

**HUMAN RESOURCE POLICY
OF
AB BANK LIMITED**



Monira Mahsharan



BRAC UNIVERSITY, BANGLADESH

April 30, 2010

Internship Report

On

Human Resource Policy of AB Bank Limited



Prepared For

MD.Zakir Hossain Sharkar

Senior Lecturer

BRAC UNIVERSITY, Bangladesh

Prepared By

Monira Mahsharan

ID: 06304010

BRAC Business School



BRAC UNIVERSITY, BANGLADESH

April 30, 2010

Letter of Transmittal

April 30, 2010

To
MD.Zakir Hossain Sharkar
Senior Lecturer
BRAC University

Subject: Submission of Internship Report.

Dear Sir,

It is great pleasure to submit the internship report titled “Human Resource Policy of AB Bank Limited” to you.

The internship program gives the opportunity to learn aspects of a reputed organization. Before facing the real business world, I have gathered a pre idea about the organization culture. I have tried to exert the entire think that I gathered from through working with AB Bank Limited.

I have acquired the valuable experience from last three months; I would like to thank you for helping me and the University for giving me the opportunity to do internship to helping me for preparing the report. I do hope that the report will meet the necessary requirements.

Sincerely yours,

Monira Mahsharan

BBA Department
ID: 06304010
BRAC University

Acknowledgement

First of all, I would like to all people, including faculty and staff who have helped me to prepare this report.

Then, I also pay my gratitude to my university supervisor, Mr.Md. Zakir Hossain Sharkar for his continuous support, careful guidance and direction throughout the study period.

I would like to thank my organization president and managing Director, Mr. Kaiser A. Chowdhury, Mr.M. Shabbir Ali, SVP Human Resource Division for providing me the Internship, I would like to give special thanks to my Supervisor Mr. Mehedi Hasan, AVP, Mr.Mottaleb, PO, Mr. Anis, AVP, Mr. Anup Roy, SPO, Mr. Mamun, AVP, and all other staff of motijeel, Head office to help in every step of my internship program.

My special thanks to my friends for their help and support. I also like to thanks my parents and my brother for their consistent support and for giving me the opportunity to prove myself.

Executive Summary

Arab Bangladesh Bank Limited was incorporated in Dhaka on December 31, 1981 and commenced its banking business from April 20, 1982 under the companies Act of 1913 with a vision of to be the trendsetter for innovative banking with excellence and perfection & to be the best performing bank in the country and the region. Now the bank has 77 branch and around 1,996 employees. At present the Authorized Capital and the Equity (paid up Capital and Reserve) of the Bank are BDT. 800.00 million and BDT. 1105.32 million respectively. Arab Bangladesh Bank Ltd. Has expanded its network operation at a measured pace and gradually covered the major cities, rural township which are prospective business sector in Bangladesh. Customer's satisfaction is the top priority of the Bank. As a result, a bunch of young and energetic work force is engaged to serve the valued customers. Various departments of ABBL are providing the support continuously in order to run its operation properly like Business Banking, Consumer Banking, Merchant Banking, Treasury Department, Islamic Banking, Credit risk management department, International Division, Finance Department, Human Resources Department, Inspection Control & Complain Department etc.

Human Resource Department of ABBL is playing the most important role in terms of attaining the employees' satisfaction. The organization has its own recruitment policy & attractive compensation packages for the employees. Different types of employee like Trainee Officer, Management Trainees, and Lateral Entry are recruit base on the organizations rules and their qualifications. It has some general guidelines base on which employees recruits like Media used for Vacancy Announcement, Application in Response to Advertisement, References, Written Test for Candidate, Interview of candidates, Selection of candidates, Appointment, Types of Employment (Regular, Contractual, Casual), Medical Checkup, Joining report Employee orientation, Probation period, Confirmation, Resignation ,Termination, Dismissal, Discharge on Medical Ground Service Agreement. For all the employee they have their working hour till which they have to stay in the office. In order to improve the employees' efficiency, ABBL organizes different training programs both internally known as in house training, externally and foreign all through the year. On the basis of performance, the organization provides promotion & other attractive Compensation and Benefits packages for the employees. Each and every employee they have their attractive salary and salary structure permanent employee they get

Basic Employee Benefits that is Group insurance Provident fund, Bonuses, Accommodation, Mobile Telephone, Medical Benefits, Transportation Facilities for Staff, Pay for leave, Other service, Promotional Benefits, Increments Promotion, Bonuses (Festival Bonuses and Performance Bonus). At the same time base on their performance each and every employee are rating and base on this rate they are getting promotion.

At last it can be said that the Bank acquired confidence and trust of the public and business houses by rendering high quality services in different areas of banking operations, professional competence and employment of the state of art technology.

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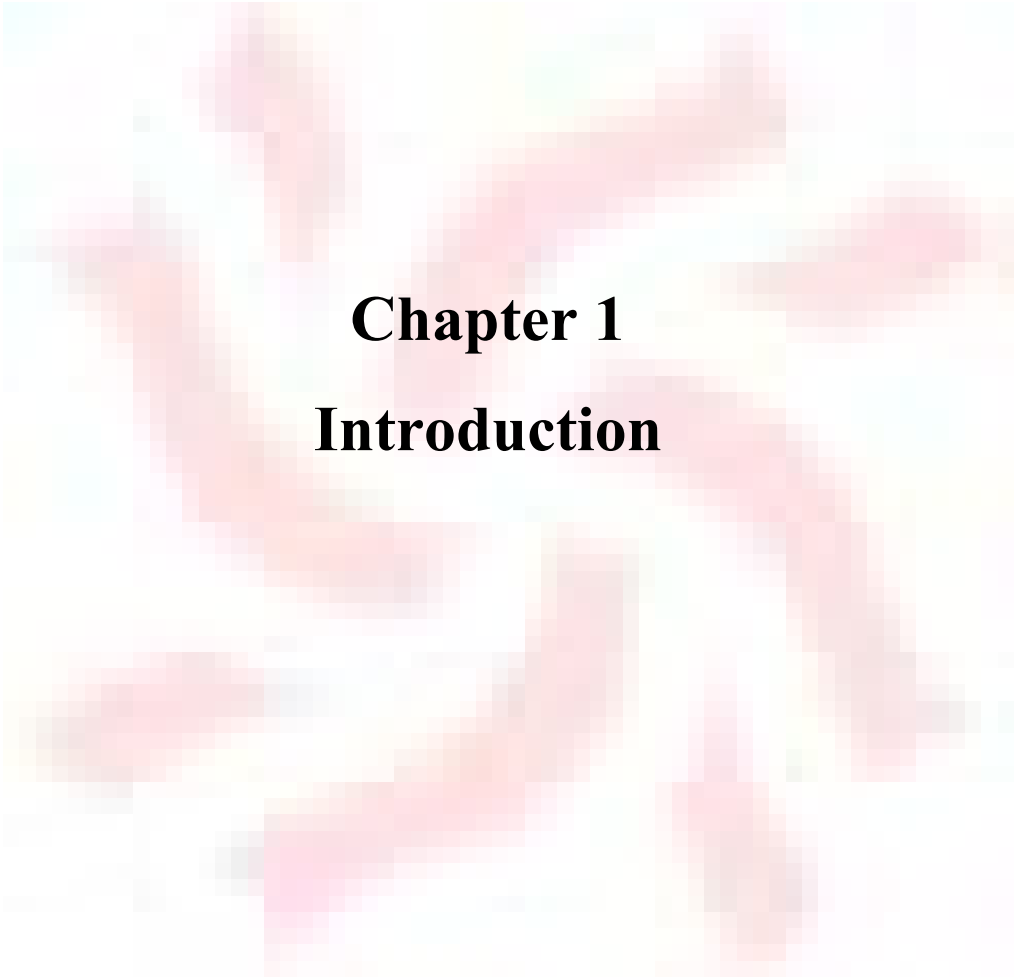
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Chapter 1

Introduction

Introduction

The number of glossary and question that people request is: “What is the definition of human resource?” William R. Tracey, in the Human Resources Glossary defines Human resource as: “The people that staff and operate an organization as contrasted with the financial and material resources of an organization. The organizational function that deal with the people....” Long a term used sarcastically by individuals in the line organization, because it relegates human to the same category as financial and mental resources.

1.1 Human Resources Management

Human Resources Management (HRM) is the function within an organization that focuses on recruitment of, management of and providing direction for the people who work in the organization. Human Resource Management can also be performed by line managers.

Human Resources Management is the organizational function that deal with issues related to people such as Policy, Hiring, Compensation and benefit, Performance Management, Organizational Development, Safety, wellness, benefits, Employee Motivation, Communication, Training and Development.

1.2 Definition

Human Resource Management is the part of the organization that is concerned with the “people” dimension. HRM can be viewed in one of two ways.

Firstly, HRM is a staff, or support, function in the organization. Role is to provide assistance in HRM matters to line employees, or those directly involved in producing the organizations good and services.

Secondly, HRM is a function of every manager’s job. Whether or not one works in a “formal” HRM department, the fact remains that to effectively manage employees requires all managers to handle the activities.

1.3 Human Resources Department (HRD)

A Human Resources department is a critical component of well-being in any business, HR responsibilities include Payrolls, benefits, hiring, firing and keeping up to date with state and federal tax laws.

Any mix-up concerning these issues can cause major legal problem for business, as well as major employee dissatisfaction. But small businesses often don't have the staff or the budget to properly handle the nitty-gritty details of HR. Because of this, more and more small businesses are beginning to outsource their HR needs.

1.4 HR outsourcing

HR outsourcing services becoming fall in to four categories. These are given bellow:

- a) Personal employer organization. (PEO)
- b) Business process outsourcing. (BPO)
- c) Application service provider. (ASP)
- d) E- Services.

The terms are used loosely, so a big tip is to know exactly what the outsourcing firm you are investing offers, especially when it comes to employee liability.

a) Personal employer organization

Personal employer organization assumes full responsibility for companies HR administration. It become a co-employer of company's workers by taking full legal responsibilities of employees, including having the final say in hiring, firing and the amount of money employees make. The PEO and the owners become partners, essentially, with the PEO handling all the HR aspects and the business handling all other aspects of the company.

By proper definition, a service is only a PEO when it takes legal responsibility for employees. But take note.... Some outsourcing services like to use the recognized term "PEO" when they handle the primary aspects of HR like payroll and benefits, yet don't take this legal partnership.

b) Business process outsourcing

Business process outsourcing (BPO) is a broad term referring to outsourcing in all fields, not just HR. A BPO differentiates itself by either putting in new technology or applying existing technology in a new way to improve a process. Specifically in HR, a BPO would make sure a company's HR system is supported by the latest technologies, such as self-access and data warehousing.

c) Application service provider

Application service providers (ASPs) host software on the web and rent it to users. Some ASPs host HR software. Some are well-known packaged applications (people soft) while others are customized HR software developed by the vendor. These software programs can manage payroll, benefit and more.

d) E- Services

E- Services are those HR services that are web-based. Both BPOs and ASPs are often referred to as e-services.

It's important that you understand this service terms, but don't get too sidetracked by the names when interviewing potential outsourcing firms. The key to hiring the right outsourcing firm is to know what services your company needs and then find an outsourcing firm that can provide them.

When you outsource HR functions, some services go with the "all-or-nothing" approach, requiring that they handle all HR function or none at all. Other offer their services "a la carte", meaning you can pick and choose from the services they offer. Typical services include:

- Payroll administration, including produce checks, handling taxes, and dealing with sick time and vacation time.
- Employee benefits, including health, medical and life insurance, and cafeteria plans.
- HR management, including hiring and firing. This also includes background interviews, exit interviews and wage reviews.
- Risk management, including worker's compensation, dispute resolution, and safety inspection and office policies.

What are the biggest advantages to outsourcing your HR needs? Does your business allow you the time to personally deal with federal and state employment laws? A big reason businesses turn to HR

services is that they don't have the time or experience to deal with this. And if anybody chooses to go with PEO, he/ she can pass the legal responsibility of your employees onto them. So what are some key things you'll have to give up if you fever outsourcing to hiring a full-time, in-house HR department? There are some definite drawbacks to not having an HR manager in-house. An in-house HR person handles perk s that you can't necessarily count on an outsourcing service to Cary out like:

- Looking into group offering
- Building employee incentive programs
- Even taking care of recognition for employee's birthday.

And employees may want someone in-house an impartial co-worker they can trust and see daily to turn to if they have a work-related problem or dispute with another co-worker. Because an in-house HR person interacts daily with your employees, they will likely have more of an interest in your employees. For example, employees often appreciate having someone on staff that will help negotiate in their favor for certain benefit that is critical these days for employee retention. (Vacation policies) Also, in the case of using a PEO, giving up the right to hire and fire your employees may not be desirable for particular business. Most PEOs insist that they have the final right to hire fire and discipline employees. While having the extra time and not having to deal with the stress of this may be appealing, may not want this responsibility out of your hands. And if anybody decides to use an e-service, the same issues you'd have with any ASP remain. When everything is stored and handled online, there are concerns about security as well as potential crashes, both of which can be detrimental to your business. Common complaints about HR outsourcing range from payroll mix-ups to payroll not being deposited on time to denied medical claims.

1.5 Origin of the report

Internship program is a partial program for B.B.A. For the completion of this internship program I have chosen a bank named "AB Bank Limited". This report is based on "Human Recourses Policies of AB Bank Ltd."In the study period, mainly student gain theoretical knowledge but now days, in the job market is no substitute for principle work experience. Therefore, before getting in to job, student should have some real word experience in the major field of study on the career choice that interests him/her. The knowledge and experience is gain from working at a company helps anyone when comes to attain a full time worker. The major targets to offer internship in BRAC University are as following:

Student break free from the theoretical world of text book and class courses and lead in to the real world of applications of knowledge.

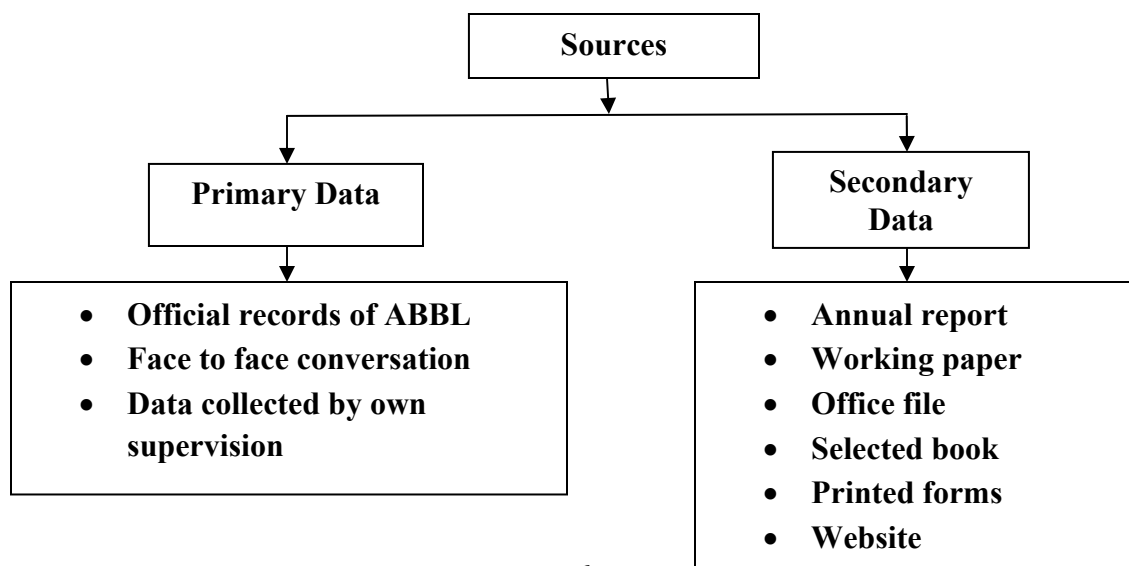
- The student competency in the working environment can accessed from this course.
- Helping students to express dependability, initiative, resourcefulness and professionalism in the tasks they are assigned.
- Enabling the student to effectively interact in a working environment within a hierarchy of employees.
- To enable students to pick up skills from the experience and project of other employees to apply in their own task.

1.6 Methodology

Methodology is the procedure that is aimed to guide the conducted research work in order to reach its ultimate destination. While conducting the study, sources were explored for primary information and data. But hardly any updated could be found. In the absence of updated information or data dependence in secondary data has been inevitable. However, whenever possible primary data has been used. Data was also collected by interviewing the responsible officers and from some documents and statement printed by the bank and website of ABBL. Colleague of ABBL also helped me in collecting data providing useful books and banks annual report.

1.7 Source of Data

The following sources have been used for the purpose of gathering and collecting data as required.



1.8 Scope of the report

To develop my practical knowledge by the research I had conducted the survey where I meet the people helps to expand the communication network which may bring fruitful outcomes in future. I have learnt how to handle a problematic situation efficiently by research. This research will develop my report writing skills which help me in future.

1.9 Purpose and objective

General objective:

To get experience in practical job market this will give me an opportunity to understand the working environment.

Specific Objective:

To know the HR condition of the bank, what is the recruitment policy to the employee of ABBL? How to get compensation, reward to the employee of ABBL? How to give motivation to the employee? Understand the training process of the employee. Identify the promotional activity.

1.10 Limitations

The main constrain of my internship program was the time limitation. Three month period is inadequate to have depth knowledge about overall HR research topic. So the major limitation faced to carry out this project was mainly time constraints. It is really difficult to gather data from the place where people do not know me for a long time. They have restriction to disclose some secrete information to other. Although maximum effort was given to make the study a successful one, but it suffer from some limitation those were apparently unavoidable, the major ones were,

- The major limitation of this report is that no previous study is done beforehand on ABBL's Human Resource Division. So, secondary information was scarce.
- The authority did not disclose much information for keeping the organization confidential.
- In there web sit in the HR related information was limited.

- The time period of this study is very short. I had only 12 weeks in my hand to complete this report, which was not enough. So I could not go in depth of the study. Most of the times the officials were busy and were not able to give us much time.
- There was lack of books, publication and other related information.
- Website and home are restricted by password.



CHAPTER-02
AB Bank Limited Profile

Privatization of banking sector is an outcome of the deliberate policy change by the government of Bangladesh in the late 1970. The present day banking structure has evolved over several decades. The far-reaching program of economic reform is being carried out at the present towards efficient utilization of shared resources and development of private entrepreneurship. In a fast changing business environment, financial intermediaries are gradually being left to be guided by market force rather than regulations. Compensation is strengthened by the entry of new and innovative providers of financial services, through the development of money market and capital market. Private sectors commercial banks are private companies operate under the legislative framework, which cover both company act and banking company act. Under the ongoing financial liberalization, Arab Bangladesh Bank Ltd. Emerging as a new bank in private sector to operate banking arena of Bangladesh. Arab Bangladesh Bank Ltd (ABBL) is most widely recognized for its donations to social causes and its IT investment (largest ATM network). However it has recently stated that it will stop expansion on its ATM network as the current numbers exceed demand and hence diminishing returns (If any)

2.1 Vision Statement

"To be the trendsetter for innovative banking with excellence & perfection"

AB Bank dreams of better Bangladesh, where arts and letters, sports and athletics, music and entertainment, science and education, health d hygiene, clean and pollution free environment and above all a society based on morality and ethics make all our lives worth living. ABBL's essence and ethos rest on a cosmos of creativity and the marvel-magic of a charmed life that abounds with spirit of life and adventures that contributes towards human development.

2.2 Mission Statement

"To be the best performing bank in the country"

AB Bank engineers enterprise and creativity in business and industry with a commitment to social responsibility. "Profits alone" don't hold a central focus in the bank's operation, because "man does not live by bread and butter alone"

2.3 Objectives of AB Bank Limited

Maximization of profit along with the benefits of employees is the main objective of the bank. In addition, the order objectives are:

- Bringing modern Banking facility to the doorstep of general public through diversification of banking services, thereby arousing saving propensity among the people.
- Foreign a cordial, deep-rooted and firm banker-customer relationship by dispensing prompt and improved client's service.
- Taking part in the development if the national economy through productive deployment of the Bank's resources as well as patronizing different social activities.
- Connecting clients to modern banking practice by the best application of improved information technology, so that they get encouraged to continue and feel proud of banking with ABBL.
- Ensuring highest use of the professional workforce through enhancement of their aptitude and competency.
- Responding to the need of the time by participating in syndicated large loan financing with likeminded Bank's of the country, thereby expanding the area of investment of the Bank.
- Elevating the image of the Bank at home and abroad by sustained expansion of its activities.
- Ensuring maintenance of capital adequacy, comfortable liquidity, asset quality and highest through successful implementation of the management core risk program.

2.4 Change of Name

Arab Bangladesh Bank Limited changed its name to AB Bank Limited (ABBL) with effect from 14 November 2007 Vide Bangladesh Bank MRPD Circular Letter No- 10 dated 22 November 2007. Prior to those Shareholders of the Bank approved the change of name in the Extra Ordinary General Meeting held on 04 September 2007.

2.5 New Logo of ABBL

Effective 01 January 2008, ABBL changed its Logo as well.

2.6 Background of AB Bank Limited

AB Bank Limited, the first private sector bank under Joint Venture with Dubai Bank Limited, UAE incorporated in Bangladesh on 31st December 1981 and started its operation with effect from April 12, 1982. Dubai Bank Limited (name subsequently changed to Union Bank of the Middleast Limited) decided to off-load their investment in AB Bank Limited with a view to concentrate their activities in the UAE in early part of 1987 and in terms of Articles 23A and 23B of the Articles of Association of the

Company and with the necessary approval of the relevant authorities, the shares held by them in the Bank were sold and transferred to Group "A" Shareholders, i.e. Bangladeshi Sponsor Shareholders.

As of December 31, 2007; the Authorized Capital and the Equity (Paid up Capital and Reserve) of the Bank are BDT 2000 million and BDT 4511.59 million respectively. Authorized Capital of the Bank has been increased to BDT 3000 million in the Extra Ordinary General Meeting held on July 16, 2008.

Since beginning, the bank acquired confidence and trust of the public and business houses by rendering high quality services in different areas of banking operations, professional competence and employment of the state of art technology.

During the last 27 years, AB Bank Limited has opened 77 Branches in different Business Centers of the country, one foreign Branch in Mumbai, India and also established a wholly owned Subsidiary Finance Company in Hong Kong in the name of AB International Finance Limited. To facilitate cross border trade and payment related services, the Bank has correspondent relationship with over 220 international banks of repute across 58 countries of the World.

AB Bank Limited, the premier sector bank of the country is making headway with a mark of sustainable growth. The overall performance indicates mark of improvement with Deposit reaching BDT 53375.35 million, which is precisely 26.85% higher than the preceding year. On the Advance side, the Bank has been able to achieve 30.76% increase, thereby raising a total portfolio to BDT 40915.35 million, which places the Bank in the top tier of private sector commercial banks of the country.

On account of Foreign Trade, the Bank made a significant headway in respect of import, export and inflow of foreign exchange remittances from abroad.

2.7 Corporate Information of AB Bank Limited

Name of the Company

AB Bank Ltd

Legal Form: A public limited company incorporated on 31st December, 1981 under the Companies Act, 1913 and listed in the Dhaka Stock Exchange Ltd and Chittagong Stock Exchange Ltd.

Commencement of Business

27th February 1982

Registered Office

BCIC Bhaban, 30-31, Dilkusha C/A

Dhaka 1000, Bangladesh.

Tel: +88-02-9560312

Fax: +88-02-9564122, 23

SWIFT: ABBLBDDH

E-mail: info@abbank.com.bd

Web: www.abbank.com.bd

2.8 Values

- ✓ Service Excellence
- ✓ Openness
- ✓ Trust
- ✓ Commitment
- ✓ Integrity
- ✓ Responsible corporate citizen

AB Bank Limited see their customers trust as the lifeline of their business, control and compliance as license to operate, dynamic and motivated people as their strength to multiply and technology as their weapon to service excellence.

2.9 Historical Review of AB Bank Limited

AB Bank Limited (ABBL) a joint collaboration bank with Dubai Bank Limited. It was formed in Dhaka on 31 December 1981. It started banking operations on 12 April 1982 as a scheduled private sector commercial bank. Initially the authorized capital of the bank was Tk 200 million divided into 2 million shares of Tk 100 each. The issued and paid up capital was Tk 80 million. The authorized capital of the bank has later been enhanced to Tk 800 million. The paid up capital was also enhanced at different times of its operation and stood at Tk 409.94 million in December 2000. ABBL is the first Arabian-Bangladeshi joint venture private commercial bank in Bangladesh and was formed with the assistance and support of the Dubai-based Galadari family, a group active in international trade, finance and industry.

14 numbers of boards of directors including the chairman governs the overall affairs of the bank. The chief executive of the bank is its managing director. In all, 1,996 employees, including the executives

and officers, work in the bank in various capacities. The bank has 77 branches (urban-55, rural-21 and overseas-1). The Head Office of the bank is located at Dilkusha, Dhaka.

ABBL was set up to conduct all types of traditional commercial banking functions including foreign exchange business and other financial services. It has been able to achieve satisfactory progress in all areas of its planned activities including deposit mobilization, credit expansion, servicing imports and exports, remittance services, investment, and product innovation.

At the end of 1982, the first year of the banking business, the total deposits of ABBL amounted to Tk 136.71 million. This stood at Tk 16,217.5 million on 31 December 2000. The deposit-mix of the bank in 2000 was composed of fixed deposits (56.6%), savings deposits (21.84%), and current and other deposits (21.56%). The amount of total reserve funds of ABBL was Tk 354.81 million in 2000 as against Tk 202.48 million in 1995.

Total loans and advances of ABBL increased from Tk 116.96 million in 1982 to Tk 12,548.4 million in 2000. Responding to the needs of the market, ABBL introduced three new schemes: Student Loan, Personal Computer Loan for Educational Institutions (for their laboratories), and Monthly Interest Payment Facility to term deposit holders. The broad economic areas in which the bank lends (and the total outstanding amount of advances to those areas in million Taka) up to 31 March 2000 were: agriculture and fisheries (278), industry (2,811), retail/wholesale trade and hotels and restaurants (3,769), transport/communication and storage (180), insurance, real estate and trade service (1,384), special credit programmers, including poverty alleviation and income generating activity (520), and others (1,874). Up to 31 March 2000, ABBL provided financial support in the form of loans and advances to 88 large and medium scale and 145 small and cottage industrial projects amounting to Tk 2,300 million. It has also extended project financing in syndication with other banks. The ratio of advances and deposits during the year 1999 and 2000 were 80.66% and 77.38% respectively.

In 2000, the bank's total classified loans were 23.45% of its total loans and advances. It maintained a provision of Tk 1,435.4 million for them, which affected the bank's performance and degraded the quality of its lending assets. The quantum of investment of the bank rose to Tk 2,429.66 million in 2000 from Tk 23 million in 1982. Of the total investment in 2000, 93% was in government treasury bills. The rest was invested in other sectors including debentures of ICB, ordinary shares of companies and prize bonds. In that year, the bank earned an income of Tk 170.21 million from its investments.

In the financial year ending on 30 June 2000, total foreign exchange business of the bank was Tk 11,600 million, which included imports (34.48%), exports (58.19%) and remittances (7.33%). ABBL has foreign correspondent relationships with 220 banks/bank offices and other financial institutions at different international financial centers. The overseas operations of the bank are conducted through its Mumbai branch in India and its subsidiary company, the AB International Finance Limited in **Hong Kong**. The bank has two foreign representative offices - one in London and the other in Yangon.

As of December 31, 2006; the Authorized Capital and the Equity (Paid up Capital and Reserve) of the Bank are BDT 2000 million and BDT 2582.76 million respectively. The Sponsor-Shareholders hold 50% of the Share Capital; the General Public Shareholders hold 49.43% and the rest 0.57% Shares are held by the Government of the People's Republic of Bangladesh. However, no individual sponsor share holder of AB Bank holds more than 10% of its total shares.

During the last 27 years, AB Bank Limited has opened 77 Branches in different Business Centers of the country, one foreign Branch in Mumbai, India, two Representative Offices in London and Yangon, Myanmar respectively and also established a wholly owned Subsidiary Finance Company in Hong Kong in the name of AB International Finance Limited. To facilitate cross border trade and payment related services, the Bank has correspondent relationship with over 220 international banks of repute across 58 countries of the world.

2.10 Current Profile of AB Bank Limited

Since beginning, the bank acquired confidence and trust of the public and business houses by rendering high quality services in different areas of banking operations, professional competence and employment of the state of art technology.

At present, the bank has 77 branches throughout the country with about 1,996 employees. The existing Board of director is 14. M. Wahidul Haque is the chairman of board and Kaiser A. Chowdhury is the President and Managing Director. The bank has been restructured their five main business which are responsible for earning the revenues of the bank. These are:

- ✓ Corporate Banking
- ✓ Consumer Banking
- ✓ SME Banking

- ✓ Treasury and
- ✓ Cards

All other department of the bank acts as support for these units and helps them in every possible way. Under this arrangement, the responsibilities and functions of those branches have been reduced dramatically. Many of the activities like credit evaluation and approval, monitoring of loans, trade services activities etc. are now centralized in the Head Office. The branches of the bank are now termed as the “sales and service Centers” which are solely concentrated on delivering services to the corporate and consumer clients and maintain relationship with them.

AB Bank Limited, the premier sector bank of the country is making headway with a mark of sustainable growth. The overall performance indicates mark of improvement with Deposit reaching BDT 42076.99 million, which is precisely 53.78% higher than the preceding year. On the Advance side, the Bank has been able to achieve 46.32% increase, thereby raising a total portfolio to BDT 31289.25 million, which places the Bank in the top tier of private sector commercial banks of the country.

On account of Foreign Trade, the Bank made a significant headway in respect of import, export and inflow of foreign exchange remittances from abroad.

2.11 Board of Directors of AB Bank Limited

The board of management of the bank depends on the Board of Directors, for over all supervision and directions on policy matters. The power of general supervision and control of the bank is exercised by the president by the president and the Managing Director of the bank who is the Chief Executive. The board consists of 14 members:



M. Wahidul Haque
Chairman



Salim Ahmed
Vice Chairman



Feroz Ahmed
Director



M. A. Awal
Director



Shishir Ranjan Bose FCA
Director



Faheemul Huq
Director



Syed Afzal Hasan Uddin
Director



Mishaal Kabir
Director



Md Salah Uddin
Director



Md Mesbahul Hoque
Director



Md. Anwar Jamil Siddiqui
Director



Dr. M. Imtiaz Hossain
Director



Runa Zakia Shahrood Khan
Director



Kaiser A. Chowdhury
President & Managing

2.12 Management Aspects

The AB Bank Limited Management Team comprises of a group of people and each them comes with an international working background and is committed in leveraging their experience to take ABBL to greater heights by ensuring top line revenues with dynamic capabilities. This Management Team is unique in being able to envision the need of the business by bringing in admixture of advanced technology solutions know-how and revamping the organizational make-up for maximum profitability. Other than the President and Managing Director, the remaining Management Team Members each lead a functional Department.

This mix of people is persistent to provide unparallel services to its customers, come up with timely and innovative products and services and to enhance the capabilities of its people of its people while emphasizing on the latest technology. This they believe will take the bank to a foremost position in the country by the turn of the year 2008. This team is to drive the business to maximize the operational excellence and efficiency through acquisition of talent, developing systems, processes and people and through blending of these to let customers revel in with fulfillment and permanency.

Like any other business organization, all the major decisions in ABBL are made by the top management committee. The board mainly establishes the objectives and policies of the bank. There are three committees of the board for different purpose.

a) Executive Committee

This committee is comprised of Chairman, four members of the bank and one member secretary. The functional and responsibilities of this committee is to establish and periodically review the bank's overall credit and lending policies and procedures, development and implement uniform and minimum acceptable credit standards for the bank, new credit proposal assessment and approval etc.

b) Audit Committee

The main objective of this committee is to assist Board of Directors with regard to the audit of financial reports, management reports by the external auditors, internal controls and internal audits. ABBL have four members in audit committee.

c) Management Committee

The main objective of this committee is to ensure business operations are in line with the Bank's policies, strategies and objectives, the bank has set up. This committee consists of the Managing Director, Deputy Managing Director and different business unit heads. The honorable members are:



Kaiser A. Chowdhury
President & Managing Director



Niaz Habib
Deputy Managing Director, Corporate



Faruq M Ahmed
DMD, Credit



Shamim Ahmed Chaudhury
DMD, Operations



Fazlur Rahman
DMD



Badrul H. Khan
Senior Executive Vice President,
Chief Finance Officer



Abu Hena Mustafa Kamal
Executive Vice President,
Head of Financial Institution and Treasury



Akhtar Hamid Khan
Executive Vice President,
Head of Risk Asset Management



Md. Azad Hossain
Executive Vice President,
Head of Regional Relationship Managem



Reazul Islam
Senior Vice President,
Head of Information Technology



Amzad Hossain
Senior Vice President,
Head of Internal Control & Compliance

2.13 Management Hierarchy of AB Bank Limited



2.14 Branch Locations

- Branch: Dhaka Division
- Branch: Chittagong Division
- Branch: Khulna Division
- Branch: Rajshahi Division

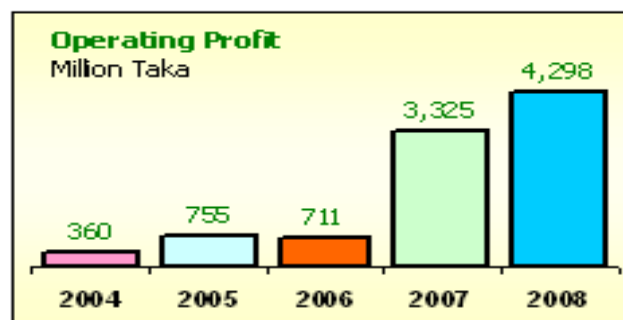
Branch: Sylhet Division
 Branch: Barisal Division

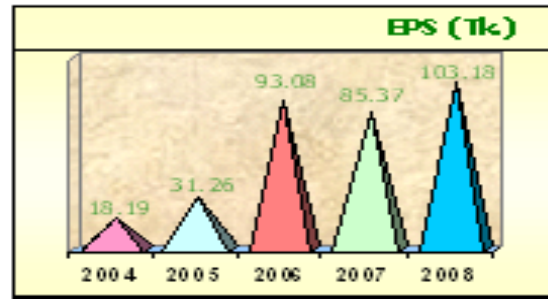
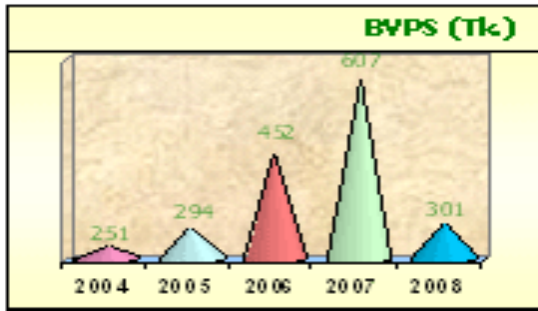
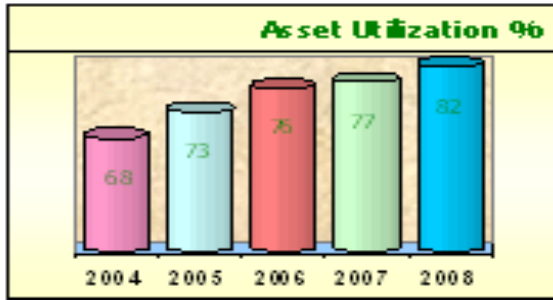
Serial Number	Branch Name	Serial Number	Branch Name
1	Agrabad	40	Khushtia
2	Anderkillah	41	Khulshi
3	Bahadarhat	42	Lohagara
4	Bandura	43	Madhabdi
5	Baraikandi	44	Mirpur
6	Barishal	45	Modhuban
7	Benapole	46	Mohakhali
8	Bhairab Bazar	47	Motijheel
9	Boalkhali	48	Moulavi Bazar
10	Board Bazar	49	Mymensing
11	Bogra	50	Narayangonj
12	Brahman Baria	51	Nawabpur
13	CDA	52	Nazu Meah Hat
14	Chandra	53	New Elephant Road
15	Chapai Nawabganj	54	Noagaon
16	Chaumuhani	55	North South Road
17	Chawk Bazar	56	Pagla
18	Chhatak	57	Pahartoli
19	Comilla	58	Port Connecting Road
20	Cox's Bazar	59	Principal
21	Dargah Gate	60	Rajshahi
22	Dhanmondi	61	Rangpur
23	Dinajpur	62	Rokeya Sharani
24	EPZ	63	Saidpur
25	Feni	64	Satkhira
26	Gargen Tower	65	Sitakunda
27	Gulshan	66	Sreemongal
28	Hathazari	67	Station Road
29	Imamgonj	68	Savar
30	Islami Banking	69	Tangail
31	Islampur	70	Tazpur
32	Jessore	71	Teknaf
33	Jhikargacha	72	Uttara
34	Joyopara	73	Patherhat
35	Jublee Road	74	Sirajgong
36	Kakrail	75	Chandpur
37	Kawran Bazar	76	Progoti Sharani
38	Khtungonj	77	Jinjira
39	Khulna		

2.15 Financial Performance Indicators

ABBL at a Glance Year: Year 2008

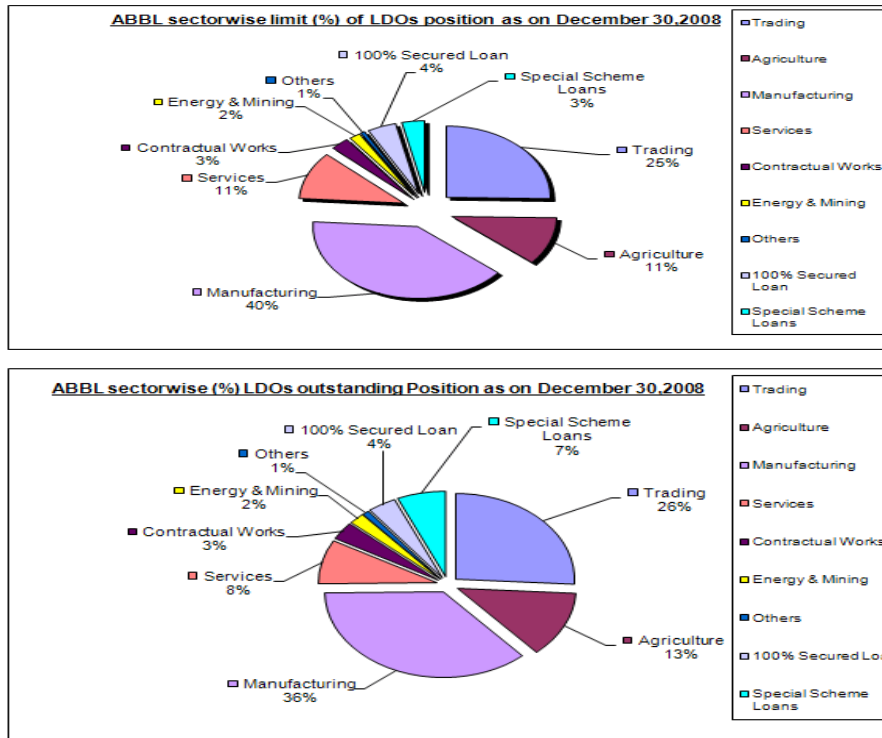
<i>Million Taka</i>			
December 31	2008	2007	% Changes
Gross Interest Income	7,366.85	5,269.90	39.79
Net Interest Income	2,030.69	1,439.28	41.09
Operating Profit (PBP & T)	4,298.39	3,325.29	29.26
Net Operating Profit (PBT)	3,600.62	2,817.99	27.77
Profit after Tax (PAT)	2,300.62	1,903.49	20.86
Deposits	68,560.47	53,375.35	28.45
Loans & Advances	56,708.77	40,915.35	38.6
Total assets	84,053.61	63,549.86	32.26
Shareholders' Equity	6,722.51	4,511.59	49.01
NIM%	2.75	2.58	
Non Interest Income to Operating Income (%)	66.98	69.09	
Cost Income Ratio	62.57	28.59	
Return on Equity - ROE (%)	40.96	42.19	
Return on Assets - ROA (%)	3.12	3.41	
Advance Deposit Ratio (%)	82.71	76.66	
Capital Adequacy Ratio	12.84	10.75	
NPL as % of Advances	2.99	4.31	
Earnings per Share (Tk.)	103.18	85.37	





Sector Wise LDOs position as on December 30, 2008

<i>Figure in '000'</i>						
Industrial sector	SIC Code	Limit	%	Outstanding	%	A/C
Trading	1000	15,064,919	25%	12,130,869	25%	3323
Agriculture	2000	6,444,920	11%	5,477,990	11%	393
Manufacturing	3000	23,816,061	40%	18,695,354	38%	1491
Services	4000	6,427,150	11%	5,376,696	11%	235
Contractual Works	5000	1,693,475	3%	1,108,986	2%	227
Energy & Mining	6000	1,016,647	2%	945,776	2%	51
Others	7000	393,408	1%	350,843	1%	42
100% Secured Loan	8000	2,633,006	4%	2,098,487	4%	1118
Special Scheme Loans	9000	2,095,618	4%	2,730,863	6%	174
		59,585,204	100%	48,915,864	100%	7054



* Sector wise LDO's Position as on December 30, 2008 - Including CCS, Staff Loan, MSS, PF & Excluding Card Division.

2.16 Portfolio Management Service

Since inception, we have achieved an unparalleled reputation as a leading Merchant Banker through providing portfolio management services by maintaining a high level of professional expertise and integrity in client relationships. Keeping customer preferences as an investor in mind, AB Bank has designed Investors' Discretionary Account (IDA) and Bank's Discretionary Account (BDA). In these accounts the customers may enjoy loan facilities at a ratio 1:1 for investments in private placement, IPO, and secondary market operations.

2.17 Types of Accounts

a) Investors' Discretionary Account (IDA):

This leveraged account is managed by the account holder through us. By this the investor bears the risk of investment and also its gain or loss.

b) Banks' Discretionary Account (BDA):

With this account the Bank, on behalf of the account holder, uses its discretion in managing the account. The investor lays down his/her investment objectives and the Bank designs a portfolio aligning the investors' risk-return profile.

2.18 Services

Application, Transfer and Collection of Shares and/ or Dividends: Arranged by AB Bank on behalf of the clients.

a) Safe Custody of Securities:

Securities are kept in the AB Bank vault.

b) IPO and Private Placement:

AB Bank furnishes the account holders, information about forthcoming IPO's and Private Placement through FAX, e-mail and letters upon request.

c) Statement of Accounts:

MBW of AB Bank sends portfolio information to the account holders every 6 months. Besides, the account holders may also obtain information on their portfolios any time upon request. Investors can access their portfolio any time from any part of the country through SMS and Phone Service.

d) Fees and Charges:

Criteria	IDA	BDA
Minimum deposit	BDT 10,00,000	BDT 10,00,000
Loan Facility (optional)	Max BDT 5.00 crore	Max BDT 5.00 crore
Documentation charge	BDT 500.00	BDT 500.00
Brokerage Commission*	0.35% on transaction value	0.35% on transaction value
Portfolio Management Fee*	1.50% p.a., on Portfolio value, charged quarterly	2.00% p.a., on Portfolio value, charged quarterly
Service Charge on Portfolio Certificate*	Tk. 200.00 per year	Tk.300.00 per year
Rate of Interest	Interest is charged on the loan utilized amount as per the	

	decision of the management
SMS Charge	Tk. 3.00 per SMS
Phone Service	Tk. 10.00 for printed portfolio (on request)

**Bank reserves the right to change the rate at any time*

Additional Services: Interest on Client's Credit Balance: MBW pays interest @ 6.5% on client's credit balance, if minimum Tk. 25,000 is kept with the account from the beginning to the end of a month.

2.19 Departments and Divisions of AB Bank Limited

These are the main divisions the structures and functions of each of these divisions are described below:

a) Internal Control and Compliance

The main function of this division is to provide legal assistance to the branches and implement recovery strategy for stuck-up loan and to ensure strict adherence of rules and policies by all connected of the bank through routine and surprise inspection and audit.

- Efficiency and effectiveness of activities
- Reliability, completeness and timelines of financial and management information.
- Laws, Regulations, Internal Policies and Procedures are meticulously followed
- Compliance with applicable law and regulation.
- Accountability to the Board
- Adequate safeguards are taken for Bank's physical /operational / IT security

b) Financial Institutions and Treasury

Treasury unit is a core banking unit with its leading-edge technology and steadily growing volume of activity in the markets, ABBL's treasury unit and currency dealing desks have consolidated its position as a well-known and well establish counterpart in the newly transformed Free Floating rate, dealing daily with a wide circle of both bank and non-bank customers all over Bangladesh. Our everyday business evolves around participation in Money Market and Foreign Exchange Market in a substantial volume.

c) Human Resources Division

The employees of AB Bank Limited are the most valuable asset for the bank. Having competent and professional employees is becoming increasingly important in today's competitive world, and ABBL has a significant competitive advantage in this respect. Many of its employees have worked here from the beginning of the bank and therefore have vast experience in their respective field. Also the new employees are recruited with high academic background and given proper training after recruitment to groom up for their responsibilities. At present around 24,000 people are employed with ABBL. All aspects of the employees looked after by the Human Resource Division. HR division is responsible mainly for recruitment, Development, Rewarding and Benefits of the staffs. The mission statement of HR division is "we will ensure the skilled employments where we will work with fun and pride".

d) Board Division

In Board Division works the company secretary. They take decision and run the organization properly.

e) Share Division

The Customer authorizes AB Bank Limited to exchange, share, part with all information related to the details and transaction history of the Customers to its Affiliates / banks / financial institutions / credit bureaus / agencies/participation in any telecommunication or electronic clearing network as may be required by law, customary practice, credit reporting, statistical analysis and credit scoring, verification or risk management and shall not hold AB Bank Limited liable for use or disclosure of this information.

f) Finance Division

Finance division is very significant division for any Bank, the main objectives of Finance Division are:

- ✓ Maintain daily liquidity positions, treasury bills, call money, debentures, placement of fund etc.
- ✓ Monthly-accrued interest assessment of all interest bearing accounts, inter-branch assessment, and amortization of all fixed and other assets.
- ✓ Preparation of statement of accounts and profit and loss account for the Bank.
- ✓ Cost of fund analysis.
- ✓ Fulfilling reporting requirements of Bangladesh Bank.
- ✓ Maintenance of accounts, income and expenditure posting, salaries, Provident Fund etc.

g) Operations

The Operations Division consists of Service Delivery, Trade services and Treasury support unit and IT Division. These subunits provide support to the front office functionalities.

h) Credits

The Credit Risk Management Department is assisted by the Credit Division which is mainly concern with the post-approval functions of the division. Duties and responsibilities of Credit Division are too focused on documentation, sitting the limit of system, monitoring and disbursement of credit products. Credit Division censures that no transactions are booked under expired limits or lines of credit accounts where security documentation or collateral have not been perfected.

i) Retail Banking

Under retail banking ABBL provide two types of loan, these are:

- ✓ Unsecured Loan
- ✓ Secured Loan

The Unsecured loans are:

- Personal Loan
- Auto Loan
- Easy Loan (For Executives)
- Gold Grace - Jewellery Loan
- House/Office Furnishing/Renovation Loan
- Staff Loan
- Education Loan

The Secured Loans are:

- Personal Loan
- Personal Overdraft

j) Business Banking Division

Alongside providing the best service to the client, patronizing and taking part in social development activities as well as making due contribution to growth of the national economy.

k) Corporate Affairs

At AB Bank provides complete range of solutions to meet Corporate Customers requirement. ABBL Corporate Banking solutions include a board spectrum of products and services backed by proven, modern technologies. ABBL specialist terms offer a comprehensive service providing finance to large and medium-sized businesses based in Bangladesh.

l) International Division

- To correspond with the other bank and give service To be maintain foreign remittance
- To be maintain trade service
- To be maintain overseas operation.

m) MISYS Core Team

Our strategy at Misys is to provide innovative, integrated solutions and services that set us apart as the leading application software and services provider to the financial services and healthcare industries. In financial services we serve over 1,200 customers, including all of the world's top 50 banks. In healthcare, all scripts Misys, the company in which we own a controlling interest, serves more than 150,000 physicians, 700 hospitals and nearly 7,000 post-acute and homecare organizations. AB Bank uses the Misys Banking application software.

n) Investment Banking Division

AB Bank generally does four types of Investment Banking Services. They are:

- ✓ Merchant Banking Wing
- ✓ Custodial Service
- ✓ Brokerage Service
- ✓ Future Products.

o) Investment Banking Division

AB Bank Foundation (ABBF) is a subsidiary company of AB Bank Limited having holding 99.60% shares of the ABBF. The company was first established under the trust deed constituted and registered on the 14th day of May 2002. Subsequently the trust by a resolution of its Board of trustee in its 3rd meeting held on 29.12.2002 resolved to cancel the Trust Deed and utilize the trust fund for the foundation of a company limited by guarantee primarily for charitable purpose. Then the company was

incorporated on 3rd day of November 2003 under section 28 of Companies Act 1994, a company limited by guarantee. The certificate of incorporation is C-558(10)/2003.

p) Merchant Bank Wing

AB Bank launched its Merchant Banking Wing (MBW) operations in the year 2003. Financial statements of Merchant Banking Wing have been audited by a separately appointed independent auditor. Assets-liabilities and income-expenditures of that Wing are incorporated in similar heads of account of the Bank's financial statements. As a fully fledged merchant banker, ABBL provide the following services:

- ✓ Portfolio Management
- ✓ Issue Management
- ✓ Underwriting
- ✓ Corporate Advisory
- ✓ Bankers to the Issue
- ✓ Private Placement

2.20 Products and Services of AB Bank Limited

- ✓ Retail Banking
- ✓ Corporate Banking
- ✓ SME Banking
- ✓ Project Finance
- ✓ Loan Syndication
- ✓ Lending Rates
- ✓ Deposit Rates
- ✓ Exchange Rates
- ✓ NRB Banking
- ✓ Money Transfer
- ✓ Islami Banking
- ✓ Investment Banking
- ✓ Cards

Here I discuss about:

- ✓ Corporate Banking
- ✓ SME Banking
- ✓ Project Finance
- ✓ Loan Syndication
- ✓ Islami Banking
- ✓ Cards

2.21 SWOT Analysis of AB Bank Limited

Strengths

- AB Bank Limited, the first private sector Bank.
- Goodwill
- Faithful
- Well Decorated place
- Working Environment is Comfortable
- High quality services in different areas of banking operations
- Bank acquired confidence and trust of the public

Weakness

- Slow progress in new system
- Product & services are lower than other bank example ATM card

Opportunities

- Do fast in competition market
- Develop product & services than other bank
- Going on faster progress in new system

Threats

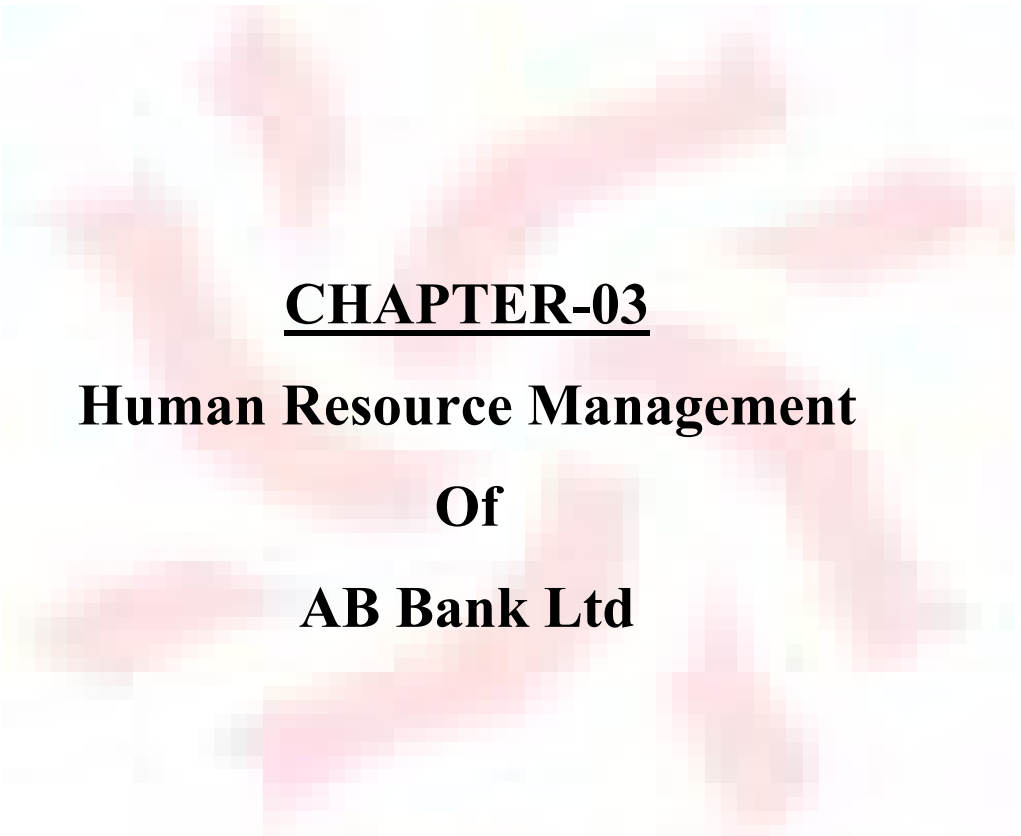
- New generation banking system
- The competitors
- Money launder

2.22 Corporate Social Responsibilities of the AB Bank Limited

In this 21st century, the social responsibility of an organization is unavoidable. The societal marketing concept holds that the organization should the needs wants and interest of the target markets. It should then deliver superior to customers in a way that maintains or improves the consumer's and the society's well-being.

The bank realizes the importance of contributing to the public, community and society as a whole as well as participating in environmental protection and conservation for a sustainable future.

In every year ABBL contribute their in various types of social activities. These are; awarding the talent student, monetary contribution in the disable fund, contribute increasing public awareness and they also invest for beatification. ABBL contribute for the Sidor affected people. No one in society can avoid the due responsibilities, ABBL position is positive in this regard and they wish to find a suitable segment to work with the future to meet the corporate social responsibility.



CHAPTER-03
Human Resource Management
Of
AB Bank Ltd

3.1 Human Resource Management

Human Resource Management (HRM) 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 level of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational objectives. This is true regardless of the type of organization-government, business, education, health, recreation, or social action. Getting and keeping good people is critical to the success of every organization, whether profit or nonprofit, public or private. Human resource management can be defined as a process of procuring, developing & maintaining competent human resource in the organization so that goals of an organization are achieved in an effective and efficient manner.

Human Resource Management ‘The policies and practices involved in carrying out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising.

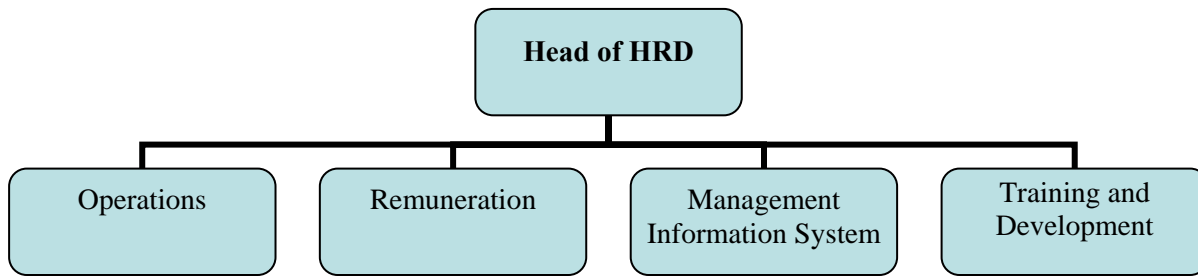
3.2 Human Resource Division (HRD) of AB Bank Limited

Human Resource Division of ABBL is performed is one of the most valuable departments with the responsibilities of staffing, training and development, organization development, performance appraisals, rewarding, control and maintenance etc. with the start of ABBL’s banking operation the Human Resource Division (HRD) was not a strong position and structured it is now. The HRD of ABBL is consists fourteen competent and experienced executives to carry out the whole responsibilities. The Human Resource Division of ABBL stands in its Head Office at BCIC Bhaban under the direct supervision of the top management.

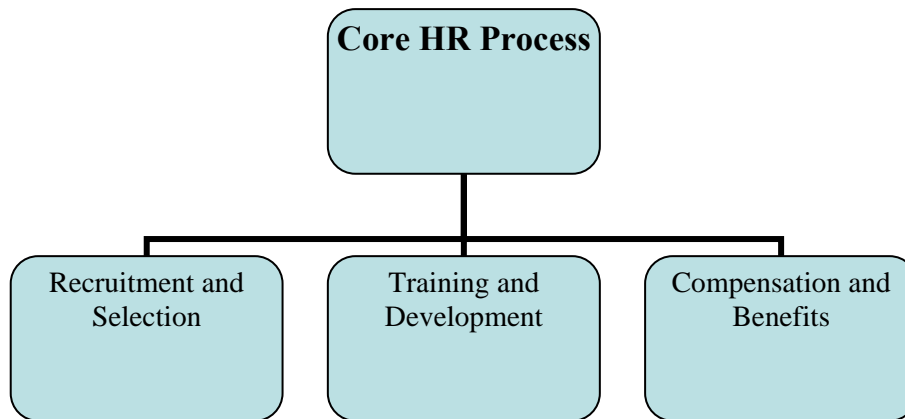
3.3 Objective of Human Resource Division (HRD)

- Make employee relation.
- Improve the employee efficiency.
- Creating and enabling environment through information sharing
- Introducing a better par package.
- Performance evaluation of the employee.
- Ensure the skill employment.
- Encouraging cross functional teaming as and when possible.

3.4 Organ Gram of the Human Resource Division of AB Bank Limited



3.5 Core Functions of Human Resources Division in AB Bank Limited



3.6 Recruitment & Selection

Recruitment is a ‘linking function’ – joining together those with jobs to fill those seeking jobs .It is a ‘joining process’ in that it is tries to bring together job seekers and employer with a view to encourage the former to apply for a job with latter. The objective of recruitment is to develop a group of potentially qualified people. To this end, the organization must project the position in such a way that job seekers respond. To be cost effective, the recruitment process should attract qualified applicants and proved enough information for nonqualified persons to self-select themselves out.

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

3.7 Classification of Post

The employee's of the Bank shall be classified and designated as shown below. Any change, addition, alteration, in the classification and designation shall require prior approval of the Board/any committee assigned for this task.

a) Executives & Operational Officers

- Managing Director.
- Deputy Managing Director.
- Senior Executive Vice President
- Executive Vice President
- Senior Vice President.
- Vice President
- Senior Assistant Vice President.
- Assistant Vice President.
- Senior Principle Officer
- Management Trainee Officer (Entry Level)
- Principle Officer
- Senior Officer.
- Officer
- Trainee Officer (Entry Level)

b) Non-Officers

- Sr. Computer Operator/Stenographer Cash
- Typist
- Telephone Operator
- Electrician

c) Members of Staff

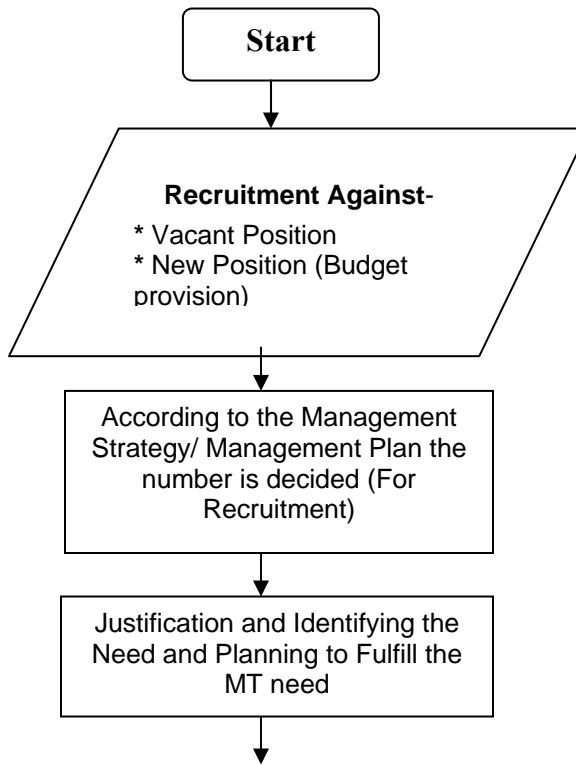
- Driver
- Security Guard / Plumber
- Attendant / Go down Keeper
- Mail/ Sweeper /Cleaner
- Tea Boy

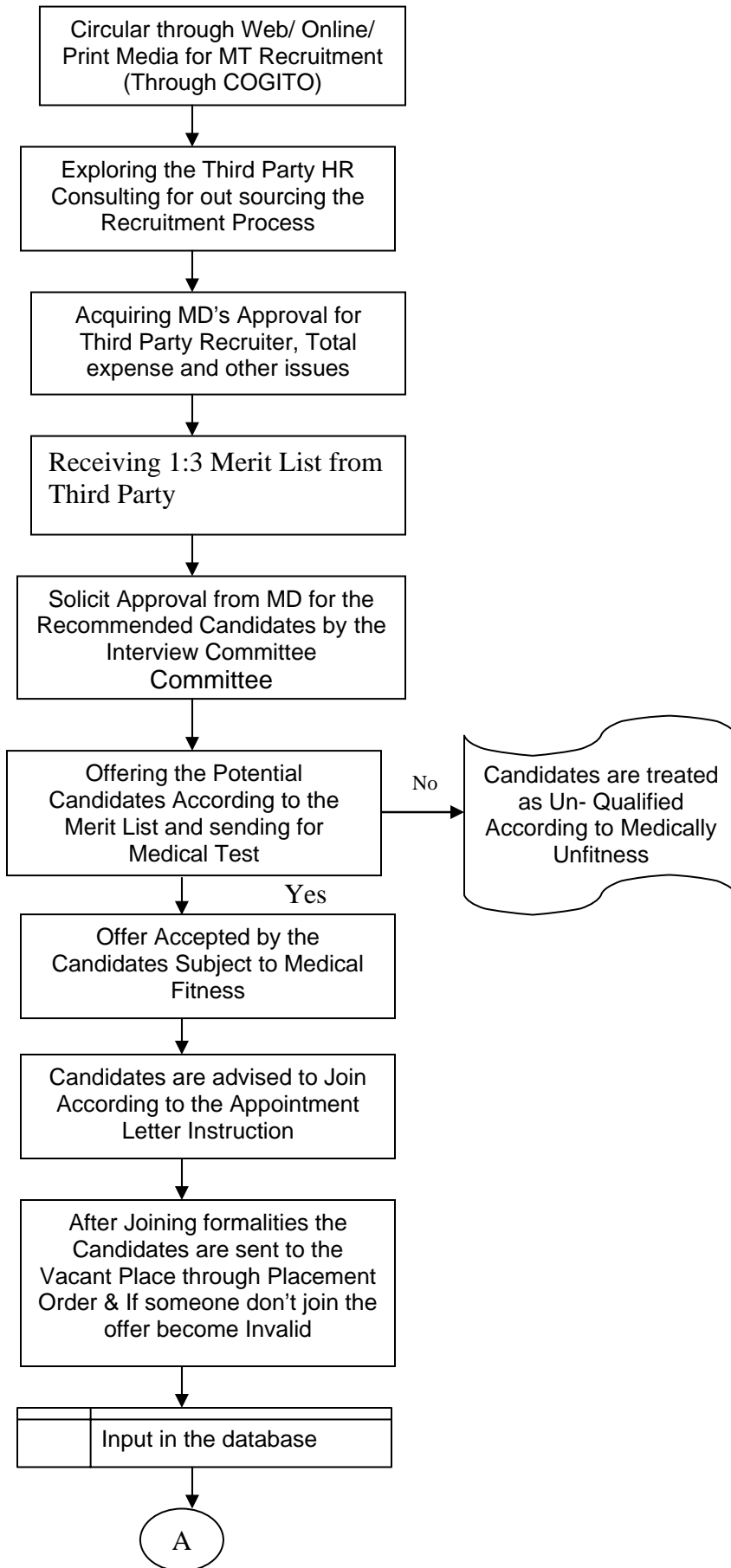
3.8 Recruitment & Selection Process of AB Bank Ltd

As per Bangladesh Bank BRPD Circular No. 16 dated July 24, 2003, “Appointments to the service of the bank up to the two levels below the rank of the Managing Director will be made Board of Directors of the Bank. All other appointment will be made by the Board of Director of the Bank as required under the organ gram of the Bank duly approved by the board

Recruitment and selecting are some of the importance inputs to healthy organizational activities. Recruitment procedure is commerce within the bank due to turnover, promotion, retirement, new business strategy, etc. Banks philosophy is to retain and develop the in house talent and hire the best performers in the industry. The recruitment procedure includes internal job watch and from external sources. Set of skills, need availability, education, job description are prerequisite criteria for a successful recruitment. For sustenance and growth of business the Bank will recruit at three levels. These are following:

FLOW CHART FOR THE RECRUITMENT OF TO and MT





a) Trainee Officer

On need basis, whenever a vacancy arises by various reasons or new business need; recruitment will be made through a basic job related written test and an interview session commanding by the Head of Human Resources. Suitable candidates are selected from the dropped application for various post and high recommendations. Minimum qualification for this level is graduation from any reputed university.

- Question for trainee officer is prepared by the officers of the HR division and paper is also checked by them.
- If candidates are selected as TO then they have to work in cash minimum 2 years.
- For TO viva is done internally by the HR division.
- If TO want to be SPO than they have to give an examination.

b) Management Trainees

Management trainees are required on planned basis to develop a team of young potential fresh graduates to develop them as future leaders of the bank. The numbers of selection determined every year depending on the changes in business and turnover. The selection process is done through a stiff competing method. The candidates are expected to be with high academic performance from any reputed foreign or local University. Written exam covers information technology, mathematical aptitude, English, general knowledge, economics and general questions. After primary selection candidates have to face a long interview session with the top management. After all procedure there is few candidates can convince the higher management and appointed as Management Trainee of ABBL. For MT recruitment following guideline is go behind.

- Qualification for MT is required minimum musters pass/ MBA from any reputed/listed University.
- Candidate CGPA must be 3.25
- No third class would be allowed.
- Question for Management Trainee Officer is prepared by IBA and paper is checked by the recruitment agency E-Zone.
- Viva is also done by E-Zone
- MT recruitment is done once in a year and around 60 qualify candidates are select for this post.
- If candidates are select as MT then he or she will send for BIBM training.

c) **Lateral Entry**

External recruitment at any level made only when, internal successor is not available or totally a new position created for the business need or/and a technical job arises. This may done by publicizing the position opening through newspaper advertisements in leading national dailies or through out the online job portal as ABBL is the corporate client of ‘BD Jobs’. Here candidates are recruited base on their previous experience and performance. Candidate must have at least 3 years or more work experience.

3.9 General Recruitment Guidelines

The Bank entertains a discrimination free hiring policy. All recruitment policies within the organization are in line with the statutory employment laws of Bangladesh and as per approval of the Bank's Board of Directors.

The following are some basic guidelines followed for recruitment:

For Members of Officer

- Have to be Graduate/ Post Graduate.
- Have to maintain service rule.
- He has to be knowledgeable Employee must be maintain discipline.
- Regarding office work one has to be very particular.
- He has to be experience in 3 years or more (For lateral employee).
- Have to be able to decision making & solving the problem Approach should be confidential.
- Female is concerned respectable dress.
- Male is concerned ware light color shirt & tie

For Members of Staff

- Recruit to him in reference
- S.S.C level of education might be required for all staff without cleaner.
- Supervisory staff be able to read & write comfortably .HR division should approve all expectations.
- The candidate must be over 18 yrs old as per employment laws in Bangladesh.
- Specific tests might be taking as per the job requirements such as Hand – Eye coordination test & test for reflexes for driver. Also take field test & room test for driver.
- Any other physical attributes that might be required for a specific job that would be considered while selecting an individual, for Example good eyesight for driver.

a) Media used for Vacancy Announcement

The Bank is committed to providing equality of opportunity for all and welcomes applications from all individuals for advertised job that match skill & interests. All job application's complete a Bank application from when applying for a vacancy rather than sending a CV. It's the policy to advertise vacancies in publications that are relevant to the nature & level of the job. Vacancies are advertised in the newspaper & on the internet for the post of probationary officer (PO), management trainee officer (MTO), trainee officer.

b) Application in Response to Advertisement

The Human Resources Department will prepare an appropriate recruitment advertisement for the position and submit it for review and approval by the appropriate Manager. The Human Resources Department will administer the placement of the advertisement and monitor applications received. Generally HR Department follow the education level and reference of the candidates who appear to fulfill the job requirements as per the Recruiting Department are short-listing and HR Division calls him or her for selection test and interview.

For Members of Operational Officer & Non Operational Officer

- Applications are received by the Head of HR Division from the candidate and short-listed by HR Department based on the following process:
- Verifies and ensures that all relevant documents are submitted.
- Verifies their education level that should be Graduate and Masters.
- Verifies their References.
- If candidate are fulfill their job requirement HR Department takes written test and interview for selecting employee.

For Members of Staff

Staff is selected by the reference but takes the room test and field test by the HR Division for candidate selection.

c) References

Before setting for written test at first ABBL they checked the reference of their candidates and they primarily select those candidates who are ideal for written test.

Virtually all employers request references as a matter of course, usually without any thought as to their purpose or value. Where a purpose is expressed, they tend to serve one or both of the following functions:

- To provide a factual check to maximize the probability of a truthful application.
- To provide evidence of character or ability

There is a growing and welcome trend for references to be simple factual checks rather than a source of “evidence” for the selection process. There is also an issue regarding a referee’s liability for the consequences of their comments. This varies from country to country.

d) Written Test for Candidate

Written test for candidate are arrange by HO. HR Division arrange written test like English, Mathematics, General knowledge about Bank. All test prepare are forwarded to the competent authority for evaluation.

e) Interview of candidates

Head of HR Division will conduct interviews of candidates who have been short-listed for the position. HR department is responsible for ensuring all candidates are interviewed using description. The following are some specific polices for forming & interview board.

- Make arrangements for a private meeting room in which to conduct the interview.
- Do not allow interruptions (e.g. telephone calls etc.).
- Interviews are more comfortable if conducted in an informal "around the table"

Setting rather than across a desk, particularly when more than one interviewer is involved. Position the candidate so that they can comfortably direct conversation to anyone in the room.

For the recruitment personnel, officer the minimum recruitments of an interview board are as follow:

- Head of HR Division
- Managing Director
- Recruitment committee

f) Selection of candidates

After Interview, Recruiting Manager is advised to contact the Human Resources Department to confirm the relevant selection tools. Managers should consult with the Human Resources Department if they require any assistance with the selection process. Any checks which may form part of the selection process should be conducted prior to issuing an offer of employment.

g) Appointment

After finishing all the selection procedure duly approved by the Managing Director or Board the Appointment offer is made. Appointment offer consists of joining open period, particulars of salary, position etc. with the employment offer the required documents and pre-medical tests report are asked by the HR to bring in the day of joining.

h) Types of Employment

1. Regular

Regular employees have employment contracts that are recruited for the long-term requirements of the organization. Permanent employees are required to serve an initial period of probation. Permanent employees, once the probationary period is over, are eligible for benefits as specified in the HR Manual based on the hiring grade level specified in the appointment letter.

2. Contractual

Depending on the organization's needs, a person may be appointed on contractual basis for a specified duration, to meet specific/special work requirements of a department or service. The services of such contractual employee shall automatically stand terminated at the end of the specified duration or on completion of the work for which his/her services are engaged, whichever is earlier, unless extended in writing by the Bank. The terms and conditions of service including all benefits provided to such employees would be in accordance with the contract.

3. Casual

Based on the organization's temporary need, a person may be appointed on a casual basis; Officers are not hired as casual, instead taken as Contract employee. Casual employment may be offered to the Staff, to get support on specific projects or to assist in tasks that are temporary

i) Medical Checkup

New Employees recruited, are required to go through a medical check-up immediately before joining. The organization's authorized doctor will conduct the checkup. Here it will check, Blood test, Diabetic, Hard test, Kidney, Mental strength like: personality, motivation, career interest, competences and intellectual abilities. And the entire test is done in MEDENOVA.

j) Joining report

New employees are required to submit their Joining Report to the Head of HR Division on the first day of reporting to the job and a suitable posting order is issued for joining the concerned department/branch.

k) Employee Orientation

Orientation programs are more than just an opportunity to tell the employee what is expected. It's also a great way to show where he or she fits in to the group as a whole. The various components of the bank officer orientation program ensure that the introduction in to the organization & in to the specific department happens smoothly. After joining the employee 2 or 3 days will be given workshop to the employee about money laundry & accounts opening in the head office of Arab Bangladesh Bank. Than HR Department has been taken decision which employee is going to which branch?

l) Probation period

Employees appointed from trainee officer to officer level will be on probation; normally one year. The probation period for the management trainee is six month from the date of joining. During the probation period the new incumbent's suitability for the job will appraised. This period will also provide the new employees the opportunity to appreciate whether the job is suitable for him/her. The problem period may be extended if management thinks additional raining or period is required to review the performance of the management.

- For Management Trainee Officer Probation Period is 2 years. After 2 years he or she will be principal officer.
- For Trainee Officer Probation Period is 1 year. After 1 year he or she will be officer.

m) Confirmation

On satisfactory completion of probation period and recommendation by the functional head the incumbent will be confirmed as the permanent employees of ABBL.

- The Branch Manager evaluates the employee & makes a report about such employee who performs during probationary period. The report will be submitted to the HR Division. If the performance is better during probationary period of employee HR Division will be confirm as a permanent job. Generally TO conform after 1 years and MT conform after 2 years.
- HR Division review & issues confirmation letter to the employee as a permanent job. If any employee can not get better performance during his or her probationary period then probationary time is extent for that employee.
- Employee will get special increment after confirmation as a permanent job.

n) Resignation

A confirmed employee may resign from the services of the bank giving three months' notice in writing through a proper channel or three months' basic salary in lieu thereof. The management may also ask to resign an employee giving him/her a three months notice or three months' basic salary in lieu. Any partial or full waiver of notice period will be at the discretion of the managing director.

o) Termination

If any employee are out of the job in some cases is called termination. There are certain circumstances where-even though complaint is within our jurisdiction- we can dismiss it without considering it's merits. This is sometime called 'early termination'.

Termination process of AB Bank Ltd

The bank may terminate the services of permanent employees by giving him/her notice in writing or salary in lieu thereof for the period as under'

- 120 days notices in case of subordinate-staff or salary in lieu thereof.
- 90 days notice for all other grades or salary in lieu thereof.

During probation, the management may terminate the employment at any time without notice. Similarly, an incumbent may terminate his/her employment with the bank at any time during probation on intimation in writing it the management.

The authority to terminate an employee of the grades from junior officer to Executive vice precedent lies with the managing director while that of senior executive vice president and above can only be exercised by the board of directors .

p) Dismissal

An employee will be dismissed from the bank's service if he or she is guilty of misconduct or whatsoever according to the report of the enquiry committee. The concerned dismissed employee will get only the own contribution of his/her provident fund.

q) Discharge on Medical Ground

If an employee is incapable to continue his/her service for continue ill health, mental abnormality and disorder, then the management may discharge him/her from service on medical ground. He/she may be paid as ex-gratuity with other benefits with the approval of the managing director.

r) Service Agreement

Entry level for new employee:

- He/she will be on training for one year & during the period he/she will be treated as temporary employee.
- On successful completion of one year training he-she will absorbed as "Officer".
- If his /her performance during the period is not found to be satisfactory, his/her services may be terminated without serving any notice.
- He/she will be entitled to two 'Festival Bonus' per annum (50% of consolidated Pay), as & when declared by the management.
- It is a condition of his /her employment with the Bank that his/her service is transferable anywhere in Bangladesh to any branch of the Bank.

It is mandatory that on joining he/she will be required to submit the following:

- a) Two attested copies of all the educational certificates along with the original ones. Original certificates will be returned to him after verification.
- b) Name & address from to referees not related to him.
- c) Three copies of his /her recent passport size color photographs.
- d) Evidence of Bangladesh Citizenship-UP Chairman/Ward Commissioner Nationality Certificate (Original)/ Bangladeshi passport.
- e) Release certificate from his/her present employer, if in service.

f) Certificate of physical fitness from a registered physician (Original).

g) No *T.AID.A.* will be admissible to his in connection with any travel undertaken by him in joining his/her duties.

3.10 Maximum working hours & breaks

Guidelines for Maximum Working Hours

- **For Staff**

I. An employee may work a maximum of 8 hours per day with an hour lunch break.

II. An employee may work a maximum of 40 hours in a week where the definition of a week is specified by the Bank and is limited to rolling 5 days

- **Supervisors, Officers and Above**

Due to the need of the organization, it may require for a Supervisor or an Officer to work more than their normal hours of duty. As longer hours may not mean higher productivity, the Bank encourages employees to organize their work and execute tasks efficiently, so the maximum hours worked per day do not cross 10 hours or weekly total hours do not cross 60 hours.

Hours Work during Ramadan

Working hours during the holy Islamic month of Ramadan for all will be decided and announced by the Managing Director as per instruction issued by Bangladesh Bank.

Holidays

The employees at the Bank observe holidays as per Government Holidays circulated by the Government of Bangladesh and the Central Bank.

Officer protocol Staff Attendance

All staff must report to work every official working day on time.

i. Employees when unable to report to work due to unavoidable circumstances should inform their Line Manager, HR and/or Front Desk as quickly as possible on the same day (before 9:00 a. m).

ii. Habitual tardiness and unauthorized absence will not be permitted and the

employee will be warned for such acts.

- iii. All staff must sign in the attendance register kept in a convenient place. Division, department, branch will update the attendance register monthly.

Leaving office during working hours

No staff will leave office during office hour without informing from his manager.

Telephone

Office Phones are for official use only. Personal call should be limited to 1-2 per day & kept short.

Identity Card

All Bank staff will be provided with Identity Cards at the cost of the Bank at the time of confirmation and during any changes of job title. The photograph will be supplied by the staff.

In the event that an employee losses his/her ill card, for a replacement, he/she shall inform HR Division through his/her line manager & complete the form.

Transfer

To cater for the needs of the Organization as well as to provide opportunities to employees for a well-rounded career development, it is sometimes necessary to transfer employees between jobs, locations, departments & branches. The objective is to implement management decisions relating to employee transfers in an efficient and effective manner and with the minimum amount of inconvenience and hardship to the employees concerned. All transfers must be business driven within budget and must be approved by the Managing Director.

Business Travel

The Bank supports the following two types of business travels for which the guidelines and benefits are documented below:

- Business related local travel
- Business related overseas travel

Bank is bearing travel expense for business related local travel & business related overseas travel. Travel expense fur local travel depends on how many days will be expended there. Generally bank settles Tk. 200,000 for expense of overseas travel.

3.11 Training & Development

Training involves the change of skills, knowledge, attitudes, or behavior of employees. Although training is similar to development in the methods used to affect learning, they differ in the time frames. Training is more present –day oriented; its focus is on individuals' current jobs, enhancing those specific skills and abilities to immediately perform their jobs. Training is job specific and is designed to make employees more effective in their current job. Employee development, on the other hand, generally focuses on future jobs in the organization.

3.12 Training & Development policy of AB Bank Ltd

The Bank believes that appropriate forms of training and enabling opportunities contribute to Human Resources Development (HRD) by way of upgrading the job skills, existing potentials and growth which benefit employee and the organization. For this purposes, the Bank helps employees to develop their skill and knowledge therefore improving their contribution to the Bank. It is recommended that each employee should have opportunity to upgrade their knowledge and skill through HRD interventions which could include training, workshops, exposures, exchange visits and any other form of development opportunity provided by the Bank. The best officers will be given regular internal! External training helps to groom up their leadership quality including skill and knowledge in Banking.

The main objective is general Banking. In every month minimum numbers of 40 employees among two batches to be provide training. Organization provide orientation and foundation course for probationary employee and advance or follow up course are below:

- Environmental behavior
- Mannerism
- Foreign exchange training Management and IIR training
- Interactional finance & credit (Loan & Advances, Recovery) Money laundry
- BIBM training
- Account opening training
- Consumer training

Other Countries where training held

India, Singapore, Malaysia, Indonesia, London etc.

a) Employee Development Need Assessment

Employee's development need areas should be identified and agreed with the manager during the Performance Management system (Through annual appraisal) each year and monitoring of the work of the employee. All training using the Bank's funds or time is subject to the organizational need and should be within the budgetary level.

b) Employee Development plan & budget

Employee Development/training Need Assessment is a continuous process and should be done prior to formulation of yearly budget. Each Unit and Department will draw up a yearly Training Plan and Budget at the time of budget preparation. The training plan includes the training of employee at individual and organization level.

Each Unit/Department will submit a copy of their yearly training plan to HR Training & Development Division to incorporate in the Bank's Annual Training Plan.

Selection of Employees for Training and Authority of Selection

It is the responsibility of the branch manager to decide when or who should receive training. For local level training, respective branch manager will recommend nomination to the concerned Director for approval through HR.

For overseas training/visit, final selection and approval will be made by the Managing Director with endorsement from the Board within the approved plan and budget.

Selection of employee for training should be based on:

- Employee's desk performance/ drive commitment to job.
- The training will benefit the organization
- Skill, knowledge and attitude enhancement in present job
- Additional skills for foreseen expansion of job or increase in responsibility
- Need of organization to create special cadre of employees
- Equal opportunity provided for all including a gender balance

Probationary employees are normally not eligible for a long workshop or training courses (longer than one week) except for the orientation and Foundation training provided by the Bank. Any exception to this should be agreed by the MD.

All overseas visit/training must have the MD's approval. International training, workshop or visits will be managed by the Head of HR after it has been proposed by the branch manager and approved by the MD.

c) Categories of Employee Development Interventions

Training

- **Internal Training (In House)**

Generic training will refer to general training areas that are applicable to a large number of organization's employees. The generic need areas will be identified from strategic plans and individual development programs and evolving internal need.

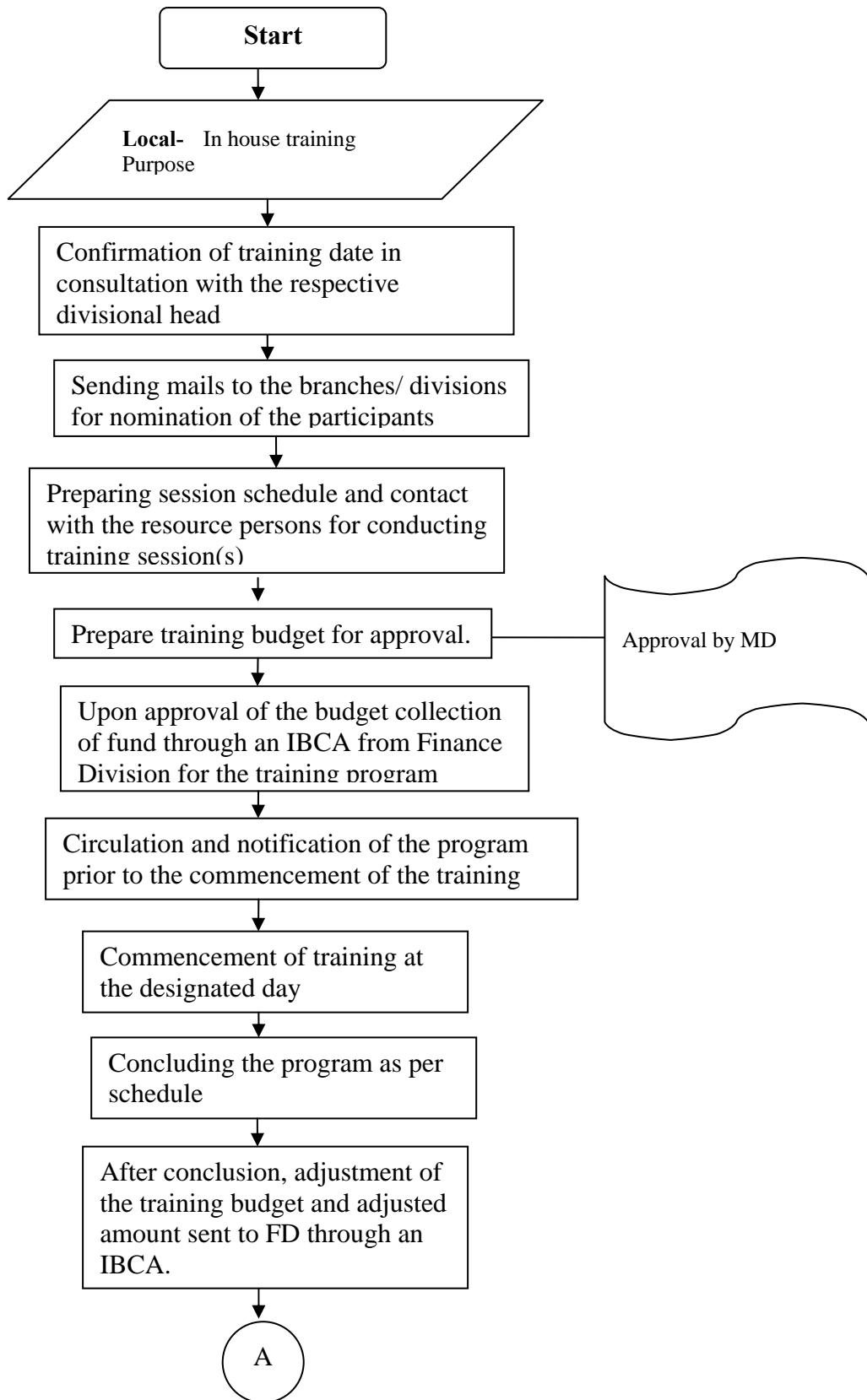
This could include in house training to the employees by using the skills and experience of any senior employee, in house trainers or consultants. In-house training will be designed and managed by the concerned section, or office in collaboration with HR Training & Development Division of the Bank.

The Training Process Flow (Functional) is as follows:

In-house Training Process Flow

1. Confirmation of training date in consultation with the respective divisional head.
2. Sending mails to the branches/ divisions for nomination of the participants
3. Preparing session schedule and contact with the resource persons for conducting session in the training program.
4. Prepare training budget for approval.
5. Upon approval of the budget collection of fund through an IBCA from Finance Division for the training program.
6. Circulation and notification of the program prior to the commencement of the training.
7. Commencement of training at the designated day.
8. Concluding the program
9. After conclusion, adjustment of the training budget and adjusted amount sent to FD through an IBCA.

PROCESS FLOW CHART OF IN-HOUSE TRAINING



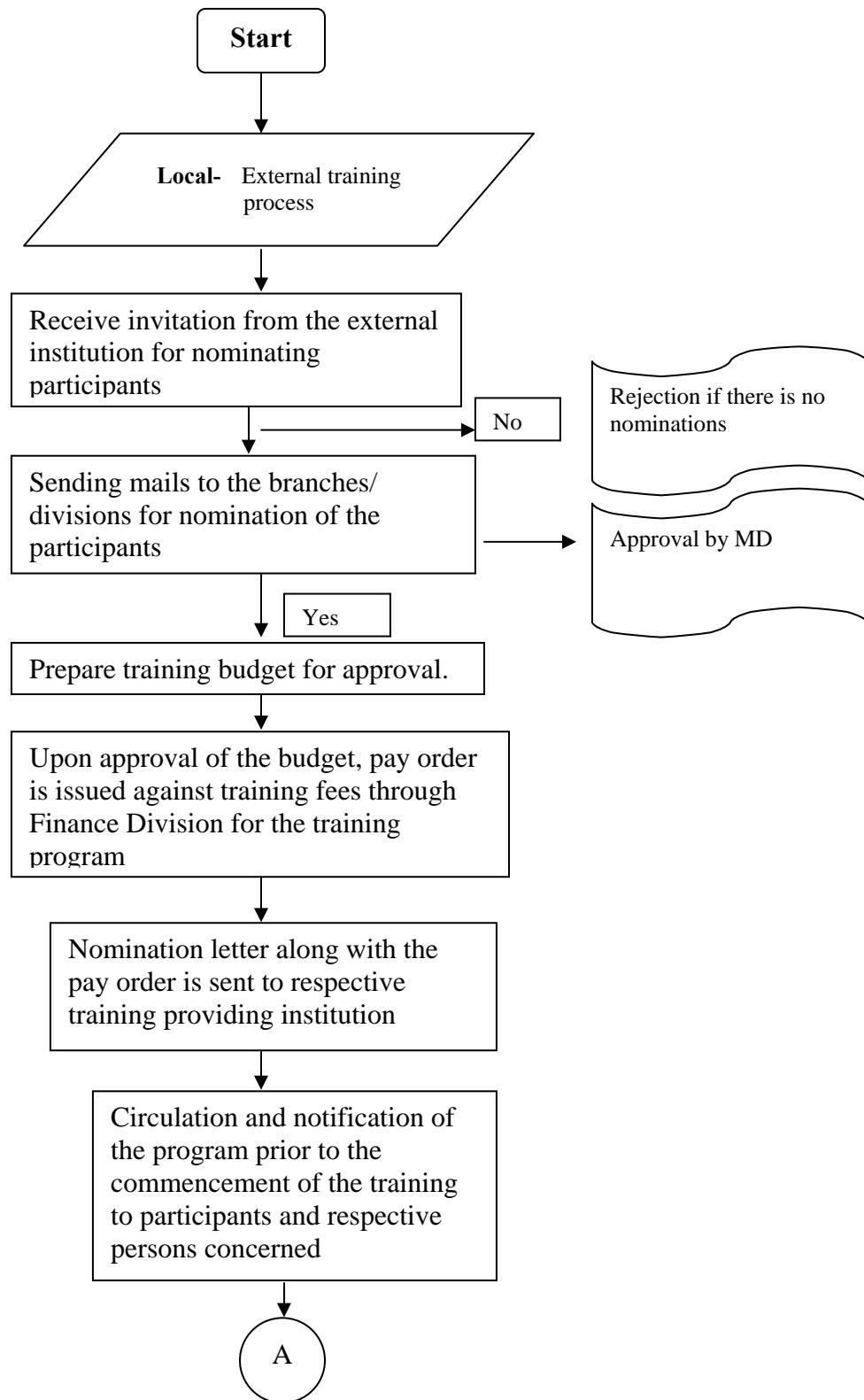
External Training

This is especially valuable if the external training can provide expertise or sharing of experiences that is not available in the organization. When HR Division is proposed of the employee's name then BIBM (Bangladesh Institute of Bankers Management) arrange training to the employee for their specific develop skill.

External Training Process Flow

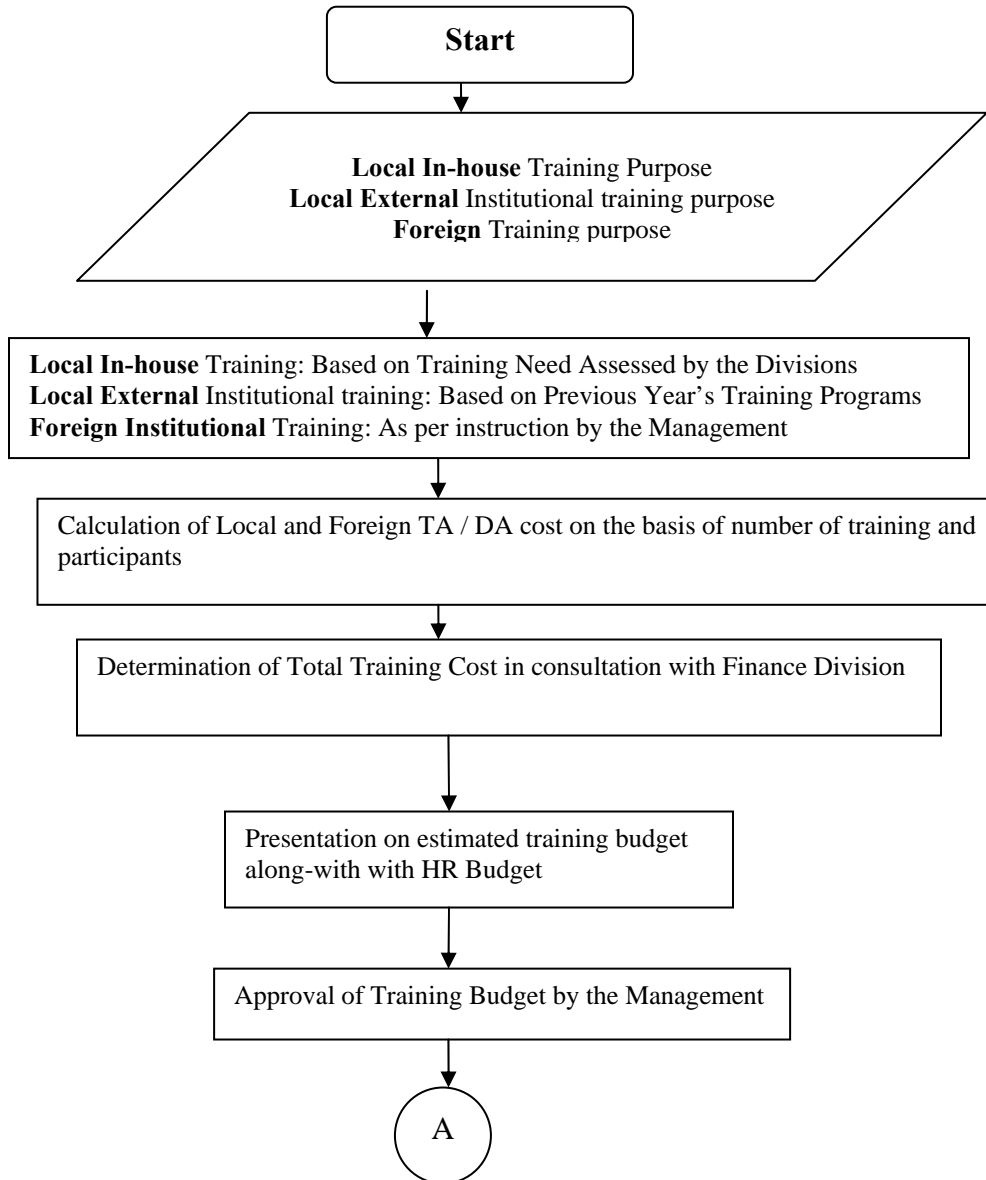
1. Receive invitation from the external institution for nominating participants.
2. Sending mails to the branches/ divisions for nomination of the participants
3. Prepare training budget for approval.
4. Upon approval of the budget, pay order is issued as training fees through Finance Division for the training program.
5. Nomination letter along with the pay order is sent to respective institution
6. Circulation and notification of the program prior to the commencement of the training to participants and respective persons concerned.

PROCESS FLOW CHART OF EXTERNAL LOCAL INSTITUTIONAL TRAINING



LOCAL & FOREIGN TRAINING

ANNUAL TRAINING BUDGET ESTIMATION PROCESS FLOW CHART LOCAL & FOREIGN TRAINING



d) Overseas Training

This will refer to those events and interventions that will enable further growth and development of employees and may require travel out of the country. This will be coordinated and arranged by Head of HR and its budget will be located in the HRD Budget and approved by the M.D.

e) Training Evaluation

The HR Division & BIBM (Bangladesh Institute of Bankers Management) arrange test about the training for evaluating training. The test will be held after 7 days and 15 days and marking to the relevant position in below:

<p style="text-align: center;">Outstanding Excellent</p> <p style="text-align: center;">Very Good</p> <p style="text-align: center;">Good</p> <p style="text-align: center;">Average Range</p>
--

f) Training Report

Upon completion of training an employee must submit a complete Training Report to the branch manager with a copy to HR. This includes participation in workshops, seminars, conferences, any overseas visit (training, workshop, seminar, country program visits etc).The content of this report will include only the main points of the training. If asked by the branch manager, a detailed visit report for field trips, and especially visit to other banks or financial institutions in country or outside the country, should be submitted. Any senior employee who participates in meeting, workshops, and discussion session will share with all other employees on return to their office. All employees should submit their report in English. All Offices/Units/ Departments will provide data of their employee who have completed training on a yearly basis to HR to update the Human Resources information in the employee's personal file.

3.13 Compensation and Benefits

a) Salaries

Salaries are confidential between the employees concerned and the management. Employees joining against a post will be receiving the salary as per the grade they join in. The employees who are in probation will be eligible to join the PF only after their confirmation. Management trainee alone will receive a monthly consolidated salary during the provision period.

Salaries increase which is linked to the performance of the individual employee per calendar year takes effect from 1st March of the years.

The annual salary revision is decided by the managing director with approval of the Board of Directors based on:

- ⇒ Individual performance
- ⇒ Market movement
- ⇒ The Bank's affordability
- ⇒ Individual's relative position in a particular salary range
- ⇒ COLA (cost of living adjustment)

Any request for information relating to salary should be directed to the Human Resources Department.

Break-Up of Monthly Salary in AB Bank Limited

Head of Accounts	Taka per Month
Basic Pay	
House Rent Allowance	
Conveyance Allowance	
Medical Allowance	
Utility Allowance	
Entertainment Allowance	
Leave Fare Concession	
Personal pay	

b) Salary Structure

Refer to the Salary Structure for details regarding the structure of salary and allowances for different positions in the Bank.

The Salary Structure of the Bank will be reviewed after every two years to allow for adjustments in the Cost of Living and market forces pertaining to the Banking industry. The HR Department will undertake the review and make recommendations to the Board or its nominated Committee for approval.

Salary structure is in below:

Salary Structure of ABL

CHAIRMAN	CONTRACT BASIS
VICE CHAIRMAN	CONTRACT BASIS
BOARD OF DIRECTORS	CONTRACT BASIS
MANAGING DIRECTOR	CONTRACT BASIS
SENIOR EXECUTIVE VICE PRESIDENT	TK. 2,50,000
EXECUTIVE VICE PRESIDENT	TK. 1,65,000
SENIOR VICE PRESIDENT	TK. 1,15,000
VICE PRESIDENT	TK. 87,000
SENIOR ASSISTANT VICE PRESIDENT	TK. 62,000
ASSISTANT VICE PRESIDENT	TK. 37,000
SENIOR PRINCIPLE OFFICER	TK. 30,000
PRINCIPLE OFFICER	TK. 24,000
SENIOR OFFICER	TK. 12,000
OFFICER	TK. 10,000
TRAINEE OFFICER	TK. 8,000

Leave Application Form

Name.....

Designation and portfolio.....

Division/ Branch.....

Employee No.....

Leave Type:

1) Casual leave

11) Earned leave

1 11) Sick leave

1V) Extraordinary leave

V) Maternity leave

- Leave Entitlement for the year 2010 :
- Leave available till to date :
- Net leave Available :
- Leave Applied For :
- Balance Leave Available to Date :
- Accrued EL Balance :

Vetted By:

Absence Coverage (Name, Designation and Initial) :

Leave Dates :

Reason of Leave :

Permission to Leave :

Contract Address During Leave (with phone number) :

.....

.....

Manager/ Divisional Head

Applicant Signature

Recommended By

Leave Structure: (Yearly)

Casual Leave	10 Days
Earned Leave	33 Days (for consecutively working 12 days it earned 1 earned leave)
Sick Leave	14 Days
Maternity Leave	4 month

3.14 Basic Employee Benefits for Permanent Employees

a) Group insurance

All permanent employees are to be member of Group Insurance. The organization contributes health & dead benefits for yearly basis under the group insurance.

b) Provident fund

The Organization's Provident Fund is a funded scheme. All confirmed and permanent employees are entitled to be members of the Provident Fund. The employee contribution, equal to 10% of the basic salary, is deducted each month through the payroll. The organization contributes an equal amount and both the employees and the organizations contributions are paid into the Fund each month. In the Provident Fund, both the employees and the organizations' contribution are credited to the individual employees account.

c) Bonuses

All permanent employees of the Bank are entitled to two Festival Bonuses and Incentive Bonuses. And in 2010 all the employee was got 8 bonuses base on their performance. No employees are allowed to get bonus if their service life time is bellow 6 month.

d) Accommodation

Accommodation is provided for those employee of the Bank who doing job during 10 years in the Bank according to his/her performance.

e) Maternity Benefit

Employee they are getting medical benefit as well as 5000 tk for their newly born child.

f) Mobile Telephone

Based on organization's need, a mobile telephone and sim may be provided to the Desk Head of the Bank.

g) Medical Benefits

In case of where an employee is injured and become sick, some cost of treatment is bear by the organization.

h) Transportation Facilities for Staff

The transportation facilities are provided to the SAVP and above from the Bank. The MD of the Bank is entitled to full time transportation with full time driver. The organization also pays for the fuel at actual and for all necessary maintenance/repair and administrative cost of the vehicle.

i) Pay for leave

Bank pay for casual leave in 10 days, pay for earned leave in 30 days, pay for sick leave in 14 days & pay for woman maternity leave 120days.

j) Other service

Social & recreational event 'Pohela Baishakh' is held in every year. All employees can be attending this program.

k) Promotional Benefits

- ⇒ In the event of promotion/up-graduation to a higher job grade, the employee will receive an increase of his/her previous basic salary and all other allowances applicable in the higher grade. However, the performance will receive the minimum range of the level where he/she has been promoted.
- ⇒ In case the revised basic salary still remains below the starting scale of the new job grade, the employee is then given the differential needed to place him/her at the starting basic salary of the new job grade.

k) Increments

Salary increases are awarded once a year on the basis of increment policy to all employees who have performed satisfactory in the given year for a minimum period of 180 days after confirmation of service. One may not receive any increment on a given year as a penalty on account of any offence/disciplinary measure. The confirm employee who is in service with the Bank less than 180 days will receive the COLA (cost of living adjustment) portion of the increment, which is determined by rate of inflation and CPI (consumer price index) during that financial year. The portion of COLA in each year will be decided by Management committee of the bank.

Increments are awarded to the employees as per rating of the annual performance Appraisal at variable percentage of their existing respective basic salary as under excluding the COLA portion.

Base on employee's performance their increment rating is given bellow:

Excellence	18%
Very Good	16%
Good	12%
Average	8%

In all previous years employee's increment is based on their basic salary but during last year employee's increment was based on their gross salary.

l) Promotion

Promotion means rising up of an employee from his present position to the next higher position.

Promotion is vertical movement of an employee within the organization. In other word, promotion refers to the upward movement of an employee from one job to another higher one, with increase in salary, status and responsibilities. Promotion may be temporary or permanent, depending upon the needs of the organization.

Promotion depends on the availability of a position in the higher grade and a proven track record of an individual's capabilities of taking over the management committee decides to upgrade the job.

Promotion to the rank and status of executive level depends on the management committee.

All promotions, other than the above, have to be recommended by the function heads and shall be approved by the management committee. A minimum service of two years in a similar position is the prerequisite for promotion, but for any exceptional case the promotion may be awarded at the full discretion of the managing director.

However, there is no guarantee that all recommended cases will be promoted and the managing director may at his description promote a few exceptional cases.

m) Bonuses

Subject to other provisions of the terms of the terms of service headlines declared by the management from time to time bonus shall only be payable to the employees who would. At the time of declaration of bonus, be in the service of the bank and entitled to the same at that time.

- **Festival Bonuses**

The following employees normally to receive festival bonus as under-

	Employment category	Payment system
1	All regular officers and staff	One month's basic pay both in Eid-ul-Fitre and Eid-ul-Azha.
2.	All regular officer and staff (non Muslim)	One month's basic pay both in Eid-ul-Fitre and Eid-ul-Azha or two months basic pay at the time of the main festival with the approval of the management.
3	Officer on contract	As per contract
4	Officer/employees on probation or who have not completed six month's service.	50% of basic
5	Executives' personal drivers/ outsourced employees/workers	Monthly consolidated wages

* *Officers and employees under any disciplinary action will not receive any festival bonus*

- **Performance Bonus**

The bank may award performance bonus from time to time depending on the actual profit made in a given year. This bonus is subject to payment only upon approval. .

This bonus will only be awarded to those who have completed 180 days confirmed service with the bank and made significant contribution towards achieving the profit target over and above the normal target. The contribution measurement will be coming from the performance appraisal system.

The employees who are rated four in the appraisal process are not eligible for performance bonus. In year when the bank does not declare any dividends no performance bonus will be awarded. This is in compliance with Bangladesh bank regulation.

3.15 Performance Appraisal System (PAS)

Performance appraisal system (PAS) is the tool by which we measure the performance of an individuals and identify the gaps and plan future development in order to enable a better fit between the jobs and the incumbent.

It is an HR process for driving business results. It is defining in advance what we must do as an individual to win in the market place and later on assessing the performance based on the extent to which we achieve result.

Performance appraisal system is quite structured that it can measure of assess both goal (What) and the management competencies (How).

Goals-Key Result Areas (KRA) is the specific major objectives to be set at the beginning of the year through consultation with the reporting manager. These need to be aligned to the objectives of the function and consequently to overall objectives of the bank.

A management competency is a skill, ability or trait that predicts success to perform a job.

The Performance Appraisal needs to be implemented as per PAS format which will be circulated by HR at the beginning of the year. The definition of rating in performance appraisal is given below for reference:

Performance Standard

- ⇒ Excellent (4.6-5.0)
- ⇒ Very Good (3.6-4.5)
- ⇒ Good (2.6-3.5)
- ⇒ Average (1.6-2.5)
- ⇒ Below Average (1.0-1.5)

Here consider the following term for Appraisal-

- ⇒ Indication key job responsibilities/ Targets/ Work plan of the employee for the year.
- ⇒ Performance on the job.
- ⇒ Knowledge level.
- ⇒ Behavioral competence level.

Excellent= 91-100, Very Good= 71-90, Good= 51-70, Average= 31-50 and Below Average= 0-30

Consider on the Job Performance and see results delivered by employee (Judge Quantity and Quality) - anyone of the following:

- ⇒ A Strongest all around performer, Exceptionally Exceeded targets/ given what plan for above expectation.
- ⇒ A Stronger all performer, Reasonably Exceeded or target/ given work plan above expectation.
- ⇒ A Strong performer Met targets/ given work plan satisfactorily within expectation.
- ⇒ A Reasonable performer, Closely Met target/ given work plan, but not fully satisfactory.
- ⇒ Performance standard is Well Below, targets/ given work plan, needs serious tanning and serious efforts to improve.

Those who are rated in Excellent, Very Good, Good, Average and Below Average are eligible for incentive bonus.

If any appraise feels that his/her performance evaluation by the line managers is influenced by discrimination or unfair and biased judgment then appraise may appeal to Head of HR with his/her grievance in writing. In such cases the Head of HR will be the first point contract. If the issue remain unresolved than it will referred to the MD for his/her review and decision and in that case the decision of MD will be final.

Expected Future Look of Human Resources Division of ABBL

It is to mention that the Human Resources Department of ABBL is under massive reconstruction or development under supervision of new Head of Human Resources. This is expected that within the end of this year the HRD of ABBL will get new look to its internal customers; strengthen on.

- ⇒ Performance Appraisal tool
- ⇒ Training need identification
- ⇒ On the job training
- ⇒ In house training
- ⇒ External training
- ⇒ Hire of reputed faculty
- ⇒ Overseas/regional training
- ⇒ Long service awards
- ⇒ Cultural evenings
- ⇒ Family day

- ⇒ Event based dinner/lunches
- ⇒ In house magazine
- ⇒ Meetings
- ⇒ Memorandum
- ⇒ Electronic bulletin board
- ⇒ Split-level lunches with DG/ED
- ⇒ Internal climate survey
- ⇒ Establishing an informal working relationship with having respect for corporate values etc.

3.16 Problem Identification

Standard is not yet Set:

First problem of Human Resource Division is the level of standard which is not yet up to the mark. The operation and workflow of the department is still complex.

Identical HR Policy:

After 27 years of business excellence, an individual Human Resources policy is absent. The existing policy demands refurbishment to set unique standard.

Lack of Proper Development:

In HR Division there is the huge lack of development activities, the employee joining ABBL should be taken under a cordial orientation program which is absent and activities of individual/career development are fewer.

Service Excellence:

Employee's code of conduct or service manual is governed solely by the service quality unit. But there should be a coordination of HRD to measure the perfect evaluation of the employee's performance.

Performance Appraisal System:

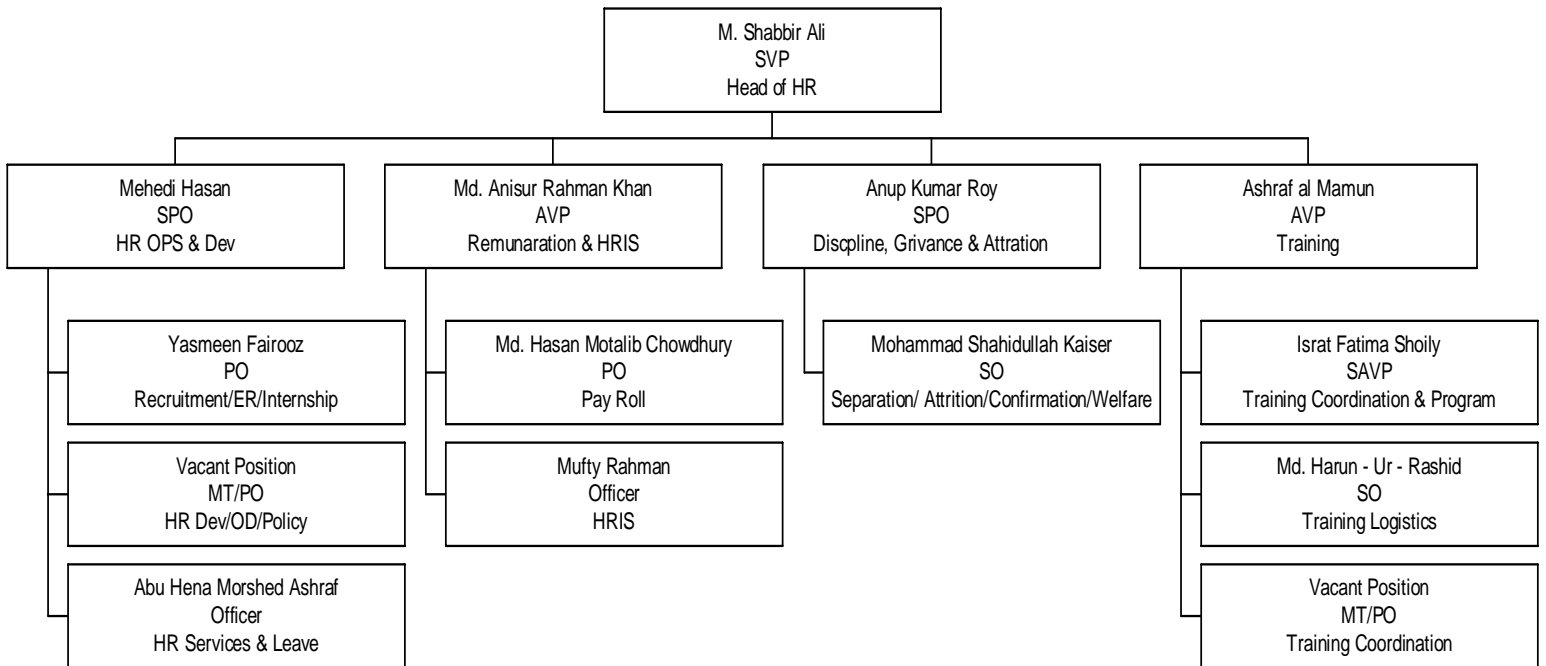
Performance appraisal system is very important issue for Human Resource Department as it is the benchmark on which the promotion, increment, performance bonus, reward & recognition are done. The

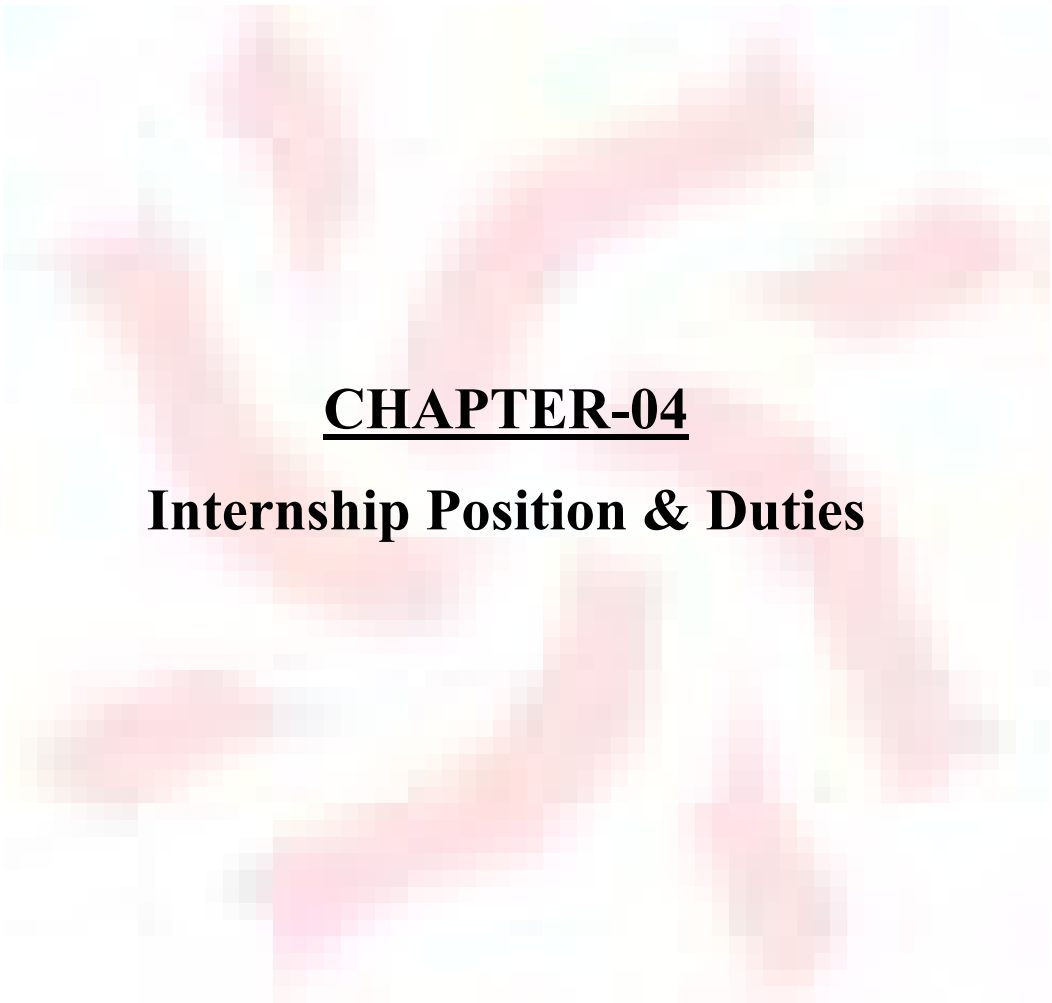
existing system is not justified; from the previous experience it was found that the rating does not bear the true demonstration of the overall performance. The difference between the five rates is not properly measured and somewhat biased in many cases.

Human Resource Impact:

After passing its 27 years anniversary of its service still Human Resource Department is acting as Human Resource Department than act as Human Resource Business partner.

3.17 CHANGE MANAGEMENT & HR ORGANIZATION STRUCTURE– 2008 - 09





CHAPTER-04

Internship Position & Duties

4.1 Internship Position

I joined in AB Bank Limited at Head Office on 3rd January as an internee to fulfill my BBA program under the department of business administration of BRAC University. As a result, I have completed my internship program in AB Bank Limited at Head Office. It is a highly capitalized new generation and one of the leading private commercial Bank in Bangladesh.

The working environment of AB Bank Ltd is very much friendly. Every personnel of the HR Division were very much busy but they always tried to teach me from their experience. I learn a lot of HR related work and they are very much co-operative.

4.2 Duties and Activities

- **Personal and duplicate File Management**

After having internship placement in Human Resource Division my first duty was to allocate and shape all personal and duplicate file can submit when required. Provided that before, all those personal files were a bit scattered and halfhearted and it was difficult to find required personal files (PF) immediately. For this, I divided all the personal file of the employees according to their existing branches and departments in head office and put the personal ID number on the file so that it is easy to find out the required employees file with their ID number. Personal file is the only most reliable source of any information about any employee of the bank required for various reasons as inquiries, justification, trend of service excellence, background, End of service benefits calculation etc.

- **Updating Information in Personal File**

When I joined Human Resources Division, there was one thousand nine hundred and ninety seven (1,996) of employees increment letter, Personal History form and performance appraisal form, which was not updated to the personal file. My responsibility was to put the personal ID number on the increment letter, PHR and Performance appraisal form than add the letters and forms in the personal file.

- **Calculate Salary Increment**

I also have the responsibility to calculate the increment of the salary. Here I subtract this years gross payment with the previous year gross payment and found out the increment.

- **Calling the Candidates for Written Test or Interview over Phone**

Over the internship period I used to call the candidates over phone for scheduled written test or interview session. For this I used to collect the resume of the candidates; finding her/his contract number in the resume and start calling. After receiving the call other end I used to verify the person I called for, introduced myself and let him/her know about the schedule and asked for a confirmation that he/she is interested to come in the scheduled time.

- **Invigilation in the Written Test Examination Conducted by HRD**

In my internship period several times I obtained the duty of invigilation in the written exam. being an invigilator I had the full authority to arrange the sit map, check the duration, deduct marks, and even take the exam sheet in case of any misconduct done by any candidate.

- **Joining of New Employee**

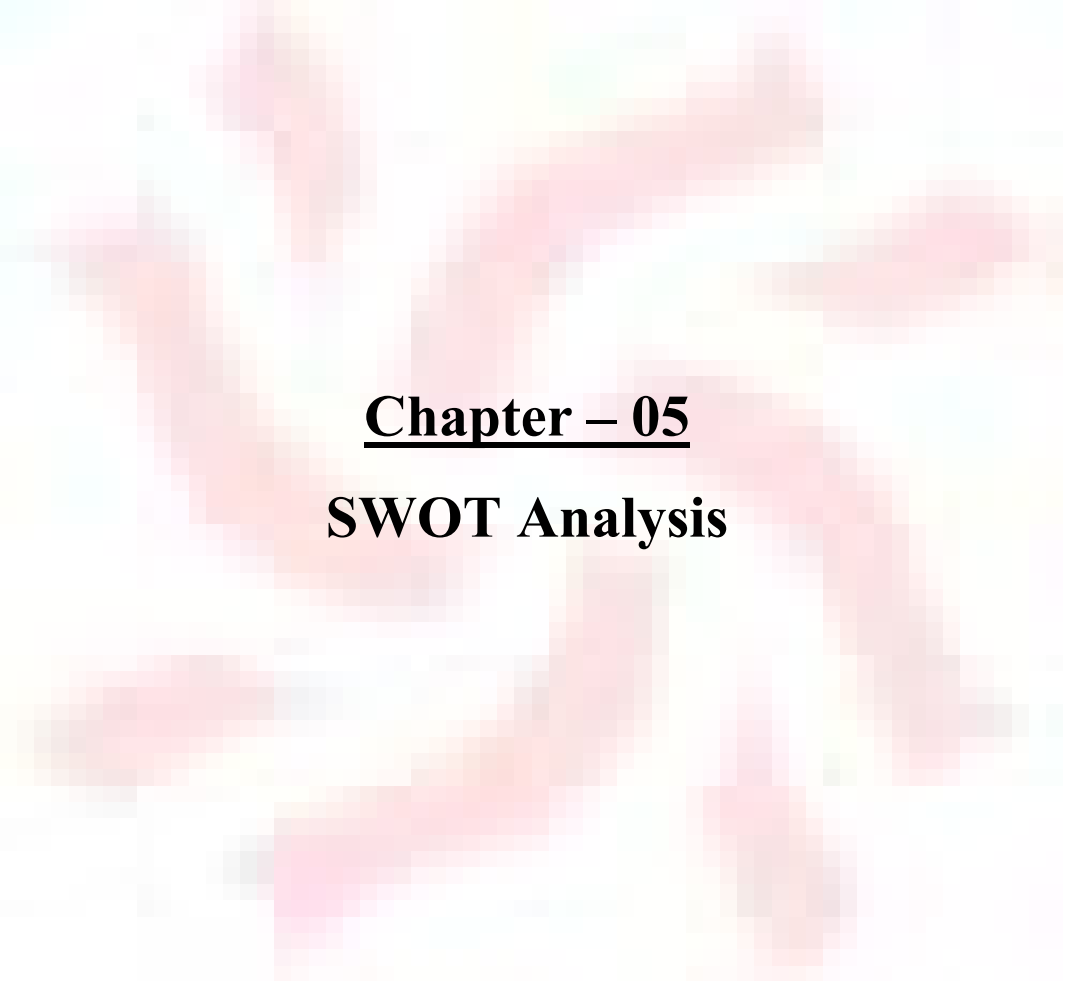
During the internship session, I used to go for joining of new employee. For that, I used to first greet him/her, take all the required documents, certificated, medical tests, clean release order from previous from previous employer etc. and open a new personal file with all documents. Then I used to prepare a posting order based for the new joiner based on approval sheet.

- **Others**

- a) Promotion letter management.
- b) Salary review.
- c) Performance Appraisal Input.
- d) Training Data Input

Daily Routine

I joined the AB Bank Ltd on 3rd January 2010 as an internee. After being an internee, my daily work was not maintained with a fine regularity. In this organization, I worked under the Human Resource Division at 10.00AM to 6.00 PM



Chapter – 05
SWOT Analysis

5.1 SWOT Analysis of Human Resources Division of ABBL

a) Strength

Open HR Manual:

The Human Resources Manual of ABBL limited is open to all of its entire employee give total understanding of the terms and condition of the organization to its entire employees to assist the benefits and growth they can ever achieve and the role of Human Resources Department with all other departments/division of the organization. This HR manual is uploaded in the internal website of ABBL.

Empowered Work Force:

The Human Resource of ABBL is exactly well thought and perfectly managed. As from the very first, top management beloved in empowered employees, where they refused to put their finger in every part of the pie. These employees are not suffocated with authority but are able to grow as the organization matures.

Strong Bonding and Belongingness:

ABBL employees are one of the major assets. The employees of ABBL have a strong sense of commitment towards organization and also feel proud and a sense of belonging towards ABBL. This strong organizational culture of ABBL is a main strength of the organization.

Information Technology:

Online banking, email, Update software, personal computer for all employee enabled the employees work easier and faster with full of professionalism. All kinds of Benefits, salaries, monetary rewards directly given to employee's bank account through flex cube.

Different Staff Loans:

There is a set of staff loans in ABBL Increases the employee satisfaction in terms of monetary benefits enabled them to work more stress free and put dedication.

Employee Evaluation:

Employee evaluation process by Human Resources Division became strength for its fair judgment and put trust among the employees of other department on Human Resources Department.

Centralized Banking:

Centralized banking means the core function of business coordinated by the head office give an immense effect for reducing the internal conflicts among the branches and Head office.

b) Weakness

Job Description:

Job description is a necessary accomplishment should have for each position for recruiting the most suitable candidate on the basis of skill and experience required. Still hundred percent job descriptions on the basis of skill and experience required. Still hundred percent job descriptions is not prepared or collected by the HR Division.

HR Accounting:

Human Resources accounting is a strong tool for matching the benefits of each and every new recruitment done in the organization, calculation turnover, etc. Human Resources Division of ABBL is not yet established this practice.

Compensation and Benefits:

Compensation and benefits of ABBL's employees is provided by the Human Resources Division through two different software, Named EZHR and flex cube. Both of that software is not flexible to use and has lot of limitations.

c) Opportunity

Management Information System:

In recent business practices the importance of MIS is unavoidable. Human Resources Department is not out of it. HRD of ABBL has every potential capability to establish new MIS and use it in various manpower reporting.

Human Resources Information System:

Human Resources Information System is must for a corporate environment like ABBL. ABBL is going to establish a new HRIS very soon.

Research and Development:

Though ABBL has almost all due capabilities to command extensive research and development activities, ABBL done a little in this.

Salary Survey:

ABBL is going to start its salary survey with the most reputed consultant of Bangladesh for its salary survey.

Training and Learning:

Training and learning is the core function for making the executives cope with the new scenario and make them update and knowledgeable. ABBL is going to utilize its fullest capacity and enthusiasm in this regards by establishing a library, arranging extensive element etc very soon.

d) Threats

Competitive Salary and Turnover:

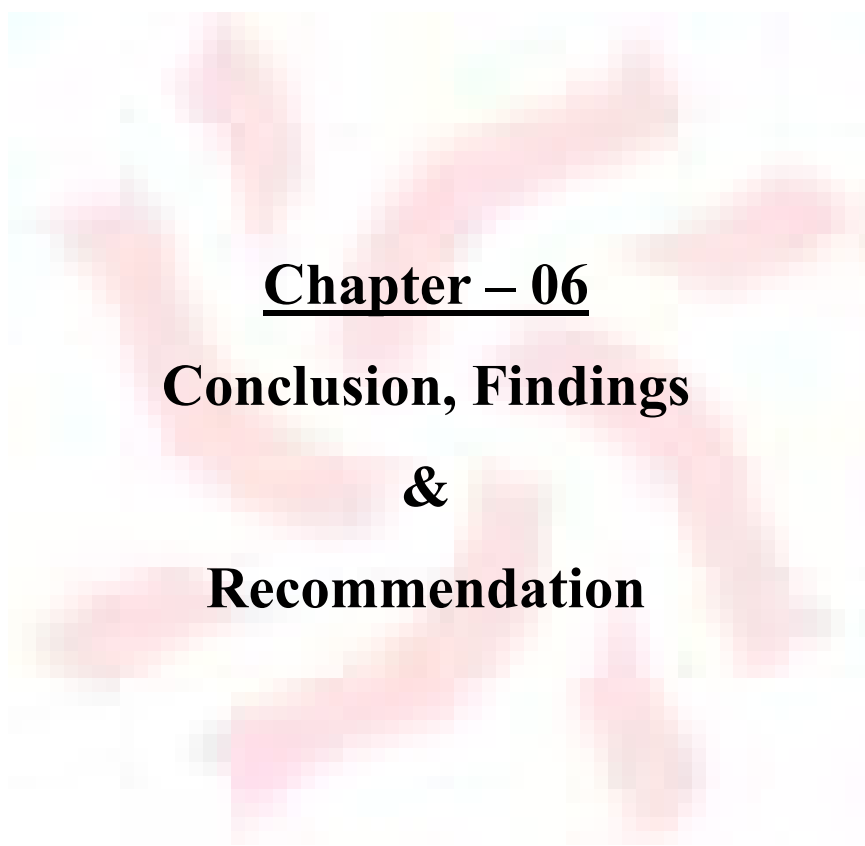
The salary package of ABBL is not as competitive as the market demands, so the turnover of manpower is increasing day by day.

New/Multinational Companies/Bank Policy:

New multinational companies and bank policy as threat to ABBL in respect of increasing the salary expectation of the employees and new HR practices that turning the existing employees dissatisfied.

Bangladesh Bank Regulation/Legislation:

The regulation and legislation of Bangladesh bank is randomly changing the scenario of the human resources policy and scope suddenly.



Chapter – 06
Conclusion, Findings
&
Recommendation

Conclusion

AB Bank Limited, the pioneer private Bank of the country has created a sense of mass participation through its diversified activities over the last 27 years. Their numbers of client's service recoverers and supporters have been increase rapidly. For its diversified banking service, it has got a wide range of publicity and created a special image the banking area in the country. ABBL has stared making profit from 1985 to still now. Now the position of AB Bank limited in the market is second.

The report is aimed at the Human Resource Division. AB Bank Limited operating in the market with the ambition of becoming the Bank of choice for its clients and all its stakeholders. It is just natural for ABBL to pitch its customer service benchmarks high, at a level where the local standard are far exceeded and global standards are embraces and met.

ABBL is committed to focus to all its energy on its customer as well as its employees. This is sure a strong Human Recourse practices will help ABBL pave the way leading to outmost destination. Human Resources Division in ABBL is under massive reconstruction program ensures the future benefits and high corporate culture and the secured place of contribute and dedicate the experience and exposure of high professionalism.

Findings

- There are no transportation system to the employee
- By research the salary structure of the AB Bank is so poor than other bank.

Recommendations

Identical Human Resource Policy:

There should be a unique HR policy in the organization immediately; through the recognition of HR policy is under progress supervised by the Manager and the head of HR.

Human Resource Development:

There should be all kinds' development activities as individual, career and organizational by the Human Resource Department for enhancing the employee's growth as well as achieve organizational hierarchy.

Training Need Assessment:

ABBL has all the potential capabilities to make its employee more efficient and help being the future leader. Training is a common practice for the employees of any bank. This training should be organized by the human resource department only through need assessments. It can be examines through the performance evaluation process by which HRD will determine where he/she should have some more exposure.

Performance Appraisal System:

The existing appraisal system can be changed or modified and new system could be developed which will articulate the accurate picture. The criteria of evaluation should cover more competencies of an employee. The system could cover criteria as individual, social along with the core business competencies. The result can be used for training need assessment and help taking proper development initiatives.

Linkage among Other Division:

A department like HRD can not perform in isolation where Human Resource Department is in the core of all other department with the responsibilities of maximizing the employee's benefits as well as

achieving organizational objectives. For better services, HRD must establish a proper linkage within the other functional departments.

Reward and Recognition:

Only higher salary package can not satisfy a self motivated and exposed employee in higher level. The employee wants recognition and reward for their self actualization. There are few reward and recognition options is available in ABBL should review for deals with employee turnover. The workforce should be structured and the standard functional designation should be in act.

Salary System:

The salary of the trainee officer should be increase then the employee's motivation will be strong.

Research Team:

Form a research team who will continuously involve in collecting information about the employee position of the other bank that the AB Bank limited can involve competition with the other bank.



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HR Division

ANNUAL PERFORMANCE APPRAISAL

Year : 2009

Performance Rating Guideline

Rating Scale	Definition
Level 5 Excellent: 100% ++	<ul style="list-style-type: none"> ▪ Consistently exceed all job requirements. ▪ Contributes outstanding achievements that significantly impact the total job ▪ <u>Achieved more than or equal to 110%</u> of the business targets ascertained.
Level 4 Very Good: 100%+	<ul style="list-style-type: none"> ▪ Exceed most job requirements. ▪ Achievements beyond normal expectations of the job and gives significant impact to the business. ▪ <u>Achieved 101% -109%</u> of the business targets ascertained.
Level 3 Good	<ul style="list-style-type: none"> ▪ Meets all job requirements ▪ Achievement clearly meets the job demand ▪ <u>Achieved 80%-100%</u> of the business targets ascertained.
Level 2 Average	<ul style="list-style-type: none"> ▪ Only meets some of the job requirements ▪ Requires significant performance improvement in all relevant areas ▪ <u>Achieved 65% - 79%</u> of the business targets ascertained
Level 1 Below Average	<ul style="list-style-type: none"> ▪ Fails to meet most job requirements ▪ Consistently fails to meet expectations and standards ▪ <u>Achieved less than 65%</u> of the business targets ascertained.

Annual Performance Appraisal & Standard Performance Distribution (SPD)

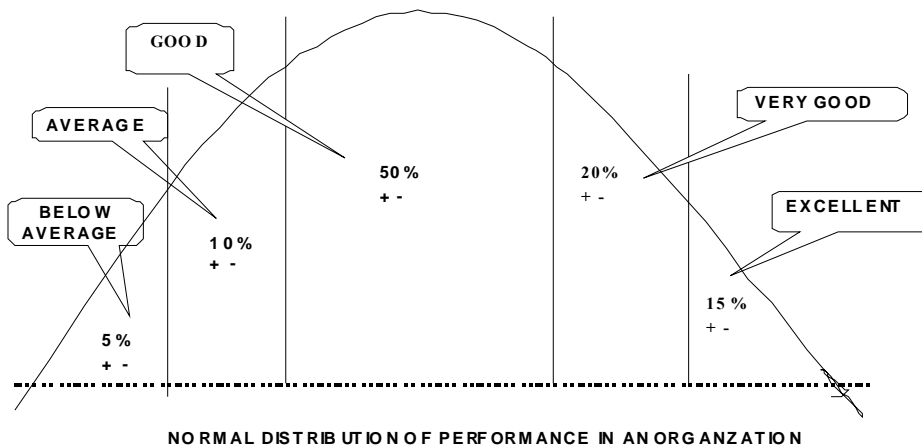
Each employee will be appraised by the immediate supervisor annually against targets/given work plan/responsibilities within the meaning of the policy guideline and as per standard format designed & developed.

HR in coordination with the Divisional / Departmental Heads will monitor, educate & guide and ensure policy compliance.

As a matter of policy, we will ensure compliance of the following Standard in “Performance Distribution” amongst population in a department / section / branch.

Each Head of the function in joint consultation with HR will ensure that the given principles as far as practicable are in place so as to keep consistency.

The normal performance distribution curve :(approximation)





**PERFORMANCE APPRAISAL FORM
(Managers)**

Year: _____

Name of the Employee (Appraise):		Position →			
		Age :	Service with AB	Service Present position	
Name of Supervisor (Appraiser):					
		Date last promotion2	Ratin →	Y.....	Y
Job location →					

A. Factors	Target (s)	Achievement	% Score
1. Profit			

B. Other Strategic Targets contribution to (A) → NB: If “A” is achieved, “B” rating may be ignored	% Score
1. Deposit	
2. Loans / Advances	
3. Exports	
4. Imports	
5. Remittance	
6. Guarantee/Bond	
7. Other income	

C. Quality of Achievements: 25 points PLUS <u>or</u> MINUS over achievement of (A) (To be applied rtionately)			% Score
1. Audit Compliance	100% compliance = 5 point		
2. NPL (New)	100% compliance= 5 point		
3. NPL Recovery	75% achievement = 5 point		
4. Operating Budget	5% saving = 5 points		
5. Employee development	Monthly meetings, Weekly coaching , Employee feedback = 5 points		
Total	25		

Over Score	→	→	→	:	(A) _____	(B) _____	(C) _____	=	_____
------------	---	---	---	---	-----------	-----------	-----------	---	-------

PERFORMANCE SCORE CARD (Tick ✓)

Less than 90% Poor	Less than 100% Average	100% Good	100% + Very Good	100% ++ Excellent
Far below target	Near to target	Achieved target	Exceeded target	Exceptionally exceeded target



C. Assessment of Knowledge & behavioral competence for <u>Potential Listing</u> only)					
1=Need development, 2=Average, 3=Good, 4=Very Good & 5 =Excellent					
KNOWLEDGE & BEHAVIORAL COMPETENCE FACTORS	RATING → Tick ✓				
	1	2	3	4	5
1. Overall Knowledge profile in assigned job responsibilities (core job)					
2. Knowledge about AB Bank's product & services , Organization, Policies & Processes (updated)					
3. Appreciation in banking business					
4. Computer literacy & IT knowledge relates to banking					
5. Planning: Ability to plan own job activities and able to prioritize and drive actions for results					
6. Customer understanding and care					
7. Awareness about compliance issues					
8. A self starter with drive & initiatives					
9. Attitude (a positive thinker & adoptable to change)					
10. Analytical ability					
11. Communication ability					
12. Inter-personal relationship					
13. A team worker believes in team commitment					

14. Ability to influence others & gain commitment					
15. Speed in action					

16. Integrity & Conduct in service (comment) :



D. Development Needs - 2(Two) areas in knowledge and 2(two) areas in behavioral competence	
Knowledge	Behavioral competence
1. ..	1. ..
2. ..	2. ..

E. Supervisor's overall comment – Performance Summary & Rating	Rating ✓	
<hr/> Supervisor (Appraiser)	EX	
	VG	
	G	
	AVG	
	BAVG	

F. Employee view point about this appraisal and own career wishes

Employee (Appraise)

G. Special Recommendations (career etc.) – Place with justification

Supervisor (Appraiser)



H. HR review & comments:

HR Representative

I. Interview outcome & comment by HR Steering Committee – Sign & Date (if necessary to organize)

HR Steering Committee Representative



PERFORMANCE APPRAISAL FORM

(All employees other than Managers)

Year: _____

Name of the Employee (Appraise):		Position →			
		Age :	Service with AB	Service Present position	
Name of Supervisor (Appraiser):					
		Date last promotion	Ratin ↓ %	Y.....	Y
Job location →					

A. Key Job responsibilities / Targets / Work plan (in brief) of the employee in Y.....

- ..
- ..
- ..
- ..
- ..
- ..
- ..
- ..
- ..
- ..
- ..
- ..

B. PERFORMANCE CATEGORY: Given the job responsibilities and considering Quantity & Quality of on the job performance, evaluate performance category: (Any one of the following performance category)

5 (Five) performance category	Justification in brief – Please give examples	Tick √ RATING
EXCELLENT (EX) →100% ++ ACHIEVER. <u>Exceptionally Exceeded</u> Performance Standard/Targets / Given Work Plan <u>far above expectation.</u>		

VERY GOOD (VG) →100% + ACHIEVER. → Reasonably Exceeded Performance Standard /Targets/ Given Work Plan <u>above</u> expectation.		
GOOD (G) →100% ACHIEVER. <u>Met</u> performance standard /targets / given work plan <u>satisfactorily</u> within expectations.		
<u>AVERAGE (AVG) → Nearly 100% ACHIEVER Closely Met</u> Performance Standard /Targets / Given Work Plan, but not fully satisfactory		
<u>BELOW AVERAGE (BAVG) →</u> Performance <u>far below</u> the Standard expectation / Targets / Given Work Plan – A poor performer.		



D. Assessment of Knowledge & behavioral competence for <u>Potential Listing</u> only) 1=Need development, 2=Average, 3=Good, 4=Very Good & 5 =Excellent					
KNOWLEDGE & BEHAVIORAL COMPETENCE FACTORS	RATING → Tick ✓				
	1	2	3	4	5
7. Overall Knowledge profile in assigned job responsibilities (core job)					
8. Knowledge about AB Bank’s product & services , Organization, Policies & Processes (updated)					
9. Appreciation in banking business					
10. Computer literacy & IT knowledge relates to banking					
11. Planning: Ability to plan own job activities and able to prioritize and drive actions for results					
12. Customer understanding and care					

8. Awareness about compliance issues					
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17. A self starter with drive & initiatives					
18. Attitude (a positive thinker & adoptable to change)					
19. Analytical ability					
20. Communication ability					
21. Inter-personal relationship					
22. A team worker believes in team commitment					
23. Ability to influence others & gain commitment					
24. Speed in action					

25. Integrity & Conduct in service (comment) :



D. Development Needs - 2(Two) areas in knowledge and 2(two) areas in behavioral competence	
Knowledge	Behavioral competence
3. ..	3. ..
4. ..	4. ..

F. Supervisor's overall comment – Performance Summary & Rating	Rating [√]	
	EX	
	VG	
	G	
	AVG	
BAVG		

Supervisor (Appraiser)

G. Employee view point about this appraisal and own career wishes:

Employee (Appraise)

G. Special Recommendations (career etc.) – Place with justification

Supervisor (Appraiser)



H. HR review & comments:

HR Representative

I. Interview outcome & comment by HR Steering Committee – Sign & Date (if necessary to organize):

HR Steering Committee Representative

