

**INTERNSHIP REPORT
ON**

**“Overall HR Activity of
Dhaka Bank Limited”**

Submitted to

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Submitted By

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LETTER OF TRANSMITTAL

30 December 2015

Mr. S.M. Arifuzzaman
BRAC Business School
BRAC University

Subject: Submission of Internship Report

Dear Sir,

It is a pleasure to present the internship report on "Overall HR Activity of Dhaka Bank Ltd." which was assigned to me as a partial requirement for the completion of the MBA Program. I am very much grateful to our Almighty Allah because He gave me an opportunity to complete my internship program smoothly. I have tried to combine the secondary data available with my own investigation in order to come up with a complete report. In spite of several constraints, I gave my all efforts to make this report a meaningful one.

I hope and sincerely believe that this report will serve the purpose of my Internship Program. My effort will be rewarded only if it adds value to the research literature.

Thank you again for valuable direction and cooperation.

Sincerely yours,

.....
Md. Sakil Ahammed
10364055

ACKNOWLEDGEMENT

At the very beginning, I would like to express my sincere gratitude to Almighty Allah, who has given me the chance to complete my internship report in a very comfortable manner. My gratitude and thanks goes to my respected supervisor Mr. S.M. Arifuzzaman, BRAC University, who co-operated me all through the times for completing my internship report. He always guided me to finish this task successfully. Without his help it was quite impossible to finish this project properly in time.

I have conducted my report on '*Overall HR Activity of Dhaka Bank Ltd.*' for which, I want to express special thanks to all the employees of Dhaka Bank Limited, Human Resources Division. I am also acknowledging the cooperation and support that I received from the Corporate Banking Division of Dhaka Bank Limited.

As an experienced person, I was able to accomplish this report with full of practical HR issues and rules. I wish to take this opportunity to extend gratitude to all those who supported me to complete this report. These people gave me their valuable time.

Obviously I am really utmost grateful to my parents, the never ending source of my inspiration. Finally, once again, I want to pay my gratitude to my honorable advisor for guiding me to complete my internship report that will be very helpful in my future corporate life.

Executive Summary

Today, banks operate in a complex, competitive and highly regulated environment. To thrive or survive, banks need to contentiously improve qualities, attracts more customers, and need to be more cost conscious. In other word, banks need to better manage their performance. Like every organization, the success of a bank depends on the performance of the employees and it is the human tendency to judge everything and everyone around them. If there are no fixed standards of judging they will start judging based on informal standards that can create negativity and impact the performance of the employee and in turn in the bank. So the effectiveness of an organization's performance appraisal system is a prerequisite for ensuring the success of its selection, training and employee motivation practices. As one of the leading commercial banks of Bangladesh, Dhaka Bank Ltd (DBL) is moving toward the new dimension with its competitive human resources along with its sustainable promising performance. Its human resources division has been working as a strategic partner of the Bank in terms of implementing the strategies by placing the right man in the right place.

DBL understand that to increase their revenue and profitability, they should emphasize on improvement of their performance through their recruited manpower. They design and hire more potential employees through their HR Strategy. Therefore it enables effective performance management implementation in the organization to manage risk, improve branch operations, design and execute more effective marketing campaigns, attract and retain more customers, and increase customer profitability.

As part of the internship in Dhaka Bank, I have prepared the report on "The Overall HR Activity of Dhaka Bank Limited". The aim of this study is to explore the operation and effectiveness of HR Practice and Policy relating to Dhaka Bank Limited.

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Chapter 1

Overview of Dhaka Bank Ltd.

BANKING HISTORY OF BANGLADESH

Bangladesh is a developing country. Banking sector plays a pivotal role in the economic development of the country. Banking system of a country can well be said as a barometer of its economic prosperity. Well-developed banking system is indispensable for modern trade and commerce. Now-a-days, banks not only act as custodian of public money but also are indispensable as vital agent for maintenance of sound financial position of a country.

Nationalized Commercial Banks (NCBs) were established in Bangladesh in 1972 through amalgamation of twelve commercial banks that were operating in pre-independent Bangladesh allowing the poor access to fund, reducing capital flight to foreign countries, and increasing domestic investment were some of the basic objective of this nationalization. But with time difference those banks has changed their policies and strategies, which were not fulfilling the class banking policies of the government. On an evaluation of the activities of commercial banks, it has been observed that the progresses made by the banking industry since nationalization was not impressive. The nationalized banks could not play the due role in the implementation of government programs and policies. Hence, a trend of de-nationalization of banks started from mid 80's.

In the meantime, the policy of the government towards banking industry regarding economic management has changed since 1976. That year private sector had been entrusted to play a bigger role in the economy than before. Accordingly, in order to provide more credit to local investors the private sector banking had been introduced. Government decided to allow setting up of local Private Commercial Banks (PCB) in addition to Nationalized Commercial Banks (NCB) operating in the country.

Bangladesh Bank acts as a central bank for our country and it controls, supervises, and looks after the scheduled banks in the private commercial banks as well as the nationalized commercial banks formed by amalgamating the business of the twelve banks doing business in Bangladesh before liberation as per schedule given:

Existing Bank	New Bank	Authorized Capital (Lac Tk.)	Paid up Capital (Lac Tk.)
The National Bank of Pakistan, The Bank of Behawalpur Ltd.	Sonali Bank	500	200
The Premier Bank Ltd., The Habib Bank Ltd., The Commerce Bank Ltd.	Agrani Bank	500	100
The United Bank Ltd., The Union Bank Ltd.	Janata Bank	500	100
The Muslim Commercial Bank Ltd., The Standard Bank Ltd.	Rupali Bank	500	100
The Austrasia Bank Ltd., The Eastern Mercantile Bank	Pubali Bank	500	100

Ltd.			
The Eastern Banking Corporation Ltd.	Uttara Bank	500	100

Table 1: Banking History

After the liberation of Bangladesh the twelve Banking companies who were doing business in Bangladesh, were nationalized by the Government of the People's Republic of Bangladesh under president's order no.26 of 1972 entitled **The Bangladesh Bank (Nationalizations) Order, 1972** on March 26, 1972.

During 1983 Bangladesh Government allowed the private sector to operate banking business. Now Banks are formed and are operated under **The Bank Company Act, 1991**. At present there are about 50 banks operating their business in Bangladesh.

HISTORY OF DHAKA BANK LIMITED

A group of highly acclaimed businessmen of the country grouped together to responded to this need and established Dhaka Bank Limited in the year 1995. Dhaka Bank Limited was incorporated as a public limited company under the Companies Act 1994. The Bank started its commercial operation on July 05, 1995 with an Authorized Capital of Tk.1,000.00 million and Paid Up Capital of Tk.100.00 million. The present Paid Up Capital of the Bank is Tk. 2,659 million as on September 30, 2010. The total equity (capital and reserves) of the Bank as on September 30, 2010 stood at Tk.5,884 million. The Bank has 54 branches, 4 SME Service Centers, 6 CMS Units and 2 Offshore Banking Units across the country and a wide network of correspondents all over the world. The Bank has a plan to open more branches in the current fiscal year to expand the network. Dhaka Bank Limited offers the full range of banking and investment services for personal and corporate customers, backed by the latest technology and a team of highly motivated officers and staffs. In the effort to provide excellence in banking services, the Bank has launched online banking service, joined a countrywide-shared ATM network and has introduced a co-branded credit card. A process is also underway to provide e-business facility to the bank's clientele through online and home banking solutions. Dhaka Bank Limited is the preferred choice in banking for friendly and personalized services, cutting edge technology, tailored solutions for business needs, global reach in trade and commerce and high yield on investments.

MISSION

To be the premier financial institution in the country providing high quality products and services backed by latest technology and a team of highly motivated personnel to deliver Excellence in Banking.

VISION

At Dhaka Bank, we draw our inspiration from the distant stars. Our team is committed to assure a standard that makes every banking transaction a pleasurable experience. Our endeavor is to offer you razor sharp sparkle through accuracy, reliability, timely delivery, cutting edge technology, and tailored solution for business needs, global reach in trade and commerce and high yield on your investments.

Our people, products and processes are aligned to meet the demand of our discerning customers. Our goal is to achieve a distinct foresight. Our prime objective is to deliver a true reflection of our vision- Excellence in Banking.

VALUES

- ❖ Customer Focus
- ❖ Integrity
- ❖ Teamwork
- ❖ Respect to the Individual
- ❖ Quality
- ❖ Responsible Citizenship

CREDIT RATINGS

Dhaka Bank Limited was rated by Credit Rating Agency of Bangladesh (CRAB) Limited on the basis of audited Financial Statements as on December 31, 2007. The summary of the rating is as follows:

CRAB has awarded A1 (Pronounced as Single A One) rating in the long term and ST-2 rating in the short term to Dhaka Bank Limited. In 2006, CRAB awarded the same rating to Dhaka Bank Limited in the long term and short term.

Commercial Banks rated in this long-term category are adjudged to be strong banks, characterized by good financials, healthy and sustainable franchises, and a first rate operating environment. This level of rating indicates strong capacity for timely payment of financial commitments, with low likeliness to be adversely affected by foreseeable events.

Commercial Banks rated in this short-term category are characterized with commendable position in terms of internal fund generation, access to alternative sources of funds and moderate level of liquidity. The rating is valid for one year.

BRIEF PROFILE OF DHAKA BANK LIMITED

Name of company	:	Dhaka Bank Limited
Legal form	:	A public limited company incorporated in Bangladesh on 6 th April 1995 under companies Act 1994 and listed with Dhaka Stock Exchange Limited and Chittagong Stock Exchange Limited.
Date of commencement	:	July 5, 1995
Registered office	:	Biman Bhaban (1 st floor), 100 Motijheel C/A, Dhaka 1000, Bangladesh
Telephone	:	+880 2 9554514, 9571395
Swift code	:	DHBLBDDH
E-mail	:	info@dhakabank.com.bd
Auditors	:	ACNABIN Chartered Accountants
Tax Consultant	:	Howladar, Yunus & co. Chartered Accountants

Managing Director	:	Mr. Niaz Habib
Company Secretary	:	Arham Masudul Huq
Website URL	:	http://www.dhakabankltd.com

ORGANIZATIONAL HIERARCHY

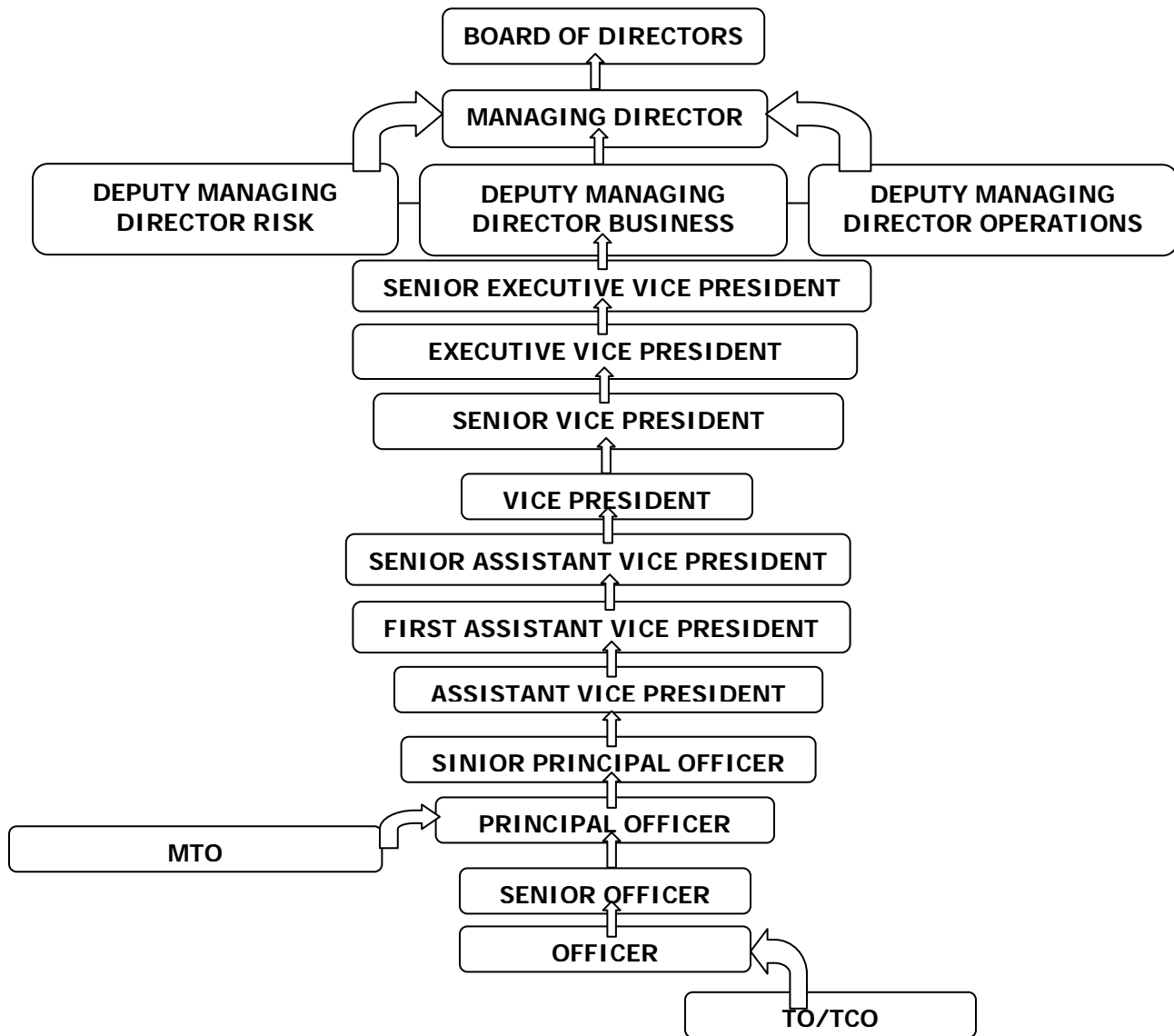


Figure-1

Source: Dhaka Bank Portal

OBJECTIVES OF DHAKA BANK LIMITED

The main objectives of the Dhaka Bank Limited are as follows:

- To establish, maintain, carry on, transact, undertake and conduct all types of banking, financial, investment and trust business of in Bangladesh and abroad.
- To form, establish and organize any bank, company, institutions or organization either singly and/or in joint collaboration of partnership with any individual company, financial institution, bank, organization or any government and or government agency for the purpose of carrying on banking, financial investment and trust business and/or any other business as provided hereafter.
- To carry on any business relating to Wage Earner Scheme as may be allowed by Bangladesh Bank from time to time including maintaining of foreign currency accounts and any other matter related thereto.
- To contract or negotiate all kinds of loan and/or assistance, private or public from any source, local or foreign, and to take all such steps as may be required to be complete such deals.
- To form, organize assets, participate or aid in forming, promoting or organizing any company, bank, syndicate, consortium institute or any holding and subsidiary company in Bangladesh or abroad for the purpose of undertaking any banking financial investment and trust business.
- To take part in the formation, management, supervision or control of business or operations of any company or undertaking and for that purpose to render technical managerial and administrative services and act as administrator, manager and secretary.
- To purchase, or otherwise acquire, undertake, the whole or any part of or any interest in the business, goodwill, property, contract, agreement, right, private assets and liabilities of any other company bank corporation, partnership, body person or persons carrying on, or having ceased to carry on, any business which the company is authorized to carry on such terms and may be deemed expedient.
- To encourage sponsor and facilitate participation of private capital in financial industrial or commercial investment, share and securities and in particular by providing finance in the form of long, medium or short term loans or share participation by way of subscription to the promoter shares, or underwriting supports or bridge finance loans and/or by any manner.
- To amalgamate or reconstruct or recognize with any commercial bank, or body corporate or association in cooperation with any person, commercial bank or association.
- To establish and open offices and branches to carry on all or any of the above business abroad and within the country provided prior permission is obtained from the Bangladesh Bank.
- To establish provident fund, gratuity, pension, and other fund for the welfare and benefit of the employees and staffs, former or present and any matter related thereon.
- To act as official liquidator and receiver.
- To receive, borrow or raise money on deposit, loan or otherwise upon such terms as the Dhaka Bank may approve and to give guarantee and indemnity in respect of any debt or contract.

- To appoint officials, staff, experts, advisers, consultants, auditors, Legal advisers and provide for their suitable remunerations.
- To advance, deposit or lend money to or with such persons or bodies, corporate, unincorporated, statutory, govt. and/or its agencies on such terms as the Dhaka Bank may approve.

CAPITAL AND RESERVES

Dhaka Bank Limited has been consistently maintaining the 'Capital Adequacy Ratio', as prescribed by Bangladesh Bank. This has been made possible by a policy of building up both capital and reserves. It started with an Authorized and Paid-up Capital of Tk.1,000.00 million and Tk.276.00 million respectively in 1995. Authorized and Paid up Capital increased to Tk.6,000.00 million and Tk. 2,659 million respectively in 2010. In addition to Paid up Capital, the Bank has built up a strong reserve base over the years.

STRENGTH AND PERFORMANCE

With the active support and guidance from Bangladesh Bank, clients and patrons, the Bank has been maintaining sound financial strength and showing a steady and impressive business performance. Dhaka Bank Limited is one of the few mentionable banks, which maintains Capital Adequacy ratio and has more than required provision as per Bangladesh Bank criteria.

Starting with a modest deposit of only Tk.10,749.00 million in 1996, the Bank had closed its business with a deposit of Tk.48,731 million as of December 31, 2007. The total deposits stood at Tk.64,880 million as of September 30, 2010. Total credit stood at Tk. 52,910 million as on December 31, 2009 against Tk. 49,698 million last year. Bank has posted a profit before tax and provision of Tk.2,810 million during the year ended December 31, 2009 against 2,533 million last year with a growth of 11%. Earning per share (EPS) is Tk.45.00 as on December 31, 2009 against Tk.43.00 as on December 31, 2008. Dhaka Bank has received ICAB National Award 2007 in the financial sector for their published Accounts and Reports.

SWOT Analysis of Dhaka Bank Limited

Every coin has two sides like this Dhaka Bank has some major strength and weaknesses as well as some threats and opportunities. Those are highlighted below:

DBL's Strength:

- A dynamic and vibrant broad of directors
- A strong capital base
- Highly qualified team of management professionals
- Forward looking strategies

- Cutting-edge tools and techniques
- A good risk management and compliance culture

DBL's Weakness:

- Less profit
- Inadequate capital based business
- The numbers of branches are less
- ATM services are in not a good position

FUNCTIONS OF THE DHAKA BANK LIMITED

Dhaka Bank Limited performs all types of functions of a modern commercial bank, which generally includes:

- 1) Mobilization of savings of the people and safe keeping of all types of deposit account.
- 2) Making advances especially for productive activities and for the other commercial and socio-economic needs.
- 3) Providing banking services to common people through the branches.
- 4) Handling of export and import trade and foreign remittances and with special support to export activities.
- 5) Introduce modern Banking services in the country.
- 6) Discounting and purchasing bills.
- 7) Providing various information, guidance and suggestions for promotion of trade and industry keeping in view of the overall economic development of the country.
- 8) Industrial finance for both capital machinery and working capital.
- 9) Finance relating to constructions of both commercial and residential.
- 10) Finance under small business of self employed clients.
- 11) Finance of farming and non-farming activities to rural people including purchase of agricultural equipments.
- 12) Ensuing proper utilization of credit disbursed.
- 13) Developing new products.
- 14) Market surveys before making any finance.
- 15) Finance for small transport.
- 16) Monitoring and forecasting.
- 17) Developing marketing campaigns.
- 18) Finance for household durables.
- 19) Work simplification studies.
- 20) Monitoring diversification of portfolio among different sectors.
- 21) Pricing and minimum size of transaction ship.

Chapter – 2

Product and Services of Dhaka Bank Ltd

VARIOUS SERVICES IN DHAKA BANK LIMITED

Like some other Banks Dhaka Bank Limited (DBL) has also some Services that it provides its Potential Customers.

The Services of the Bank for its Customers are:

- **Corporate Banking Services:**
 - Floating of Public Issues
 - Loan Syndication

- **Personal Banking Services:**
 - Deposit Accounts
 - Current Account
 - Savings Account
 - SND Account
 - Fixed Deposit Account
 - Excel Account

 - Foreign Exchange Transactions
 - Consumer Credit Scheme
 - E-Cash 24 Hour Banking
 - Phone Banking
 - Branch Banking
 - Dhaka Bank Credit Card
 - Secured Overdraft
 - Personal Loan
 - Car Loan
 - Safe Deposit Lockers
 - Private Foreign Currency Accounts
 - Utility Bill Payments

- International Trade & Foreign Exchange
- Lease Financing
- Capital Market Services

Various Types of Product

Dhaka Bank provides a wide range of product and services to its customer. This product and services are classified as -

A. Liability products

B. Assets Products

A. LIABILITY PRODUCTS OF DHAKA BANK LTD

1. Current Account

Dhaka Bank current account offers low minimum required deposit, lower yearly service charge and free ATM card.

- Minimum required deposit : Tk. 10,000.00
- Yearly service charge : BDT 1000 + VAT
- Interest Rate: N/A
- Maximum withdrawal (per month) : According to customer's transaction profile (TP)
- Cheque Book : Tk 5.00 per leaf
- ATM card : 1st year free

2. Savings Account

Savings Account of Dhaka Bank starts with low minimum required deposit and low yearly service charge. It also offers free ATM Card.

Key Features

- Minimum required deposit: Tk. 5000.00
- Yearly service charge : BDT 600 + VAT (If Average Balance 25000.00+)
- Interest Rate : 5.00% (will be as per ALCO revision)
- Maximum withdrawal (per month) : According to customer's transaction profile (TP)
- Loan facility : N/A
- Cheque Book : Tk 5.00 per leaf
- ATM card : 1st year free

3. Bundle Savings Account

Dhaka Bank Bundle Savings Account is committed to make difference. Your money can breed money with Dhaka Bank Bundle Savings account. You will see your money grow every single day.

- Minimum Balance Deposit: Tk.30,000
- Interest: 6% p.a. (paid monthly)
- Interest Calculation: Interest will be calculated on daily balance. End of a given day if balance of the account falls below Tk.30,000, client will lose interest for that particular day.
- Maximum Monthly Withdrawals: 6(six) (without deduction of fee/charges under standing instruction only)
- Debit Card: Free
- Cheque Book: 1 cheque book of 50 leaves free per year
- Credit Card: Free. Limit up to 50,000

- SMS & Internet Banking: Free
- Who can apply: Salaried individual & Professionals
- Yearly Fee: Tk.2000
- Tax, Excise Duty & Vat: As per NBR rules

4. Students' Ledger

Drawing inspiration from Bangladesh Bank's initiatives and Bank's winning proposition, Dhaka Bank is going to unveil attractive deposit product branded as Students' Ledger-School & Students' Ledger-University as a part of implementing inclusive banking. School Banking aims to instill the habit of savings from an early age into students, guide them to save and spend their money judiciously and increase their efficiency regarding financial management from the very beginning of their life. That will help them to achieve success in future career. Resultantly, large segment of the country population will be involved in the financial activities that will steer the 'Financial Inclusion Drive' and divulge 'Financial Literacy' among the mass people of the country. Both school and university going students are kept as focal point while designing this product because they will be at the helm of all administrative, political & commercial activities in future. This product will go a long way to improve the financial literacy of the next generation. Dhaka Bank will offer

> 'Students' Ledger (SL) – to School students up to 17 years of age while 'Students' Ledger (SL)

> University' Ledger (UL) - to university going students aged 18 to 28 years under this 'Financial Inclusion Drive'.

Students Ledger (SL) –School

Who Can Open?

Any school going student within the age bracket of 6 to 17 years can open this account operated by his parents/guardians.

Features

- Insurance coverage backed by MetLife Alico
- Savings Account (Joint Account with operating parents)
- Age Limit: Student 6 to 17 years; Paying Parent 18 to 59 years
- Interest rate: Max. 1.50% higher than savings rate on daily balance
- Min opening balance Tk. 500 (with insurance), Tk. 300 (without insurance)
- Special rewards for academic achievement
- 2% yearly bonus on no withdrawal

- Free Cheque Book & Debit Card.
- Withdrawal Limit: Max Tk. 40,000 (By Cheque Tk. 10,000 per day, By debit card Tk. 2,000 per month)
- Academic fee at actual by Pay Order

REQUIRED DOCUMENTS

- Duly filled in account opening form
- Photocopy of National ID/ Valid Passport
- Photocopy of Birth certificate/Passport/Certificate of age from school
- Photocopy of Valid Student ID Card
- Two copies passport size photograph (duly attested) of the student
- One copy recent passport size photograph of Parent/Legal Guardian
- One copy recent passport size photograph of Nominee
- Proof of payment of monthly tuition fees from school/institute
- Any other documents deemed necessary

SPECIAL BENEFITS: INSURANCE COVERAGE

- Accidental Death (Paying parent):
- Tuition protection fee Tk. 5,000 per month for 5 years
- Accidental Permanent Disability (paying parent):
- Tuition protection fee Tk. 5,000 per month for 5 years
- Accidental Medical Reimbursement (minor student): Max. Tk. 15,000 per accident
- Premium Charge: Applicable to the account

Students Ledger (UL) – University

Who Can Open?

Any college/university going student with the age bracket 18 to 28 years can open and operate this account

KEY FEATURES

- Free insurance coverage backed by MetLife Alico
- Savings Account (Single or Joint Account with parents)
- Age Limit: Student 18 to 28 years; Parent 18 to 64 years (if Joint Account)
- Interest rate: Max. 1.50% higher than savings rate on daily balance
- Min opening balance Tk. 1,000

- Special rewards for academic achievement
- 2% yearly bonus on no withdrawal
- Withdrawal as usual through cheque and debit card
- Free cheque book (50 leaves/year)

REQUIRED DOCUMENTS

- Duly filled in account opening form
- Photocopy of National ID/ valid Passport
- Photocopy of Birth certificate/Passport/Certificate of age from educational institute
- Photocopy of Valid Student ID Card
- Two copies recent passport size photograph (duly attested) of the student
- One copy recent passport size photograph of Parent (Joint Account)
- One copy recent passport size photograph of Nominee
- Any other documents deemed necessary

5. Short Term Deposit

Earn a fixed rate of interest with our Short Term Deposit. Key features includes Higher Interest, high degree of safety that depends on credit quality.

Key Features

- Minimum required deposit : Tk. 25,000.00
- Yearly Service Charge : BDT 1000.00+ VAT
- Interest Rate : 5.00% (Will be as per ALCO revision)
- Cheque Book : Tk. 5.00 per leaf
- ATM card : 1st Year Free

6. Fixed Deposit Receipt (FDR)

Plan one future with Fixed Deposit Receipt account. It offers easy loan facility, attractive rates of interest and provision for auto renewal.

Key Features

- Minimum required deposit : Tk. 50,000.00
- Tenure : Minimum 1 months and Maximum 2 year (Provision for auto renewal)

7. Gift Cheque

A gift is worth rewarding on many counts. The joy of giving something must be dressed in fashion and delivered in style. Dhaka Bank Gift Cheque is virtually good for everyone on your list on their anniversary, birthday, wedding ceremony and many others, no need to mention. The springing surprise is the cheque value that grows over time with attractive returns.

Key Features

- Issued and en-cashed at any DBL Branch
- Available of suitable denominations of Tk 100, 500 & 1,000
- Usable for unlimited time
- Attractive rates of interests
- May be refunded if lost or stolen
- Free of service charge
- Interests apply after 3 months from the date of issuance
- Between 3 to 12 months: 6.00% p.a.
- After 12 months: 7.25% p.a.

8. Deposit Pension Scheme

Savings for future is like a pension you earn over the span of your life. Little drops of savings every month can end up with a stream of relief and benefits after a few years. Dhaka Bank DPS is inspired to build up a big sum on small regular deposits. It offers competitive interest rates and installments at affordable reach of our customers. Simply you save on a monthly basis and get a handsome amount at maturity. As stand-out feature, Dhaka Bank DPS gives you full maturity benefit for the just-completed term even though you encash before your desired timeline.

Key Features

- Monthly installment, minimum Tk. 500 to maximum Tk. 25,000
- Flexible Tenure, minimum 2 years to maximum 10 years
- Maximum maturity value around Tk. 52.00 Lac
- Any number of accounts you can open
- Premature encashment includes immediate earlier maturity value

9. Honorable Seniors

You can live young with HONOURABLE SENIORS – An insurance backed savings account designed to empower senior citizens of the country to independently carry out their day-to-day banking transactions with enhanced convenience, dignity and confidence. The product offers and benefits will also ensure security through insurance backed by MetLife Alico and continued growth for seniors who have worked hard for the nation. Dhaka Bank Senior Citizen Services have been designed keeping in mind the fact that senior citizen's banking requirements are wholly different. Sensing the possibilities of matured age, the product is positioned to empower senior citizens of the country to independently carry out the day-to-day banking transactions with vigour after 45 plus.

Who Can Open?

Senior Citizen segment of the country within the age bracket of 45 to 65 years

KEY FEATURES

- Free insurance coverage backed by MetLife Alico
- Savings Account (Singly or Jointly)
- Interest rate: Maximum 2% higher than savings rate on daily balance & 0.50% higher than usual rates on FDR
- Minimum opening balance: Tk. 5,000
- VISA Debit Card
- 25% less from all service charges
- Free cheque book (50 leaves/year)
- Overdraft facility & self-employment loan
- Available at all branches of Dhaka Bank Limited

10. Kotipoti Deposit Plan

KOTIPOTI DEPOSIT PLAN helps you reach the heights of wealth & status with Taka ONE CRORE at your comfort. Every saver has a fascination for a status of high wealth. In our socio economic context, a person who owns 10 million Taka in a bank account or savings account stands out in the crowd. A certain level of prestige is associated with being a millionaire, which makes that amount of wealth a goal for some and hard to achieve for others. Be a glorious KOTIPOTI comfortably faster in 4 years & longer in 15 years.

KEY FEATURES

- Monthly deposit scheme to reach a goal amount
- Be a glorious KOTIPOTI comfortably faster in 4 to15 years
- Any number of accounts (singly or jointly)
- Any institution, club or non-profit organizations also eligible
- Overdraft facility up to 80% of deposit amount
- Free issuance of VISA Credit Card (first year)
- Available at all Branches of Dhaka Bank limited

11. Lakhopoti Deposit Scheme

LAKHOPOTI DEPOSIT SCHEME helps you own a million or multiples of million with an array of deposits and time in best harmony with your ability. People of higher echelon in the society often cherish a desire to reach such heights of wealth worth considering in the society. This new deposit scheme products specially designed to provide a desired solution to high net-worth dreamers is a good proposition in the market. Lakhopoti Deposit Scheme is made to provide three suitable goal plans, a) Lakhopoti 10 Lac, b) Lakhopoti 25 Lac and c) Lakhopoti 50 Lac. Be a respected LAKHOPOTI comfortably faster in 4 years & longer in 12 years.

KEY FEATURES

- Monthly deposit scheme to reach a goal amount
- Be a respected LAKHOPOTI comfortably faster in 4 to12 years
- Set your target either on Tk. 10, 25 or 50 Lac or all
- Any number of accounts (singly or jointly)
- Any institution, club or non-profit organizations also eligible
- Overdraft facility up to 80% of deposit amount
- Free issuance of VISA Credit Card (first year)
- Available at all Branches of Dhaka Bank Limited

12. EduSavings Plan

Dhaka Bank formally introduced an attractive deposit product branded as EduSavings Plan under the auspices of Consumer Banking Division focusing mainly on child's education and plan for their future academic expenses.

KEY FEATURES

- Maximum required deposit : Tk. 20,000.00
- Minimum required deposit : Tk. 500.00

- Tenure : 4, 6, 8, 10 & 12 years
- Maximum maturity value : Tk. 64,54000.00
- Eligibility : 4 – 16 years school going students and parents mature age 65
- Loan facility : Up to 90% on total deposited amount
- Deduction : Income Tax, Excise Duty etc to be realized as per Government / Regulatory rules.
- Added Benefits : Accidental (death/disability insurance protection)
- Free ATM Cards
- Free cheque book (one book of 25 leaves per year)
- Insurance covered by : MetLife Alico

13. Locker Service

One can use the locker facility of Dhaka Bank Limited and thus have the option of covering your valuables against any unfortunate incident. Dhaka Bank offer security to our locker service as afforded to the Bank's own property at a very competitive price. The Bank would be at your service from Saturday through Thursday from 9:00 am to 4:00 pm.

Lockers are available at Gulshan, Banani, Dhanmondi, Ultra, Baridhara, Mohakhali, Mirpur, Khilgoan, Cox's Bazar, CDA Avenue Chittagong, Moulvibazar, Dhanmondi Model, KDA Avenue Khulna, Anderkilla Chittagong, Madina Market Syllet, Narayangonj , Jatrabari Branch.

Locker Size	Yearly Charge
Locker Charge-Small	Tk.3,000
Locker Charge-Medium	Tk.5,000
Locker Charge-Large	Tk.7,000
Locker Security Deposit (Refundable)	Tk.5,000
Locker Key Replacement Cost	Tk.6,000

B. Asset product of Dhaka Bank Ltd:

1. Personal Loan

Borrowing needs differ person to person. Dhaka Bank understands that your banking needs are unique. That's why we designed our Personal loan options with you in mind. Truly, we can help you find the loan that's perfect you. Make home repairs, take a warm-weather vacation, cover medical expenses, meet unexpected financial exigencies, or plan for any special occasion. No matter what your goals are, we have great ways to make them happen. We offer competitive rates, fast answers and flexible repayment terms and many more. A Dhaka Bank Personal Loan is your one-stop-shop for fulfilling all your financial aspirations.

Who can apply

- Individual Salaried Person from Multinational Company (MNC), reputed large Local Company (LLC) and Bank
- Reputed Professional: Doctors, Engineer & Architecture
- Salary/Income: BDT 50,000 & above
- Reputed Self-employed/Businessmen: Gross income BDT 80,000 & above (DBL existing clients)
- Existing Corporate Relation who are maintaining salary account with Dhaka Bank

2. Car Loan

Own your dream car with Dhaka Bank car loans. Dhaka Bank offers uniquely tailored Car Loan products that take the pain and hassle out of buying a car. Flexible, transparent, quick, and cost-effective, our Car Loans put the joy back into owning a car. At Dhaka Bank, we realize that owning a car has increasingly become a necessity. But we also realize that the price tag of your dream car may be just outside your immediate grasp. Dhaka Bank's Car Loans are just what you need to bridge the gap.

Who can apply

- Corporate Client
- Individual Client (ie. business person and others)
- Executives of Multinational Company
- Executives of Bank / Non Financial Institution
- Doctor/Engineer/Chartered Accountants/Defense Officers/Teaching Staff of Reputed Institution)

3. Home Loan

Congratulations on finding your dream home. Dhaka Bank Home Loan with its extensive features and competitive interest rates will help you in making your dream home a reality. Our Home loan will give you the security of fixed-rate payments on principal and interest for the life of the loan, a steady repayment schedule, and potential tax advantages. Make your and your family's future secure with us. We serve to make your life easy and fruitful.

Who can apply?

- Corporate Client
- Individual Client (ie. business person and others)
- Executives of Multinational Company
- Executives of Bank / Non Financial Institution
- Doctor/Engineer/Chartered Accountants/Defense Officers/Teaching Staff of Reputed Institution)

Chapter – 3
FINANCIAL PERFORMANCE

2010 Operating Profit of Banking Industry

SL	Name of Bank	Operating Profit (YTD)
1.	Islami Bank Bangladesh Limited	1,143
2.	National Bank Limited	1,050
3.	A B Bank Limited	1,000
4.	Prime Bank Limited	770
5.	Southeast Bank Limited	650
6.	EXIM Bank Limited	607
7.	Pubali Bank Limited	590
8.	United Commercial Bank Limited	512
9.	BRAC Bank Limited	490
10.	Bank Asia Limited	455
11.	Dutch-Bangla Bank Limited	450
12.	IFIC Bank Limited	420
13.	NCC Bank Limited	410
14.	Dhaka Bank Limited	401
15.	The City Bank Limited	400
16.	Eastern Bank Limited	400

Source : Bangladesh Bank

Dhaka Bank Ranking History (on the basis of Profit)

YEAR	RANK
2001	8th
2002	7th
2003	12th
2004	11th
2005	14th
2006	14th
2007	8th
2008	9th
2009	13th
2010	14th
2011	16 th
2012	

Source : Banagladesh Bank

FINANCIAL PERFORMANCE

Position of the Dhaka bank at a glance for the last 6 years.

Particulars	(TK in Million)					
	2005	2006	2007	2008	2009	2010
Income Statement						
Interest Income	2,011	2,897	4,342	5,636	7,171	7,466
Interest Expense	1,389	2,149	3,380	4,049	5,214	5,407
Net Interest Income	622	748	962	1,587	1,958	2,059
Non Interest Income	648	739	1,110	1,582	1,929	2,175
Non Interest Expense	523	594	889	1,159	1,353	1,424
Net Non Interest Income	125	145	221	423	576	751
Profit before Tax & Provision	747	893	1,183	2,010	2,533	2,810
Provision for Loans & Assets	114	125	233	479	669	675
Provision for Tax (including Deferred Tax)	275	305	370	827	1,025	1,176
Profit after Tax	358	463	580	704	839	959

Particulars	(TK in Million)					
	2005	2006	2007	2008	2009	2010
Balance Sheet						
Authorize Capital	1,000	2,650	2,650	6,000	6,000	6,000
Paid up Capital	664	1,228	1,289	1,547	1,934	2,128
Reserve Funds & Other Reserve	824	988	1,262	1,578	2,065	2,838
Shareholders' Equity (Capital & Reserve)	1,488	2,216	2,551	3,125	4,000	4,966
Deposits (Base & Bank excluding Call)	22,270	28,439	41,554	48,731	56,986	60,918
Loans & Advances	16,539	23,372	34,049	39,972	49,698	52,910
Investments	3,078	3,926	5,378	5,972	7,239	8,660
Fixed Assets	125	122	217	291	387	424
Total Assets (excluding off-balance sheet items)	28,178	33,072	47,594	57,443	71,137	77,767

Foreign Exchange Business

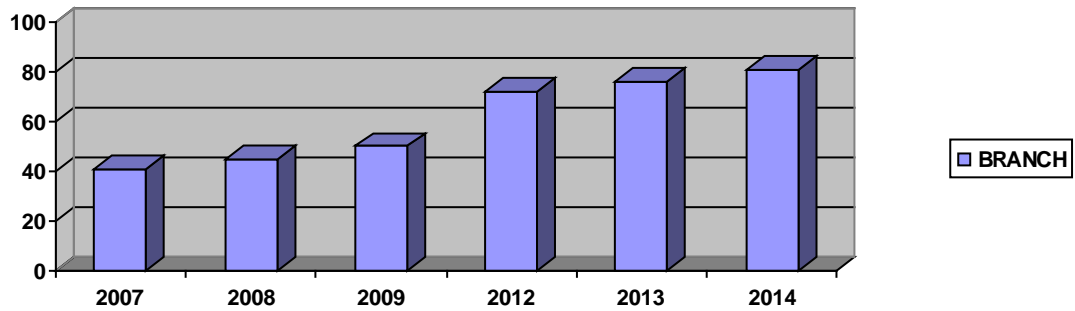
Import Business	28,048	30,213	46,277	49,496	65,737	46,160
Export Business	8,881	13,505	23,268	31,081	39,038	33,305
Guarantee Business	3,663	6,099	6,473	6,523	7,887	6,462
Inward Foreign Remittance	1,110	3,377	16,764	10,609	11,834	9,786
Capital Measures						
Core Capital (Tier I)	1488	2216	2551	3126	3964	4634
Supplementary Capital (Tier II)	163	237	373	554	844	1000
Tier I Capital Ratio	9.47	9.94	8.23	8.80	9.77	9.30
Tier II Capital Ratio	1.04	1.06	1.2	1.56	2.08	2.01
Total Capital	1651	2,453	2,924	3,680	4,808	5634
Total Capital Ratio	10.51	11.00	9.43	10.36	11.84	11.31
Credit Quality						
Volume of Non-performing loans	271	351	554	1,258	1,908	2,946
% of NPLs to Total Loans & Advances	1.65	1.51	1.64	3.15	3.84	5.57%
Provision for unclassified Loans	162	236	372	465	620	625
Provision for Classified Loans	76	103	172	439	825	1,488
Share Information						
Number of Shares Outstanding	6.64	12.28	12.89	15.47	19.34	21.28
Earning per Share (Taka)	61	44	45	36	43	45
Book Value per share (Taka)	224	180	198	202	207	233
Market Price per share (Taka)	850	469	466	706	361	484
Price Earning Ratio (Times)	14.03	10.66	10.32	15.33	8.31	10.72
Price Equity Ratio (Times)	3.79	2.60	2.35	3.49	1.74	2.07
Dividend per Share:						
Cash Dividend (%)	10	20	10	-	15	-
Bonus Share	7:20	1:20	1:5	1:4	1:10	1:4
Operating Performance Ratio						
Net Interest Margin	3.57	3.43	3.77	4.54	4.60	4.56
Credit / Deposit Ratio (%)	74.26	82.18	81.94	82.03	87.21	86.85
Current Ratio (Times)	1.60	1.33	1.24	1.38	1.28	2.10
Return on Equity (ROE) %	24.06	20.89	22.74	22.53	20.97	19.32
Return on Assets (ROA) %	1.27	1.40	1.22	1.23	1.18	1.29

Cost of Deposit (%)	6.75	8.13	9.15	8.97	9.40	8.68
Cost / Income ratio in operating business (%)	71.91	75.44	78.14	72.15	72.16	70.85
Net Interest Margin	3.57	3.43	3.77	4.54	4.60	4.56

Table 3: Financial Performance

Growth of Branch

Year	2007	2008	2009	2012	2013	2014
No. of Branch	41	45	50	72	76	81



Chapter – 4

HR ACTIVITY OF DHAKA BANK LIMITED

HR Vision

Best managed, most productive and cost efficient workforce among local banks in Bangladesh.

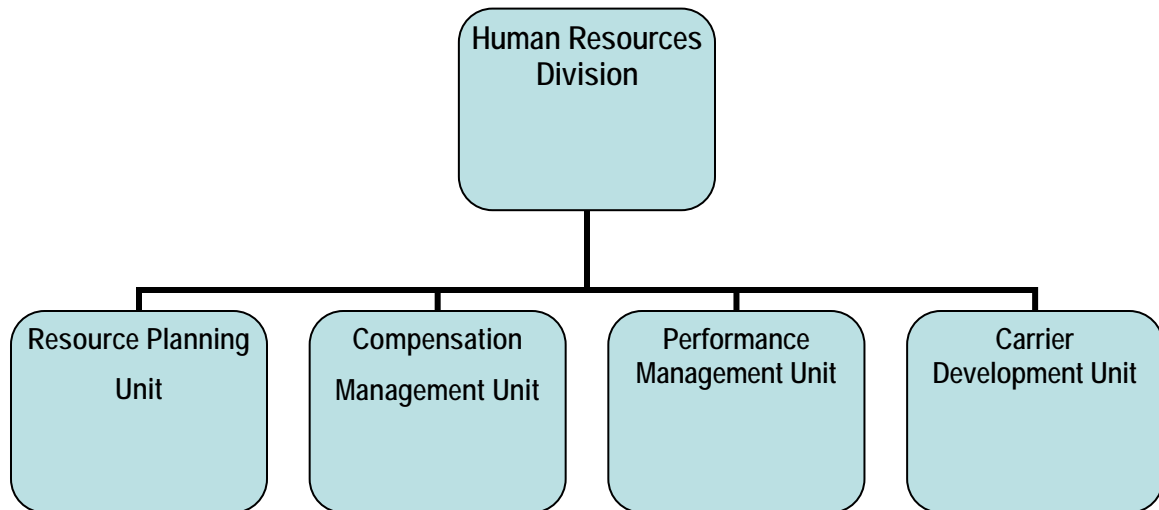
Assumptions

- Dhaka Bank's HR vision is to become one of the top 10 local banks in Bangladesh by 2016.
- Dhaka Bank Management would commit adequate physical, human, and financial resources necessary to make the HR vision 2016 a success.

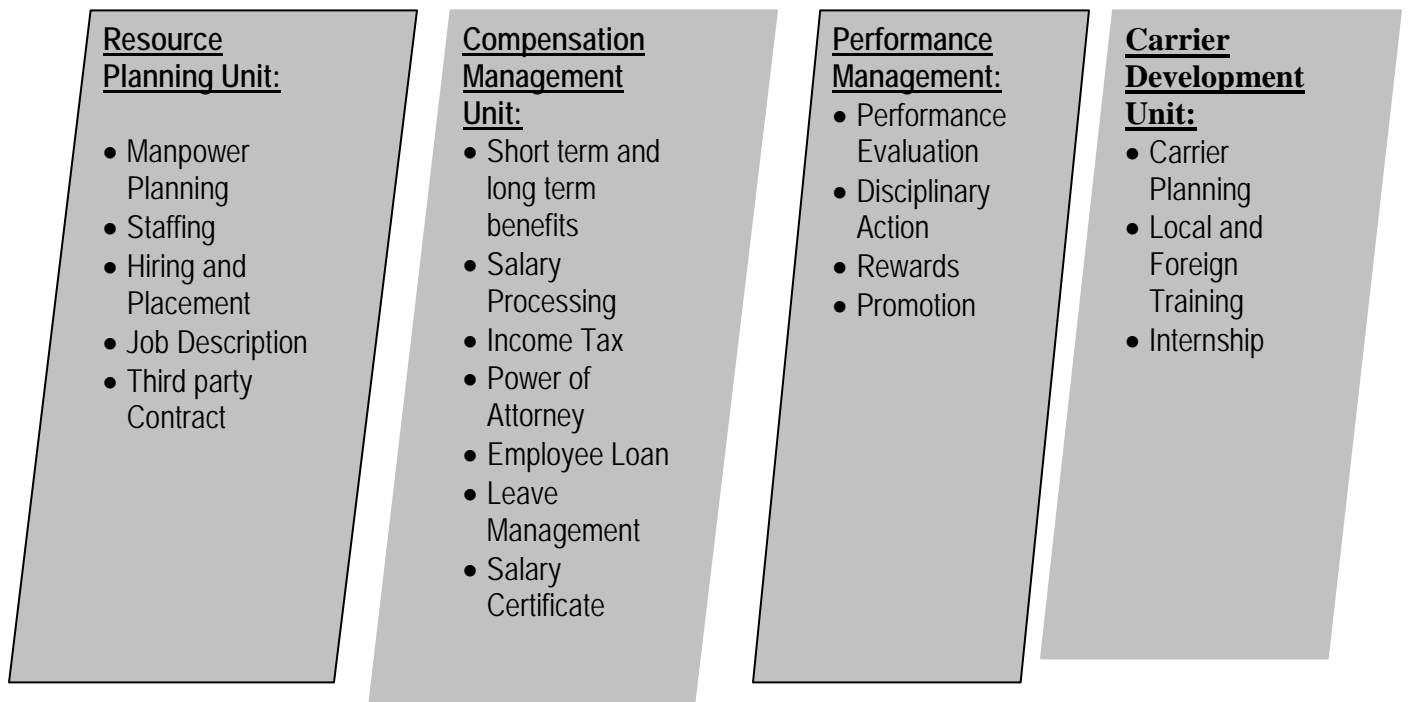
Overview of Human Resources Division of Dhaka Bank Limited

Dhaka Bank Limited believes that consistently strong performance of the Bank is the result of the team of committed knowledgeable and dedicated employes who are focused on achieving the excellence in banking. According to the HR professionals working for the HR Division "thus human resources is the most valuable asset for the bank" the Bank is committed to recruiting high-caliber employees and providing them with the motivation, training working environment and compensation package they need to perform at the highest level. They recognize the importance of making the Bank an employer of choice to that goal in view, they ensure that the employees understand the strategic plans and objectives of the Bank and are clear about what is expected from them. The Bank promotes the importance of high ethical standards in its employees. They have to act within the prescribed code of conduct and are not permitted to solicit or accept any inducements, which are likely conflict with their duties to clients. Appraisal of their individual performance is done in a rating scale against objectives and the banks prescribed core values.

Functional Structure of Human Resources Division:



D h a k a B a n k L i m i t e d has four units in its Human Resources Division. Each and Every unit has its own defined duties and responsibilities. The Unit includes several activities. The following chart will help to understand it more clearly:



HR Strategic Objectives for 2011-2016

1. Realign HR in line with revisited vision, mission and business plan
2. Ensure critical and essential manpower at all levels
3. Ensure market driven pay and benefits
4. Provide career development opportunity
5. Introduce certification programs, and ensure fair performance evaluation
6. Ensure compliance with country laws, regulatory directives and corporate norms
7. Branding Dhaka Bank as the best employer among local banks
8. Reorganize HR functions, and empowerment of the human resources division
9. Automate HR process, and integrate with other functional departments

Strategic Objective 1: Realign HR in line with revisited vision, mission and business plan				
	Action description	Primary responsibility	Secondary responsibility	Deadline
1.1	Revisit vision and mission	MD's Office	Business Banking, HR	
1.2	Develop business strategy and long-term business plan	MD's Office	Business Banking	
1.3	Realign HR in line with the revisions	HR		

Strategic Objective 2: Ensure critical and essential manpower at all levels				
	Action description	Primary responsibility	Secondary responsibility	Deadline
2.1	Identify critical and essential positions, and number of slots required	Department Heads and Branch Managers	HR	Periodic / February each year
2.2	Develop annual manpower plan	HR	Department Heads and Branch Managers	Periodic/ March each year
2.3	Hiring	HR		Periodic/ September each year
2.4	Training and development	Dhaka Bank Training Institute and Branch Managers	HR	Periodic/ November each year

2.5	Placement	HR		Periodic/ December each year
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Strategic Objective 3: Ensure market driven pay and benefits

	Action description	Primary responsibility	Secondary responsibility	Deadline
3.1	Market survey every two year	HR/Contractor		Periodic/ October
3.2	Cost of living adjustment every year	BoD	HR	Periodic/ July each year
3.3	Analyze data and financial analysis	HR		December
3.4	BoD's approval	BoD	HR	March
3.5	Implement the approved revised pay and benefit structure	HR		July
3.6	Revisit and revise grading structure based on market trend	HR		Periodic/ Every two years

Strategic Objective 4: Provide career development opportunity

	Action description	Primary responsibility	Secondary responsibility	Deadline
4.1	Develop career assessment and development tools	HR		September
4.2	Conduct career development review	Department Heads and Branch Managers	HR	Periodic/ 1st review by March 2012

4.3	Training of employees as per their assessments	DBTI	HR, Department Heads, and Branch Managers	Continuing
4.4	Job rotation and job enrichment for high potential employees	Department Heads and Branch Managers	HR	September in Every Year
4.5	Fast track promotion and appropriate placement of high potential employees	HR	Department Heads and Branch Managers	Periodic

Strategic Objective 5: Introduce certification programs and ensure fair performance evaluation				
	Action description	Primary responsibility	Secondary responsibility	Deadline
5.1	Develop certification programs	HR		September 2015
5.2	Identify/develop certification structure/modules	HR and DBIT		June 2015
5.3	Conduction of certification exams	DBTI	HR	Periodic
5.4	Revisit and revise employee performance evaluation system and tools	HR		December 2015
5.5	Implement evaluation based on the revised system	Department Heads and Branch Managers	HR	Periodic

Strategic Objective 6: Ensure compliance with country laws, regulatory directives, and corporate norms

	Action description	Primary responsibility	Secondary responsibility	Deadline
6.1	In house assessment of compliance	Internal Compliance and Audit	HR	Periodic
6.2	External HR audit	Internal Compliance and Audit		Periodic

Strategic Objective 7: Branding Dhaka Bank as the best employer among local banks

	Action description	Primary responsibility	Secondary responsibility	Deadline
7.1	Create a positive work culture in terms of pay and benefits, career development, performance evaluation, rewards, learning opportunities, etc.	MD's Office, HR, Department Heads, and Branch Managers	All supervisors	Continuing
7.2	Actively work with external stakeholders like: media, chambers, training institutions, HR consulting firms to enhance our brand image	PR	HR	Continuing
7.3	Advertisement, participation in job fairs, trade fairs, seminars, conferences, etc.	PR	HR	Continuing

Strategic Objective 8: Reorganize HR functions and empowerment of the human resources division

	Action description	Primary responsibility	Secondary responsibility	Deadline
8.1	In house assessment and reorganization of HR functions and cluster activities in group	HR		December 2015
8.2	Delegation of authority from the MD to the Head of HR	MD's Office	HR	December 2015

Strategic Objective 9: Automate HR process, and integration with other functional departments

	Action description	Primary responsibility	Secondary responsibility	Deadline
9.1	Analyze existing HR process	HR		June 2015
9.2	Initiate discussion with potential automation vendors	HR		June 2015
9.3	Present automation plan (Leave and Time attendance)	HR		September 2015
9.4	Selection of vendors	HR		May 2015
9.5	Trial run	HR	Vendor	September 2015
9.6	Completion of migration/automation	HR		January 2016

ORGANIZATION STRUCTURE

a). Board:

Chairman and Members of the Board are appointed by the respective shareholders.

b). Chairman:

The Chairman is appointed by the Board. He attends Board meetings and it is through him that the Board decisions are implemented.

c). Managing Director (MD):

The Managing Director, who is also, the Chief Executive Officer of the Bank is appointed by the Board, is responsible to the Chairman and the Board for all operations/functions of the Bank. He attends Board meetings and he implements the Board decisions. Managing Director shall be entitled to all the retirement benefits (PF, Gratuity, Superannuation and others) applicable for a permanent employee.

d). Management Committee (MANCOM):

- i) MANCOM is composed of the Managing Director, Deputy Managing Directors, Heads of Divisions/Departments/Units from Head Office and any other staff members who May be co-opted as required and designated by the Managing Director.,
- ii) MANCOM normally meets once a week to debate and decide the key issues confronting the bank in a collective manner. It may, however, meet more than once a week, as necessary. The forum also provides an opportunity to all the Functional Heads to stay current with the problems and solutions of the operation to ensure effective communication within the bank.
- iii) The Functions having issues to be raised at the MANCOM meetings will draw up an agenda with the details of the issues involved and circulate it among the Committee Members well in advance so that Members well in advance so that Members can come well prepared to participate meaningfully in the discussions.

Organogram OF DBL:

The Organogram or Organizational Structure of DBL indicates channels of communication and reporting relationship. Each Head of Division/Department/Unit In-charge should ensure that the employees under her/him fully understand the Organizational Matrix and follow that reporting relationship and flow of all communications as delineated.

i) Corporate Designation

All employees of the Bank have, for the purpose of this Manual, broadly been grouped into three categories and placed in grades, based on the value Of the jobs, accountability and the nature of its responsibilities, as follows:

a). Executive Grade

From Assistant Vice Presidents to Deputy Managing Director

All the Executives including the Functional Heads being responsible for effective running of the Banking functions. They have a high degree of independence and make their own decisions under, defined responsibilities as elucidated in their Individual Job Description (**Specimen Appendix - I**). Any decision beyond, their: defined areas needs to be referred upward. Designations under Executive Grades are as follows:

<u>DESIGNATION</u>	<u>ACRONYM</u>
Deputy Managing Director	DMD
Senior Executive Vice President	SEVP
Executive Vice President	EVP
Senior Vice President	SVP
Vice President	VP
Senior Assistant Vice President	SAVP
First Assistant Vice President	FAVP

b). Officer Grade

From Trainee Assistant Officer/Assistant Cash Officer to Assistant Vice President

Officers are the employees who deal with routine nature of work, however of independent character, can only make decisions upon obtaining special authority from their superiors. Perform responsibilities as elucidated in their individual Job Description (Specimen Appendix - I). Designations under

<u>DESIGNATION</u>	<u>ACRONYM</u>
Assistant Vice President	AVP
Senior Principal Officer	
Principal Officer /	SPO
Principal Officer (Cash)	PO
Senior Officer /	
Senior Officer (Cash)	SO
Officer /	
Officer (Cash)	OFF
Probationary Officer	Prob. Off
Junior Officer /	
Junior Officer (Cash)	JO
Assistant Officer /	
Assistant Officer (Cash)	AO / ACO
Trainee Assistant Officer /	
Trainee Assistant Officer (Cash)	TAO / TACO

c) Support Staff

Assistant, Telephone/SWIFT/Computer Operator, Receptionist, Godown Keeper, Care Taker, Electrician, Security Guard, Messenger, Peon

Support staffs are the employees, who deal with routine nature of work, however of independent character, can only make decisions upon obtaining special authority from their superiors. An employee will be advised individually about their responsibilities as elucidated in their individual Job Description.

Grade	Job Title
1	Assistant Computer Operator Swift Operator Telephone Operator Receptionist
2	Trainee Assistant Computer Operator Swift Operator Telephone Operator
3	Godown Keeper Care Taker Electrician
4	Guard (Security and Godown)
5	Messenger / Peon

Resource Planning Unit

Key Task of Resource Planning Unit:

- Manpower Planning
- Staffing
- Hiring and Placement
- Job Description
- Third party Contract

Manpower Planning

Demand Forecasting

To know the future demand of human resources, the HR division of DBL usually provides all the other divisions and branches with a general form at the beginning of the year. From the information collected from these forms, the HR division gets an estimate of the human resource requirement for the year. No long term human resource forecasting is done in DBL.

The recruitment goals of DBL are to attract and retain highly qualified human resources who will perform best in their respective areas. The bank not only tries to attract well-qualified candidates but also tries to identify and recruit people who are really interested to work in the bank for an acceptable period of time.

The Recruitment & Selection Process of DBL

DBL practices two types of recruitment:

Yearly recruitment: this is done each year, according to the HR plan

Need-based recruitment: this is done when there is sudden vacancy

Recruitment Sources and Methods

DBL usually promotes from within the organization. But it also recruits from external sources. The external sources are:

Competitors and other organization

Different Universities

Online Job Agencies (Bd Jobs)

Campus recruiting will be handled by the HR division and overall planning for this will be done based on the annual manpower plan. However, the respective business department requiring the profiles should have the responsibility and mandate to short-list the campus-based candidates for junior employees. The skill base generally recruited through this route will be entry level positions. Therefore, the plan for campus recruitment will have to tie up with the placement season of various universities that are targeted for recruitment. The Dhaka Bank HR Team every year directly recruited IBA Student from their campus for the Management Trainee Officer (MTO) position. The HR Division needs to identify a set of campuses based on the courses conducted there, any past experience of candidates from these campuses and the emerging requirements of the bank.

The HR Division will need to take a decision regarding the source of external recruiting considering variables like:

- Available spread of candidates
- Cost impact
- Time needed

And the external recruitment methods include:

- Advertising in newspapers
- Company website
- Recruitment Agencies etc.

Selection Process

The different steps if the selection process is described below in detail:

a. Receipt of Applications

This is the first selection hurdle to join in DBL. Candidates either send their CVs in application for a specific vacancy , or they send unsolicited CVs for any suitable position. The HR division collects job applications against each job vacancy. In case of online advertisements, the applicants are given at least 3 weeks to apply. The bdjobs.com primarily screen the candidates and send applicants CV to the HR Division.

b. Sorting out of Applications

The next step is the short listing of CVs. Usually the HR division is engaged in the short listing. But the HR division may delegate this step to the respective division to save time. Once potential candidates are found out, they are contacted and called for an interview.

c. Informing Candidates

After the applications are sorted out and a preliminary list is prepared, the candidates are informed and are called for a written exam or an interview. For written tests, the bank issues admit cards through courier services seven to ten days prior to the exam. They also provide email and mobile sms to the candidate to participate for the written test.

c. Written tests

The employment test is generally an aptitude test which measures the candidate's verbal ability, numerical ability, reasoning ability etc. The HR division provides them with the desired academic qualification and the name of the vacant posts to construct the question paper for the test. The written test mostly conduct by the IBA and they provide the short list of the candidate to the bank based on the written test marks.

d. Interview

The interviews that are conducted are panel interviews and not structured. The interview board consists of the MD, DMDs and the Head of HR. Even in the selection of fresh graduates for officer positions, those top level and executive level managers are present. Usually only one interview is conducted for selecting a candidate for a position. But in case of recruiting experienced bankers, sometimes more than one interview is conducted.

e. Final Approval by Competent Authority

After the interview is conducted and the interviewees are evaluated, the management committee decides who is to be selected and who is to be rejected. After this final decision, an 'Offer Letter' is made for each selected candidate. Once the candidates accept this offer, they are given the 'Appointment Letter'. The candidates that are rejected are not informed.

f. Physical Examination

After the appointment letters are printed, the candidates are given one month for joining. First, the candidates have to go through physical examinations. If the result of these physical examinations is satisfactory, then the candidate is eligible to join the bank.

g. Joining & Placement

After the physical examination, the candidate needs to bring the result of the medical tests along with all necessary documents like Police Verification Report, NID, academic certificates for joining. After going through the formal joining and placement process, the candidates are finally employees of Dhaka Bank Limited.

Criteria of Appointment

Nationality

No position shall be appointed to any post in the service of the bank unless he is a citizen of Bangladesh. Provided that the board may in special cases, waive this condition subject to fulfillment of the condition regarded to employment of foreign nation in Bangladesh.

Age

A candidate shall not be less than twenty years and more than thirty years of age at the time of appointment direct recruitment as a officer and not less than eighteen years.

Physical Fitness

No person shall be appointed in the service of the bank unless he is declared physically fit by the Medical officer of the bank or any other Medical authority specified by the bank in this behalf.

Personnel Records

Personal history of all employees will be recorded in the Computerized HR Information Management System (SCALED) of the Bank. Personnel files / dossiers will also be maintained for all employees at the Head Office Human Resources Division. Each file will contain:

1. The Job Application, CV, Educational Credentials and References (if required) available.
2. Appointment Letter and Letter of Acceptance confirming willingness to abide by the personnel policies, Code of conduct, Ethical Standards, Confidentiality Standard and rules in service manual
3. Job Description; completed Personal History Form
4. Confirmation, Increment, Promotion and Transfer records.
5. Other relevant papers (e.g. Warning letters, Show Cause Notices, etc.);
6. Annual/ periodic performance appraisal record, training etc.

Such records will be regularly updated with additions and changes as may be necessary from time to time. Head Office HRD shall strictly maintain confidentiality of the files/dossier. Branches shall maintain shadow file / dossier for employees working in the respective branches.

Termination I Separation:

DBL may also terminate employee in one of the following manner:

- a) Simple termination without assigning any reason.
- b) Retrenchment on ground of redundancy.
- c) Discharge for physical or mental incapacity.
- d) Attempt to fraud.
- e) Theft of Bank's property.
- f) Misbehavior or misconduct with Senior Member of management or with any member of the Board

Resignation

A confirmed employee shall not leave or discontinue service in the bank without giving three months provision notice to the President to writing of his intention to do so, and in case of breach by him of this sub-role, he shall be liable to pay for three months. Neither probationer nor any temporary employee shall leave or discontinue his service in the bank without giving one month previous notice in writing his intention to do so, and in case of any breach by him or his sub-role, he should be liable to pay the bank as compensation an amount equal to his pay for one month. Before resigning from a post, an employee shall return books and other properties, if any borrowed from a bank and shall not later than the date from which the registration is accepted or he discontinue his service, hand over vacant possession of the residential accommodation, if any provided to the bank. Notwithstanding anything contend to the rules written in the first paragraph under the head no employee against whom to a disciplinary action has been started shall resign from the service of the bank.

Retirement

Every employee shall retire from the service of the bank at 60 years of age or 35 years after commencement of action service in the bank whichever occurs earlier. Provided that the period of service may be extended in the interest of the bank beyond 30 years of age or 35 years of service by the board. Every confirmed and full time employee shall be entitled to retirement and resignation.

Chapter –6
Compensation Management

Key Task of Compensation Management Unit:

- Salary Processing
- Short term and long term benefits
- Income Tax
- Power of Attorney
- Employee Loan
- Leave Management
- Salary Certificate

1. Salary

Salary means Basic pay, house, rent ceiling/allowance, medical reimbursement ceiling/allowance and other admissible allowances/reimbursable of the grade.

Competitive remuneration will be offered to attract and retain qualified and capable human resources. The benefits system will support the performance-based thrust of the human resources system.

a. Salary Determination:

At the time of appointment, each employee's salary is determined based on level of accountability, responsibility, professional experience, educational background and past performance. Payment on Appointments shall be made at the minimum pay of the grade, but in cases where persons to be recruited possess additional experience or special qualifications, or both, the Management may allow a higher initial pay in the scale of pay of the grade.

b. Payment of Salary and Payday:

Payment of salaries for the current month will normally be made by the 25th of the month. If the date falls on a public holiday, payment will be made on the 24th or on previous/earlier working day. The salary shall be paid by direct transfer to the respective salary accounts of the employee and cheque if required.

c. **Salary Scale:**

Salary Scales are currently arranged as per designation from Support staff to Deputy Managing Director. These designation and accompanying scales may be revised from time to time by the management, subject to Board's Executive Committee's approval.

Short Term Benefits

Travelling /Travelling Allowance

a). **GENERAL**

An employee, who is required to undertake business travels as part of their work responsibility, must have a travel authorization of the Supervising Manager. While on business trip they will be entitled to Daily Allowances (DA). Daily Allowance means a payment to an employee in addition to other emoluments for any day during which any employee is absent from permanent station on duty to cover the ordinary expenses incurred by him/her in consequence of such absence. In this respect following points should be taken into consideration:

1. Daily allowance cannot be claimed for the period of absence on leave.
2. No DA is admissible if the duration of journey is less than 12 (twelve) hours).Pocket Allowance shall be considered at prevailing rate in excess of 8 hours.
3. From the time of undertaking the journey, every 24 hours will be counted as one day. In case of fraction of a day a full day's Daily Allowance (DA) can be claimed if the member has spent the night away and has been away for 8 hours or more from his/ her station.
4. If an employee returns to his/her station after being away for more than one day, he/she may claim the Daily Allowance for the day on his/her return at the rate applicable to him/her.
5. An employee can purchase tickets either through the General Services Division (Operations Division) at Head office or Branches or individually. Ticket must be submitted as supporting to claim the refund/tour bill. If for any reason, member is unable to utilize the ticket, he/she must cancel it and obtain appropriate refund and return the money to the Bank.
6. An employee using their personal transport on authorized business may be entitled to claim fuel cost / at actual if this is agreed with the supervising manager for travel.
7. An employee may draw an advance to cover Travel related expenses and other admissible expenses while on business trip. An employee will, however, account for the Traveling expenses and return any unused cash to the Bank.

8. More than 3 (three) staff of any one Division/Branch is discouraged to fly in the same aircraft without the Managing Director's prior permission.

9. It should be noted that while the management does not wish that its employees while on official trip are out of pocket, again it does not like that they take undue advantage out of traveling expenses.

Daily Allowances

Daily allowance provide for project visit training or trip related to organization business purpose.

Daily allowances will be as under:

MD	At Actual + Tk-2,000/- per day allowance.
DMD	At Actual + Tk-1,500/- per day allowance.
SEVP/EVP	At Actual + Tk-1,200/- per day allowance but not exceeding Tk-3,500/-.
SVP/VP	Accommodation and pocket allowances Tk-2,000/- + Tk-750/- = tk-2,750/- per day.
SAVP/FAVP/AVP	Accommodation and pocket allowances Tk-1,500/- + Tk-600/- = tk-2,100/- per day.
SPO/PO/SO	Accommodation and pocket allowances Tk-1,000/- + Tk-500/- = tk-1,500/-
OFFICER/JO/AO/TAO	Accommodation and pocket allowances Tk-800/- + Tk-300/- = tk-1,100/-
SUBORDINATE STAFF	Accommodation and pocket allowances Tk-500/- + Tk-200/- = tk-700/-

Long Term Benefits

2. Provident Fund

Every employee of the Bank to whom these Rules apply shall be eligible to become a member of the Dhaka Bank Limited Employees Provident Fund from the date of his/her confirmation in the services of the Bank and shall agree to be bound by the Rules of the PF Fund.

'The Dhaka Bank Provident Fund' which will be governed by a separate provident fund rules approved by the board. All payment employees shall compulsorily be the member of Provident Fund. Here the employees contribute the 50% of fund and 50% of fund contributed by the organization.

3. Gratuity

Every confirmed and full time employee who has rendered five years continue service in the bank or more, a gratuity become a one month basic salary for each completed year of service may be granted to him to retirement/termination or his family the event of his death while his service.

4. Loan Facilities

An employee of this bank enjoys various loan facilities like house building loan, car loan, furniture and household electronics item loan under some schemes that employees enjoy low interest rate loan facilities.

Performance Bonus & Other Bonus

Employees according to their performance and their position in the higher key get at most six bonuses equal to the each months basic salary. Each year their basic salary increases according to the inflation and market condition. As well as employees get festive bonus.

MEDICAL / HOSPITALIZATION

Reimbursement of medical expenses incurred will be restricted to the treatment of Employee, their spouses and for a maximum of two dependent children, up to the age of 21 years. In addition to that immediate Family member who are wholly dependent on the employee and residing with the employee shall also be included.

INCREMENT

I) Annual Increment:

All regular employees, subject to satisfactory performance during the preceding year will receive increment(s) in the scale of their grades by **July** every year, unless stopped as a measure of penalty / unsatisfactory performance (Appraisal rating) provided that an employee has completed minimum of 180 days confirmed service with the Bank.

However, if an employee shows outstanding merit (Appraisal rating) and exceptional ability and qualities s/he may receive additional increments. Where applicable, increases based on

increased responsibilities may be recommended. Annual performance appraisal shall be carried out to facilitate this review.

BONUS

I. Festival Bonus

- a). An employee in regular employment will be entitled to two Festival bonuses per year, each equivalent to one month's basic salary. One payment of Festival bonus will be made to all employees at the time of Eid-UI-Fitr. The second payment will be made to the employee at the time of their own religious ceremony as per their option (eg. Eid-UI-Ajha, Buddha Purnima, Christmas, Janmashtami).
- b). An employee, who will be on the **Payroll of the Bank on the day of the Festival bonus, is paid out**, will only be eligible for the payment/bonus.

II. Performance Bonus / Profitability Bonus / Incentive Bonus

- a). An employee may be entitled to the payment of variable Incentive Bonus/Reward, as declared by the Board of Directors, based on the profitability of the Bank. Management may decide at its discretion to withhold an employee's bonus due to non-performance/poor performance, dereliction of duty, violation of code of conduct, gross misconduct, habitual delay in responding official assignments, deliberate sluggish attitude in discharging duties, attempt to fraud etc.
- b). Also This bonus is payable to an employee who will put in, at least, six month's (180 Days) service of the whole year for which the Performance Bonus is declared.

Performance Management:

- Performance Evaluation
- Disciplinary Action
- Rewards
- Promotion

Performance Appraisal, Provident Fund & Gratuity

1. Performance Appraisal

a). Purpose

Annual Appraisal on each staff member's performance is undertaken in order to:

- i). Assess the staff member's performance in the light of his/her job responsibilities.
- ii). Give the staff member a feedback on his/her strengths and limitations.
- iii). Enable the staff member to discuss any factor, which impedes the achievement of the agreed performance.
- iv). Set objectives mutually for the performance and identify training and development needs for the following year.

b). Appraisal

- i). A staff member will have a formal appraisal of performance once a year.
- ii). Appraisals are conducted by the Superior who supervises the work of the concerned staff Member. This is done in a constructive and supportive atmosphere and employees are encouraged to participate fully, and to voice any concerns or issues they may have.
- iii). Performance is to be measured against standards, which must be objective and job-related and agreed with the appraisee earlier.
- iv). All appraisals will be reviewed by the appraiser's Manager to ensure that the appraisee was appraised fairly and competently.
- v). Between formal annual appraisals, a superior may conduct a special appraisal. This would be to record any unusual circumstances of outstanding performances as well as poor performances.
- vi). All appraisals are to be discussed with an employee.

c). How to set objectives / key tasks

Criteria for Setting Objectives

- a. Specify the desired result what task will be accomplished if the objective is achieved?
- b. Make the result measurable can you differentiate among different degrees of achievement?
- c. Set a time frame by what date must this goal be achieved?
- d. Discuss any cost considerations how much, if anything, will achieve this goal in terms of money and resources?
- e. Are there specific budget guidelines that must be adhered to?

Attributes of High Performers:

- i) Team Player
- ii) Customer Focused
- i) Action Oriented
- ii) Analytical Thinker
- iii) Innovative
- iv) People Skills
- v) Resourcefulness
- vi) Enterprising
- vii) Risk Taking
- viii) Getting things Done
- ix) Working Long Hours
- x) Flexibility
- xi) Long Term Perspective
- xii) Balancing Life and Work
- xiii) Sensibility
- xiv) To be able to See the Big Picture (Vision)
- xv) Consistency
- xvi) Fairness
- xvii) Decisive

Disciplinary Procedures

All employees are subject to disciplinary measures and liable to different penalties based on the degree of infringements of Bank's policies, dereliction of duty, breach of contract, discipline and misconduct.

a) Any act, verbal communication by an employee (either male or female) to another male or female employee / customer / delegate from other institution which prima facie amounts to 'sexual assault / indecent verbal communication'. Without prejudice to the generality the following will be considered as misconduct resulting in disciplinary measures and or penalties:

1. Persistent insubordination or disobedience to any lawful or reasonable order (s) of the superior;
2. Theft, fraud or dishonesty in connection with the Bank's business or property;
3. Absenteeism or habitual lateness to work without permission;
4. Unaccountable time away from the office while on duty;
5. Damage to or loss of Bank's goods, property; or documents
6. Drunk ness, gambling, riotous or disorderly or indecent behavior or any act subversive of discipline or behavior complaints prejudicial to Bank interests;
7. Collection or canvassing for collection of money within office premises for any purpose not approved by the Bank; Illegal strike, whether singly or jointly with others, in contravention of any existing law or rule for the time being in force or inciting others to go on illegal strike;
8. Picketing, inciting others to abstain from work or agitation in any form and manner within or outside office premises or at places where it is lawfully prohibited;
9. Distribution or exhibition within office premises of any paper, hand bills, pamphlets. or posters detrimental to the interest of the Bank;
10. Holding of meetings irrelevant to bank's business within office premises without prior permission of the Managing Director /Senior Management.
11. Refusal to comply with an order of transfer, or directly or indirectly trying to influence the management or cancel an order or transfer.
12. Indiscipline and leaving duty without permission, absence from the seat or place of work or loitering about aimlessly in the office without permission during working hours;
13. Breach of rules, regulations, standing orders or instructions contained in this manual;
14. Writing anonymous letters or criticism of the superiors and misbehaving with the superiors or colleagues or subordinates or the clients of the Bank;

15. Threatening or intimidating an employee of the Bank within or outside the office;
16. Absence from work without due notice;
17. Falsifying, tampering with, damaging or causing loss of Bank's records;
18. Unauthorized divulging of information about Bank's operations;
19. Conviction in a criminal case involving moral turpitude;
20. Misbehavior including physical violence and/or bullying with employees or clients;
21. Fraud, misuse and defalcation of funds, materials and Bank assets;
22. 22. Accepting bribes, and material or financial advantages from any Bank employee, client and one having commercial transactions with the Bank.
23. Any other behavior or act, which in the opinion of this Manual constitutes misconduct. Any act or utterance which damages congenial working environment of the Bank or threatens / destroys image of the Bank.

In certain circumstances the above may also be considered grounds for dismissal.

b). Disciplinary Actions

1. Written warning/ Reprimand /censure;
2. Deduction of pay;
3. Withholding confirmation, annual increment and/ or promotion for a specified period;
4. Recovery from salary of the whole part of any pecuniary loss caused to, the Bank by the employee due to gross and willful negligence;
5. Demotion / Degradation to a lower grade;
6. Making OSD (Officer on Special Duty)
7. Compulsory retirement from the service, with or without retirement benefits;
8. Removal from service;
9. Dismissal from service;
10. A combination of any two or more of the same.
11. Any other punishment as and where applicable.

c) Dismissal shall apply for cases specific of:

- i). Theft, fraud or embezzlement of Bank's property;
- ii). Malicious damage to Bank's property;
- iii). Gross incompetence, willful negligence;
- iv). Acts of extreme disloyalty, such as the unauthorized disclosure of material harmful to DBL, or acts of collusion with outside parties that may or does lead to a fraud being committed against the Bank's;
- v). Hitting another member of staff and/or a visitor to DBL;
- vi). Any type of criminal acts;
- vii). If the employee is discovered to have made or given (during appointment) any false statement or document testifying to his / her ability or competence or relating to his / her current financial position (salary) or state of health knowing that such statement or document is false.

Disciplinary Procedures

1. Management may initiate disciplinary proceedings against any staff member on grounds of misconduct or misdemeanor {Rule-30 (a)}.
2. No disciplinary proceeding shall be drawn up unless these procedures are followed:
 - a). An enquiry committee shall be formed by the Managing Director.
 - b). A preliminary enquiry is held into the charges and a prima-facie case is made out based on the findings of the enquiry.
 - c). Charges should be drawn up and a copy thereof is given to the offending staff member by Human Resources Division. Depending upon the gravity of the misconduct, the staff member may be placed under suspension pending enquiry and disposal of his/her case.
 - d). The staff member is given one week's (7 working days) time to explain his/her circumstances/conduct. ,
 - e). A detailed' enquiry is held based on the' explanation of the staff member during which he/she is given a personal hearing.
 - f). The enquiry report is submitted to the Head of HR, the Head of Human Resource (as Impartial individual shall not be a member of the enquiry committee) will either recommend not to proceed in the matter for any extenuating circumstance and/or prepare the order of disciplinary action to the offending staff member taking into account the gravity of the offence.
3. In respect of all employees up to Executive Vice President, such decisions will be taken by the Managing Director.

4. In the case of Senior Executive Vice President and Deputy Managing Director, the decisions to terminate and/or dismiss them from their services will be taken by the Board / Executive Committee of the Board.
5. In the event of a staff Member being dismissed for misconduct/misdemeanor, he/she will be paid salary due to him/her as of the date thereof. He/she shall neither be allowed to encash his/her accrued leave nor any other contribution from the bank (Provident Fund/Gratuity, Superannuation and others) as end service benefit.

Rewards

Promotion / Up-gradation

Promotion cannot be claimed as a matter of right and all promotions shall be made on merit and no employee shall have a claim to be promoted to a higher grade by virtue of his seniority alone. All promotions shall be made on the basis of Performance and different criterion laid down by the Management from time to time.

- I. An employee may get Accelerated promotion once within a year based on his/her performance.

a) Promotion in Executive Grade

An employee promoted to Executive grade from Senior Principal Officer (SPO) may need to sit for written examination or face Viva Voce after duly recommended by his/her supervisor and supported by the concern Head of the Division/ Department/ Unit /Branch in the Performance Appraisal.

b) Promotion in Officer Grade

I. An employee may be directed to officiate in a higher post for a temporary period for which s/he shall not be entitled to the salary of the post in which he officiates. An employee so officiating will be reverted to his substantive post when such temporary vacancy ceases to exist. Such posting should be seen as giving an opportunity to the employee as recognition of his competency as well as proficiency.

- II. Promotional increases will be awarded on progress to a post in a higher salary range.

III. In the event of an employee being promoted to a higher job grade, he /she receives an additional increment in his/her basic salary as promotional benefit, in addition to his/her regular annual increment in the previous grade. Both promotional benefit and the annual increment (if any) should be taken into account while fixing his/her salary in the new grade.

Employee Training and Development

- a) Training and development needs of employees are identified on a regular basis, and accordingly they are nominated for the following trainings:
 - i). In-house training (At DBTI)
 - ii). Local training
 - iii). Regional training
 - iv). Overseas training
- b) Human Resource Division draws up an Annual Training Calendar based on the identified needs of the employees and the eligible employee may be nominated for the said training.
- c) Whenever an opportunity comes up, an employee may be sent abroad for training and development so that they gain knowledge and experience and perform better at work place.
- d) On return from training/ attachment, an employee may be required to submit a Trip Report to his/her Functional Head and also debrief the Management Committee about the learning through presentation within 15 days of return as and when requested by the management .
- e) An employee should also submit an Action plan on the training for transfer of learning to the work place.
- f) An employee may be asked to sign an indemnity bond to ensure continuity of service before she/he goes / after she/he returns from training overseas, such indemnity will be determined by the Management based on the length of training, years of service and track record of the employee concern.

Chapter – 8

Findings and Recommendations

Dhaka Bank limited practice the best HR policy in our Country. But the following limitation I found in their policy. They are -

1. The profit trend of Dhaka Bank is declining it is wise for the management to find new products and talent for boost up their profit.
2. The Salary structure of Dhaka Bank is lower than its competitor so it is wise to review the Salary structure of the Bank.
3. The Selection process of employees is time consuming
4. The Leave Policy should be revisit and should online system need to introduce
5. The HR Policy should be revisit and update with the competitor

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