiting the right person for each job. I think its HR policy in EXIM Bank is good, but if any problem arises then they should reduce it in a proper way. To prosper, they should develop their human resource or capital properly. As I am did internship at EXIM Bank HR Division, it is not possible to go to the depth or each activities of division because of fear of disclosure & time limitation. However, highest effort has been given to attain the objectives during the internship program and have gathered vast knowledge during precise time period. So I am very grateful to the authority and EXIM Bank family. I do believe that EXIM Bank Ltd. will be the leading banking organization in Bangladesh for its potential Human Resources Division.


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Acronyms:

- ◆ EXIM Bank Ltd.: Export Import Bank Limited
- ◆ HRD : Human Resource Division
- ◆ HRIS : Human Resource Information System
- ◆ HRM : Human Resource Management
- ◆ ID : International Division
- ◆ R&D: Research and Development
- ◆ SVP : Senior Vice President
- ◆ MD :- Managing Director
- ◆ M.T.O :- Management Trainee Officer
- ◆ T.O : Trainee Officer

Job Circular: Trainee Officer in 2015



CAREER at EXIM Bank www.eximbankbd.com

Export Import Bank of Bangladesh Limited (EXIM Bank), one of the leading private commercial banks in the country with an excellent work environment and corporate culture, is looking for young, energetic and self motivated individuals among Bangladeshi citizens for the post of Trainee Officer to meet its expansion needs. Attractive remuneration with continuous training facilities and fast track career awaits the really deserving candidates who would be proud to be a part of the EXIM Bank family.

TRAINEE OFFICER

Finally selected candidates will have to experience one year of probation period with a monthly consolidated salary of Tk. 22,000/-. After the successful completion of the probation period they shall be confirmed as "Officer" and will be entitled to a monthly gross salary of Tk. 33,550/- (as per the regular scale of pay). The candidates who will not be qualified for the post of Trainee Officer after viva voce may be offered the post of "Trainee Officer (Cash)" from the merit list.

Eligibility for Application:

- Date of birth not earlier than 10 April 1985
- Master's degree or Bachelor's degree (4-year) in any discipline with a minimum of a 2nd Class in each of the academic levels
- Willingness to serve the bank for a minimum period of 5 years
- Advanced level Computer Literacy

Equivalence between Class/ Division and Grade points* :

SSC/HSC/Equivalent Exam (In a scale of 5.00):				Graduation/Post Graduation/Equivalent Exam (in a scale of 4.00):			
Division	1 st Div.	2 nd Div.	3 rd Div.	Class	1 st Class	2 nd Class	3 rd Class
GPA	>= 3.00	>= 2.0	>= 1.00	CGPA	>= 3.00	>= 2.25	>= 1.65

*As per the Government Circulars

The prospective candidates who are ready to take up the challenges of a successful banking career with EXIM Bank are encouraged to apply online through our eRecruitment portal at <http://career.eximbankbd.com> by 10 May 2015. To fill up the online application form, you will require a valid email account, an active mobile phone number, a passport size scanned or digital photograph (file size between 20 KB to 80 KB with dimensions of 300X300 pixels) along with your personal, educational and occupational details. To avoid possible inconvenience due to server congestion, please apply well ahead of the deadline.

The candidates for the post will have to deposit Tk. 300/- (Taka three hundred) only as application processing fee (non-refundable) at any branch of EXIM Bank by 12 May 2015. The deposit slip will be provided online after successful submission of the application.

If any discrepancy is found between your online resume and your original documents (which will be verified at the time of the viva voce), your candidature shall be cancelled.

Senior Assistant Vice President
Human Resources Division