

# *Internship Report*

## “A to Z of Internship Program of HSBC Human Resources Department”

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**12/20/2009**

**HSBC** 

## *Transmittal Message*

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23 December 2009

**Subject:** Report on Internship Program of HSBC

Dear Sir,

I am taking the honor to submit my internship report on The Internship Program of The Hongkong and Shanghai Banking Corporation. This study had been designed to focus on the entire process of Internship Program rendered by the Human Resources Department of HSBC. As an intern in the Human Resources Department, one of the major duties of mine is to look after all the internship affairs.

In this report I have tried to elaborately explain from the major to the smallest aspects of the Program and endeavored to make some analysis conducting a small survey. Before this survey there was never any effort towards analyzing this program of HSBC, although the Bank spends a considerable amount of its fund on the internship program in order to help the departments deal with extra pressures and also to do some social welfare by assisting the graduate students complete a part of their course in the most renowned corporate environment.

In this report I have made a study of the Internship policy of the Bank and in doing so I came across certain aspects that were conflicting in the way they were planned and in the way they were executed. I have tried to get into the insights of the Program, talking to the interns who are employed in different departments and analyzing their points of view. The report talks about the success of the Program, its contributions, both its positive and negative facets and the way the program could be improved.

I honestly hope that this analysis will help to convey a precise idea of how an internship program is regulated in a bank and what are the aspects that can be taken into consideration in order to justify its efficiency.

We welcome your entire query and take pride to answer them.

Yours sincerely

Nafisa Ara

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# *Table of Contents*

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<i>Topics</i>	<i>Page Number</i>
Overview.....	2
Objectives.....	3
Scope.....	4
Report Fallacies.....	5
Methodology.....	5
HSBC Internship Policy.....	6
Internship Program of the Bank.....	10
I.    Recruitment.....	10
II.   Documentation.....	14
a) Filing.....	14
b) Data Base.....	15
i.    Internship List.....	16
▪    Analysis: Diversity in terms of Gender.....	17
▪    Analysis: Department Allocation.....	19
ii.   Salary File.....	19
III.  Conclusion of Internship.....	22
Development.....	22

Questionnaire.....	24
Survey Reports.....	25
Survey Analysis.....	26
Career Opportunities.....	28
Finding .....	29
Recommendations.....	31
References.....	34
Appendix .....	35

## **Section 1:**

**Topic: Internship Program of the Bank**

## **Section 2:**

**Topic: Learning and Feedback from the Program**

## **Section 3:**

**Topic: Contribution of the Internship on Building the Career**

## **Section 4:**

**Topic: Findings and Recommendations**



## **Background:**

### ***Overview of HSBC***

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This is a report on HSBC's the efficiency of its Internship Program. To begin with the report writing, it is of higher priority to know about the organization and its research requirement on this aspect in detail.

**HSBC Bangladesh** started operations in December 1996. Today, the Bank runs a network of 10 offices: 9 branches, 1 sub branch and an offshore banking unit, 27 ATMs and 7 Customer Care Services in Dhaka, Chittagong and Sylhet and Business Development offices in Dhaka and Chittagong Export Processing Zones. HSBC has its head office located at 1/1-B, Shonargaon Road, Dhaka-1205.

In the year 2009, the total headcount of employees of HSBC Bangladesh stands at 806, which is a considerable contribution of a giant Multi National to the employment of Bangladesh particularly during a liquidity crisis period in the financial sector worldwide.

In 2008, Credit Rating Agency of Bangladesh (CRAB) has rated HSBC Bangladesh 'AAA' in the Long-term and ST-1 rating in the Short-term, which are the highest level of ratings for any bank or financial institution in Bangladesh. This certifies the potential of the bank's performance and developments.

HSBC Bangladesh offers a broad range of financial services such as commercial banking, consumer banking, payments and cash management, trade services, treasury, and custody and clearing.

HSBC basically focuses on three major or key business areas:

#### **1. Personal Financial Services:**

Through its twenty seven ATM booths and seven customer services centers and nine branches, HSBC Bangladesh offers a wide range of personal banking and related financial services including current and savings accounts, personal loans and term deposits, traveler's checks and inward and outward remittances.

#### **2. Commercial Banking:**

Commercial banking is a traditional strength of the HSBC Group. In Bangladesh, HSBC is a popular choice for customers because of the Group's international reach and a wide range of

financial services and products HSBC has an offshore banking unit (OBU) license and can therefore also provide foreign currency financing to qualifying customers. In addition, there are 5 business development centers in the country's major 5 EPZ areas including Dhaka, Chittagong, Adamjee, Mongla and Comilla.

### **3. Corporate and Institutional Banking:**

Corporate and institutional banking: Corporate and institutional banking provides dedicated relationship management services to HSBC's clients in major corporate and financial institutions. The Bank's focus is on fostering long-term relationship based on its international connections and extensive knowledge of Asia and Asian business

### ***OBJECTIVES***

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The aim of this research would be to find out how successful the effort of HSBC on hiring and training interns had been so long by analyzing their policy of internship as an activity of corporate social responsibility. This focus will be made by checking the factors effecting the level of knowledge of the interns and the way they perceive the internship program of HSBC.

The report has four sections. The objectives of each section are illustrated under the relevant sections.

#### **Section 1: Topic: Internship Program of the Bank**

- To study the internship policy/plan as a CSR activity of the bank
- To review the procedure of recruiting interns
- To identify the system of training interns
- To identify the system of remuneration, evaluation and appreciation.

#### **Section 2: Topic: Learning and Feedback from the Program**

- To find out learning and feedback from the interns of the main office
- To analyze the level of improvement in the following areas in the interns from the internship course:
  - Communication Skills

- Work Relevant Knowledge
  - Corporate Culture
  - Hard Working Stamina
  - Professionalism
- To find out the problems they are facing
- To analyze their feedback
- To find out what can be done to improve this program

### **Section 3: Topic: Contribution of the internship on building the career**

- To find out about interns who got employed by the bank in the past three years
- To find out about the possible career opportunities for interns in the bank

### **Section 4: Topic: Findings and Conclusion**

- SWOT Matrix
- Recommendations

### ***SCOPE***

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- The focus of the study is the interns employed at different departments of the Dhaka Main office of HSBC. The choice of sampling in this way is justified by the availability of several departments at the same place and also a considerable number of the total intern population.
- Questionnaires will be used to find out the how the internship program has been working taking the feedbacks from the interns and using other data so as to work out a way of commenting on the type of policies to be taken to improve the program and or to hold on to the current level of success.
- There will be depth interviews of the managers, employees and interns for making the questionnaire as they are expected to have a better knowledge of the program.

## REPORT FALLACIES

- There are chances of generalizing the feedbacks from the several interns and assuming that each department is equally responsible for such feedbacks.
- There are chances of that the factors mentioned do not really have any influence on the efficiency of the program.
- There will be sampling in the survey and we would have to come up with a generalization of the situation for all the branches of the Bank. This generalization might be not true for a particular individual department that is out of the head office and is somewhat different from our sample elements. The results of our survey might not explain such cases.

## METHODOLOGY:

Data to be used for the report	Sources and methods of data Collection
HSBC internship policy	Human Resources Department
Number of interns employed at Dhaka Main Office	Human Resources Department's Internship List File using VLOOKUP
Interns' feedback of learning and experience	Questionnaire used to track the feedback of the interns employed at Dhaka Main office.
Details of interns who got employed (joining date, department, designation, method of application, university)	Human Resources Department's stuff list and the internship list for the years 2009, 2008, 2007 and using VLOOKUp in Excel.

### Tools to be used:

#### For Data collection:

- Questionnaire
- HR Records

#### For Analysis of Data:

- Microsoft Excel

*For Report Writing:*

- Microsoft Word

### ***HSBC Internship Policy:***

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HSBC's use of interns is encouraged for the following reasons:

- To help to cope with higher workloads during business peaks in the year.
- To provide the chance to see potential new recruits in the work environment.
- To help support the local community's education system and is line with the Bank's CSR activities.
- To provide a positive impression of HSBC to existing and potential customers and recruits.
- To give the chance to obtain feedback on our operations from outside parties.

All these positive points, however, require that continuous and special attention is paid to these temporary colleagues of HSBC staff and that they have a framework to manage these resources.

Many unsolicited CVs are regularly received from students, asking for an internship or work placement, normally in connection with their undergraduate studies. To date this has been a major source of interns.

However, HSBC is looking at a more proactive approach to managing this population within the Bank in order to ensure that it:

- Recruits interns with well qualified undergraduate or graduate students with all round skills.
- Provides students with a meaningful work experience that they can use for their career advantage.

- Ensures students receive a good introduction to HSBC and basic banking.
- Provides an atmosphere/experience that leaves departing interns with a positive impression of HSBC.

The following guidelines will apply:

1. A full CV is required. CVs received by the Managers, Department Heads etc. should be sent to HR and while recruiting interns CVs should be short-listed from this central database. This will ensure that all applicants to HSBC Bangladesh get equal opportunity for an internship.
2. A Department's need for an intern must be communicated in writing (Lotus Notes) to the functional head, outlining the purpose of work, skills and education or line manager. Upon endorsement by the functional head and approval by Manager Human Resources, CVs can be reviewed for suitability.
3. An HSBC standard criteria based interview with candidate(s) must be taken by an executive to assess suitability; and the standard interview form must be completed.
4. The candidate's file with CV, interview notes, references with the functional head's endorsement must be submitted to Manager, Human Resources for approval. To ensure quality minimum criteria should be met:
  - Minimum CGPA should be 3.00
  - Candidates should be from a reputed institute
  - Candidates should complete one year at university before applying for the internship program.
  - Candidates should not be related to anyone in the Bank.
5. Internship is provided for three months and will not be extended. If exceptionally an extension is required, it needs to be justified by the line manager in writing (Lotus Notes) and must have the functional head's approval. Internships must not under any circumstance exceed 6 months.
6. Internship program begins either on the 1<sup>st</sup> or on the 16<sup>th</sup> day of each month.
7. Current compensation is set at BDT 4,500.00 per month.

8. The interns must sign a copy of the Code of Conduct, on his/her first day. The intern will also be issued with an intern identity card for security purpose on the first day. The card must be returned to the HR department or the Customer Services Managers (in case of branches) after the internship tenure is over.
9. Two reference letters must be provided: one character and the other for education
10. The departments will advise HRM, the maximum number of interns they will take within a year in writing (LN) with the functional heads' approval. This will allow the department and HR to plan for the number of interns that can be recruited during the year. HR will also be able to respond to enquiries from universities and students regarding internships appropriately.
11. Each intern must have a supervisor who would review the research paper or project that the candidate report. Alternatively interns will be required to present a short presentation to at least 2-3 members of the Top Team at the end of the internship period to demonstrate their learning.

Exceptions to these rules will require DAK CEO or, in his absence, DAK COO's consent. All rules and guidelines will be reviewed periodically to ensure that they remain practical and do not create undue bureaucracy.

**On the Job:**

HSBC ensures that interns are not being "exploited"

On the first day the interns should be given a brief introduction of HSBC, its business principles and values and be briefed on the Fire Drill for the department by his/her supervisor/line manager. They should be advised of the need to produce a project report, at the end of their tenure, the quality of which could have, along with their on-the-job performance, a bearing on their consideration for future employment will be terminated.

The intern should not be allowed access to confidential information, nor cash or other security items and care should be taken when discussing strategic, customer or competitive issues in the presence of the intern. Bank's principle on Data Privacy is also applicable for the interns.

Interns are not permitted to access the online banking system.

Interns must be dressed smartly at all times and behavior should be as laid out for regular staff.

An intern is a possible recruit and will in any case provide to his/her fellow students and the community about HSBC conduct and professionalism.

Some elements of job rotation between different departments can be allowed (subject to HR approval), although preferably the intern should remain in the department for which he/she was recruited.

**Follow Up:**

A "Thank You" letter should be sent after receiving a copy of the report within one week of completion of the internship, in keeping with our position as the best service provider in Bangladesh. The letter should provide some feedback on the quality of the project report, where appropriate (if the report is particularly good).

A completed intern evaluation form and exit meeting comments should be passed to the Human Resources Department within one week of the intern's departure along with a copy of the intern's CV, contact details and the line manager's assessment of his/her acceptability (or not) for future employment (covering position/level). A copy of this file should be prepared and dispatched to Manager, Human Resources.



## ***Internship Program of the Bank***

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The Internship Program of HSBC involves three stages:

### **I. Recruitment:**

a) **CV Collection:** As discussed earlier, the recruitment process begins with the collection of Curriculum Vitae of graduate students. CVs along with a cover letter are encouraged but normally, only CVs are obtained from the applicants. These CVs come from different universities in various ways to the Human Resources Department of HSBC. The ways generally are:

- emails to the HR from different students and career services offices of department of various universities of all over the country
- walk-in by dropping CVs at the gate of the Dhaka main office
- passing the CVs through acquaintances working at HSBC. For instance: relatives, family friends, friends, clients, neighbors of the employees keep requesting them to refer their CVs to the HRD. It has happened that sometimes interns collect their friends CVs and pass it on to the HRD.

b) **CV Screening:** When the CVs are collected the actual recruitment process begins. Different departments of HSBC place requisitions with the HRD for interns based on the individual department's pressure of work and the completion of the internship tenure of the existing interns. Based on such requests the CVs are selected for interview. The major selection criterion is the Cumulative Grade Point Average (**CGPA**) of the applicants. If the CGPA is equal to or above **3.00**, the candidate is usually taken for an interview.

c) **Interview:** Several things have to be taken into consideration for arranging an interview.

The interview body has to be chosen. This body consists of one to two persons. They are usually the front-line employees and sometimes managers. The interviewees are to be informed of the interview in details including the date and time for their approval. After the appointment request with the interviewees is approved, the venue has to be given a booking for that specific time on the concerned date. The next stage of the process is rather structured and usually I, as an intern of the HRD have to follow it up. A spread sheet like the following has to be the prepared using Microsoft Excel.

Date:		Time:		Venue:	
Serial	Name	University	CGPA	Time	Mobile Number

While preparing the spread sheet, I am usually told to schedule each interview for 5 to 10 minutes. This spread sheet is then printed out and the candidates are called on their cell phones. They are informed of the interview, the date, the time and the venue. When these steps are properly done, the selected CVs are sent to the respective department's interviewers for review along with a print out of the above table.

On the day of the interview, the interview evaluation paper is sent to the venue for rating the different candidates. A copy of this evaluation form is provided in the appendix of the report. The form helps scoring the candidates on the following criteria:

- Appearance and Maturity
- Natural/Cognitive Ability
- Interpersonal Skills
- Work Ethics and Standards
- Communication Skills
- Motivation and Work Ethics
- Experience and Technical Skills

Once the interview is taken, the candidates who fall under good score range are granted an internship opportunity. The evaluation papers are attached with the respective CVs of the chosen candidates and send to the HR. My task is to prepare an internship offer letter stating the department and the date of joining for the new intern. The offer letter is signed by the Head of Human Resources Department and then two photo copies are taken of the letter. The new recruit is called to collect the offer letter at a convenient time before the internship period begins. When the fresh recruit comes to collect the offer letter, the first orientation session begins. First, the offer letter is given to the person and he is asked to sign on one of the two photocopies of the offer letter. The original offer, thus, goes to the intern and the photocopy with the signature remains with us, the HRD.

The “joining pack” is handed out to him or her and s/he is explained all the formalities that HSBC wants to be fulfilled. This pack includes the following:

- Code of Conduct: The Code of Conduct is a set of papers that includes all the clauses and conditions on the secrecy of the information that is confidential to the organization starting from the bank’s strategy to customer information. The new interns are asked to read them carefully and sign on each page of the Code of Conduct and thus accept all the rules and regulations of the organization.
- Emergency Contact Information forms: Two copies of the same form are a given to the intern: one for the use of the Human Resources Department and the other one for the use of the department the intern has been allocated to. The form is basically designed to take information of the people who are looking after the new intern and can be reached easily in case of any emergency.
- List of the required documents: These documents are:
  - Photocopy of the transcript/grade sheet/certificate: To verify the CGPA of the intern.
  - Photocopy of the National Identity card or Passport: To keep a proof of the person’s address and personal details.
  - Code of Conduct (properly completed):

- Emergency Contact Information Form (properly completed)
- Reference (Education): This is issued by a teacher of the institute the intern comes from under the letter head of the respective institution.
- Reference (Character): This is issued by any person other than the intern's teacher or parents under a letter head of the organization the person works at.
- Check List: This is another form that is designed to take the overall information of the intern. It gives a quick detail of the intern including the name, address, contact number, CGPA, University, Names of the referees along with their respective designation and the organization they come from, the department s/he is assigned and the date of joining. A copy of this check list is included in the appendix.

After explaining an intern the joining pack, he is asked to report to the HRD with all the necessary documents at 10:30 in the morning on the date of joining.

On the day of joining, at 10:30, the intern reports at the HRD reception with all the documents. All the documents are checked and verified at HRD and when approved, the intern is given an ID card to wear at all times at the office and is asked to report at the respective department.

**Exceptional Cases:** If in case the internship is in places other than Dhaka like in Chittagong or in Sylhet, the offer letter, one photocopy of the offer letter along with a joining pack is sent for dispatch to the relevant place. From the HR Dhaka Office, we inform the selected intern of the internship opportunity and ask him or her to contact his or her local HSBC office for the offer letter and formalities.

In case, if the transcript shows that the CGPA is below 3.00, the offer is taken back. The internship is discontinued.

In case, if the chosen person shows a lack of interest in HSBC or has gotten a permanent job or is interested elsewhere, the offer is taken back and is listed as offer rejected.

In case, if the candidate is having problems in joining on the date mentioned in the offer letter for instance, examination being on that date or unavoidable circumstances, a request letter has to come from the applicant to revise the date of joining in the offer letter.

In case, if a candidate cannot provide a transcript, he is asked to provide the HRD a letter from one of his teachers of the university stating the candidate's name, ID, number of credits completed and the current CGPA.

**II. Documentation:** The documents of the interns have to be filed properly.

- a) **Filing:** There are four files for intern documents: one Blue File and three Black Files. The Blue File, "New joiners" is for new joiners, the first Black File, "Internship File 1" is for the interns who have completed their first month, the second Black File, "Internship File 2" is for those who are completing their third month of internship and the last Black File, "Internship File Completed" is for those who have completed internship in the last month. There is a particular way in which the new joiners' papers have to be arranged and filed. The *checklist* is kept on the top followed by the *photocopy of the offer letter* with the intern's signature and then the **cover letter**, *CV*, *Evaluation Form*, *References (Education and Character)*, *the transcript* and the *national ID's photocopy*. The papers are arranged and stapled together to form a **record** and kept in a punch file, the Blue File. While one photocopy of offer letter goes into the intern's file the other one goes to the salary file. Salary file is basically a very simple file prepared every month with the photocopies of the offer letters of the new joiners with a fly sheet on top containing the names, departments and contact numbers of the interns; all arranged sequentially according to the dates of joining. Following is the layout of the fly sheet.

NEW JOINERS FOR (October 2009)				
SI	DEPARTMENT-BRANCH	INTERN NAME	JOINING DATE	CONTACT NUMBER
1	PFS DGU	Aiman Ahmed	1-Oct-09	96658123
2	CCR DAK	Sakatur Rahman	1-Oct-09	01717135841
3	PFS DUT	Anik Islam	3-Oct-09	01816923547
4	NSC DAK	Nafisa Ara	5-Oct-09	01916651338
5	CMB DAK	Samira Islam	7-Oct-09	01659412699
6	CMB CHG	Nafiz Ahmed	15-Oct-09	01581336931
EXTENSION FOR (October 2009)				
SI	DEPARTMENT-BRANCH	INTERN NAME	JOINING DATE	ENDING DATE
1	PFS DGU	Ahmed	1-Jun-09	1-Jul-09
2	CCR DAK	Rahman	10-May-09	9-Jul-09
DISCONTINUED FOR (October 2009)				
SI	DEPARTMENT-BRANCH	INTERN NAME	JOINING DATE	DISCONT. DATE
1	PFS DGU	Rahshed	1-Sep-09	1-Oct-09

*Private and confidential information has been concealed)*

This file is used to make inputs into two major data bases in MS Excel: Internship List and Payroll. Details of these files are discussed later in the report.

After the payroll of each month, the records are shifted from one file to the next based on the extent of the completion of the tenure of the internship. Besides these files, there are few more files: Internship Offer Rejected, Internship Discontinued, Internship Applications and CVs, Rejected CVs.

b) **Data Base:** Besides documentation of papers or filing, in order to keep records of all the interns it is of equal importance for HSBC to keep a database in soft-copy format in its computers. Keeping a database for every intern is treated as important as keeping the same for any full time employee. Basically, there are two bases:

- i. **Internship List:** This is an Excel workbook or spreadsheet where all the interns are listed according to the date of their joining. This is the place each intern receives a unique ID. The ID is basically created manually following a simple rule.

There are eight characters in the ID. The ID begins with the first letter “I” that stands for the word “intern” and followed by the last two numbers of the current year; for example for the year 2009, “09” will be the next two characters in the ID. Following the year code the next two characters are taken from the number of the month of joining. If, for instance an intern joins in the month of **November**, the month code will be **11**. Finally, the last three characters will be for the serial number of the intern according to the date of joining. Therefore, the **first** intern joining on **01 November 2009** gets the ID as: **I 0911001**. The date of joining is taken just as the date on the offer letter issued by the HRD and again, the End of Internship Date is calculated based on the period of internship granted by the HRD. This period can be 6 weeks or 12 weeks based on the requirement of both the department and of the intern. Following is a layout of the list.

MONTHLY INTERN LIST						
OCTOBER	SI	ID	DEPARTMENT-BRANCH	INTERN NAME	JOINING DATE	END OF INTERNSHIP
	1	I 0910001	PFS DGU	Aiman Ahmed	1-Oct-09	30-Dec-09
	2	I 0910002	CCR DAK	Sakatur Rahman	1-Oct-09	30-Dec-09
	3	I 0910003	PFS DUT	Anik Islam	3-Oct-09	1-Jan-10
	4	I 0910004	NSC DAK	Nafisa Ara	5-Oct-09	3-Jan-10
	5	I 0910005	CMB DAK	Samira Islam	7-Oct-09	5-Jan-10
	6	I 0910006	CMB CHG	Nafiz Ahmed	15-Oct-09	13-Jan-10
NOVEMBER	SI	ID	DEPARTMENT-BRANCH	INTERN NAME	JOINING DATE	END OF INTERNSHIP
	1	I 0911001	HRD DAK	Raihan Ahmed	1-Nov-09	30-Jan-10
	2	I 0911002	GPA DAK	Ataur Rahman	2-Nov-09	31-Jan-10
	3	I 0911003	CSDDUT	Anika Islam	3-Nov-09	1-Feb-10
	4	I 0911004	NSC DMO	Sifat Ara	4-Nov-09	2-Feb-10
	5	I 0911005	HRD DAK	Saima Islam	5-Nov-09	3-Feb-10
	6	I 0911006	CMB CHG	Humayra Ahmed	6-Nov-09	4-Feb-10

*(Private and confidential information has been concealed)*

This list has all the list of all the interns joining in any branch or office of HSBC in a particular year. Besides the comprehensive list, this file also contains a particular worksheet dedicated to illustrating the number of interns recruited in a given month of a year are males and females and in which department they have been allocated to. The data in this file is arranged in such a way that the totals can be cross-checked by comparing the total of every individual department in the horizontal row with the grand

total for the total number of interns recruited each month. In the following illustration is the date base for the year 2009. Here the shaded figures are the values that can be cross-checked.

Months	Female	Male	Total	Female on Total	Male on Total	PFS	OPPS	CMB	CRM	TSRY	FCD	CCD	GPA	HR	Total
January	10	11	21	47.62%	52.38%	8	5	5	1			1		1	21
February	8	4	12	66.67%	33.33%	3	2	6	1						12
March	7	3	10	70.00%	30.00%	5	0	2	1		1		1		10
April	6	10	16	37.50%	62.50%	4	3	5	2			1		1	16
May	8	8	16	50.00%	50.00%	8	3	4	0				1		16
June	10	13	23	43.48%	56.52%	6	5	7	1		2	1	1		23
July	2	8	10	20.00%	80.00%	4	1	2	1					2	10
August	17	10	27	62.96%	37.04%	11	4	9	2				1		27
September	8	6	14	57.14%	42.86%	7	0	5	0		2				14
October	14	8	22	63.64%	36.36%	7	2	6	2		1	1	1	2	22
November	8	6	14	57.14%	42.86%	3	3	3	4				1		14
December	7	12	19	36.84%	63.16%	8	0	9	0	1	1				19
Total	105	99	204	51.47%	48.53%	74	28	63	15	1	7	4	6	6	204
															204

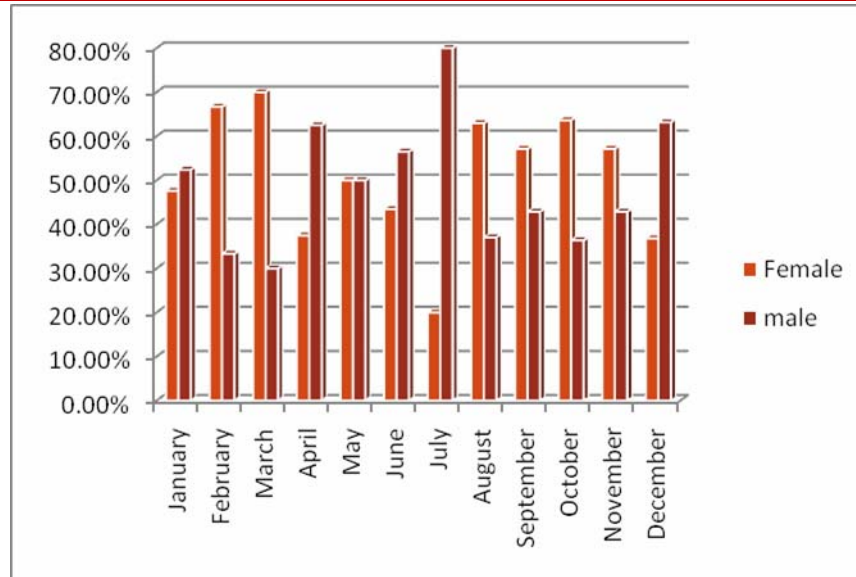
This data base is particularly helpful to find out the diversity of the interns in terms of gender and allocation into various departments. In the following part of the report is on analysis that has been done in order to find out the intern recruitment and allocation pattern.

### Analysis: Diversity in terms of Gender.

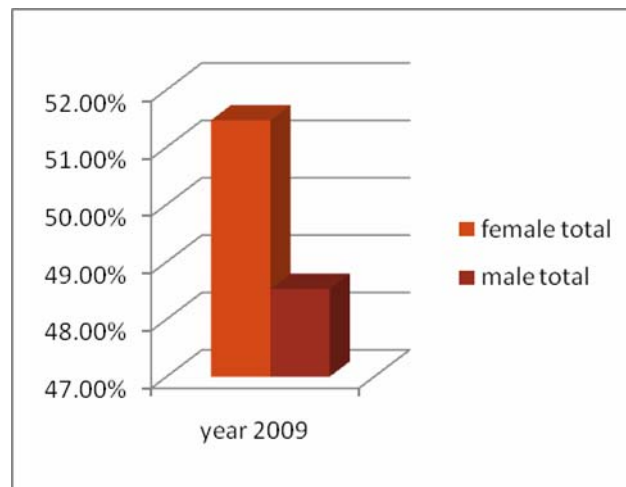
The bar chart below shows the discrepancy in the number of in the employment of male and female interns during each month. In most of the months of the year 2009, the intake of female interns exceeded that of male interns. The exception months were April, June, July and December, when the number of male inters exceeded that of the females.

### Male Female ratio: Bar Chart



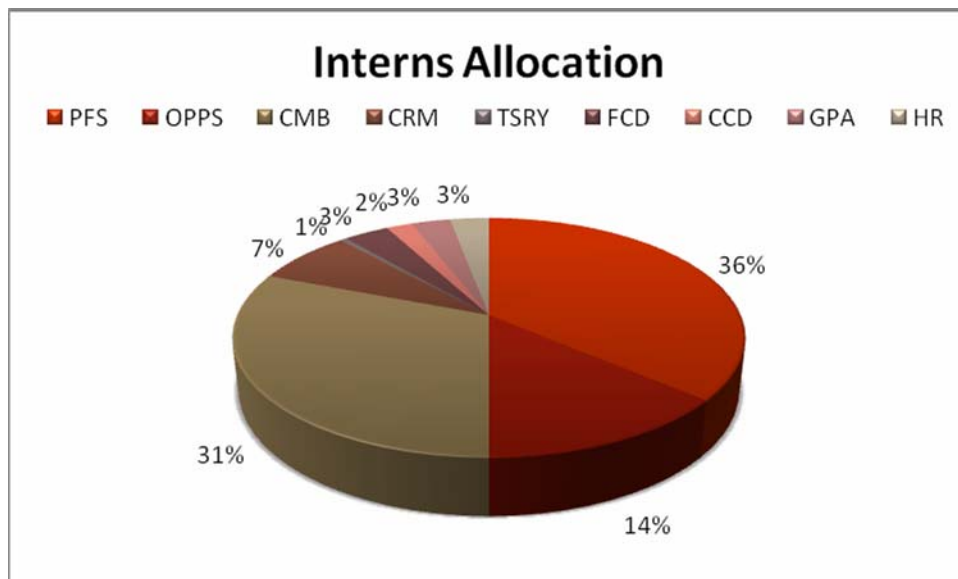


The graph below shows the cumulative discrepancy in the employment of the two genders. The employment of females is 3 percent more than that of males in the year 2009.



**Analysis: Department Allocation: Pie Chart**

This chart shows the percentage of the total interns allocated for each department. According to the data and the chart, the highest percentage of the total intern has been allocated to PFS or Personal Financial Services Department and the second highest place is taken by CMB, or Corporate Banking Department. This, in addition, also explains why the number of females is greater than the number of males. In the PFS and CMB Departments, most of the activities are customer-facing and front-end and in doing such activities most banks and organizations find it convenient to employ women. Thus when the highest number of employment is in such departments, then there are possibilities that there is a tendency of recruiting more female interns than preferring males. Moreover, PFS and CMB are two very large segments of HSBC Bangladesh. Both the Departments have several wings working together and coordinating every now and then.



After preparing this database, the information is used to make the payroll file.

**ii. Salary File (Spread Sheet):**

*(Private and confidential information has been concealed)*

Dhaka														Total	
New Joiners in November 2009															
SL	INTERN ID	DEPARTMENT-BRANCH	INTERN NAME	BASIC	JOINING DATE	END OF INTERNSHIP	REMARK	pro rata (IN DAYS)	SALARY	ACCOUNT NAME	I/E TYPE ITEM	COST CENTRE	CR		
1	I 0911001	HRD DAK	Raihan Ahmed	4500	1-Nov-09	30-Jan-10		30	4500	Non Bank Staff	SLR/NBS	001-240-00	CASH		
2	I 0911002	GPA DAK	Ataur Rahman	4500	2-Nov-09	31-Jan-10		29	4350	Non Bank Staff	SLR/NBS	003-165-00	CASH		
6	I 0911006	CMB CHG	Humayra Ahmed	4500	6-Nov-09	4-Feb-10		25	3750	Non Bank Staff	SLR/NBS	003-978-00	CASH	12600	
Continuing-DHAKA															
SL	INTERN ID	DEPARTMENT-BRANCH	INTERN NAME	BASIC	JOINING DATE	END OF INTERNSHIP	REMARK	pro rata (IN DAYS)	SALARY	ACCOUNT NAME	I/E TYPE ITEM	COST CENTRE	CR		
7	I 0910001	PFS DGU	Aiman Ahmed	4500	1-Oct-09	30-Dec-09		30	4500	Non Bank Staff	SLR/NBS	001-365-00	CASH		
8	I 0910002	CCR DAK	Sakatur Rahman	4500	1-Oct-09	30-Dec-09		30	4500	Non Bank Staff	SLR/NBS	002-659-00	CASH		
9	I 0909002	PFS DUT	Kabir	4500	2-Sep-09	1-Dec-09		30	4500	Non Bank Staff	SLR/NBS	003-165-00	CASH		
10	I 0909003	NSC DAK	Mehrab	4500	3-Sep-09	2-Dec-09		30	4500	Non Bank Staff	SLR/NBS	003-978-00	CASH		
11	I 0909004	HRD DAK	Majumder	4500	4-Sep-09	3-Dec-09		30	4500	Non Bank Staff	SLR/NBS	002-365-00	CASH	22500	
Completing-DHAKA															
SL	INTERN ID	DEPARTMENT-BRANCH	INTERN NAME	BASIC	JOINING DATE	END OF INTERNSHIP	REMARK	pro rata (IN DAYS)	SALARY	ACCOUNT NAME	I/E TYPE ITEM	COST CENTRE	CR		
12	I 0910003	PFS DUT	Anik Islam	4500	3-Aug-09	1-Nov-09		1	150	Non Bank Staff	SLR/NBS	001-369-00	CASH		
13	I 0910004	NSC DAK	Nafisa Ara	4500	5-Aug-09	3-Nov-09		3	450	Non Bank Staff	SLR/NBS	002-365-00	CASH	600	
Extension-DHAKA															
SL	INTERN ID	DEPARTMENT-BRANCH	INTERN NAME	BASIC	JOINING DATE	END OF INTERNSHIP	REMARK	pro rata (IN DAYS)	SALARY	ACCOUNT NAME	I/E TYPE ITEM	COST CENTRE	CR		
14	I 0910006	CMB CHG	Nafiz Ahmed	4500	15-Oct-09	12-Feb-10		30	4500	Non Bank Staff	SLR/NBS	003-156-00	CASH	4500	
Discontinued-DHAKA															
SL	INTERN ID	DEPARTMENT-BRANCH	INTERN NAME	BASIC	JOINING DATE	END OF INTERNSHIP	REMARK	pro rata (IN DAYS)	SALARY	ACCOUNT NAME	I/E TYPE ITEM	COST CENTRE	CR		
15	I 0909001	CCR DAK	Rejwana	4500	20-Sep-09	9-Nov-09	left for abroad	9	1350	Non Bank Staff	SLR/NBS	002-365-00	CASH	1350	
Sylhet															
SL	INTERN ID	DEPARTMENT-BRANCH	INTERN NAME	BASIC	JOINING DATE	END OF INTERNSHIP	REMARK	pro rata (IN DAYS)	SALARY	ACCOUNT NAME	I/E TYPE ITEM	COST CENTRE	CR		
16	I 0911005	HRD DAK	Saima Islam	4500	5-Nov-09	3-Feb-10		26	3900	Non Bank Staff	SLR/NBS	007-169-00	CASH	3900	
Chittagong															
SL	INTERN ID	DEPARTMENT-BRANCH	INTERN NAME	BASIC	JOINING DATE	END OF INTERNSHIP	REMARK	pro rata (IN DAYS)	SALARY	ACCOUNT NAME	I/E TYPE ITEM	COST CENTRE	CR		
17	I 0911003	CSD DUT	Anika Islam	4500	3-Nov-09	1-Feb-10		28	4200	Non Bank Staff	SLR/NBS	001-520-00			
18	I 0911004	NSC DMO	Sifat Ara	4500	4-Nov-09	2-Feb-10		27	4050	Non Bank Staff	SLR/NBS	009-601-00			
								TOTAL	8250						
DRIVERS' SALARY															
SL	EXECUTIVE		DRIVER NAME	BASIC	ALLOWANCE	OT RATES	OT HRS	OT TOTAL	TOTAL	ACCOUNT NAME	I/E TYPE ITEM	COST CENTRE	CR		
									0					0	
								GRAND TOTAL	45450	BDT FOURTY FIVE THOUSAND AND FIFTY					45450

A spreadsheet, like the one above is prepared every month and is referred to as the Salary File. As it can be seen, the file has eight parts and out which **seven** are for interns and the last one is for drivers which is not of our concern and hence the part is kept null.

In the first section of the file, all the new joiners have been included from the Internship List file and then according to their dates of joining the number of days worked has been calculated. In this calculation, there are certain assumptions made:

- The month is considered as to be of 30 days. This applies that even if the month is of 31 days or of 28 days, the month will be considered to be as of 30 days.
- The weekends, holidays, late attendance and absenteeism are not considered

Criticisms of this calculation can be that the process is carried out manually which has possibilities of errors and the above points should be taken into some consideration. Once the day is calculated the salary amount is worked out on pro rata basis using the Excel. Like all expenditure items, the intern salary is categorized under account name "Non Bank Staff

Account”, as “SLR/NBS” item. Every month this salary expenditure is debited in the unique cost centers of the respective department of every individual intern. Consequently, the cash account is credited. When these cells are filled up with appropriate data the total is calculated and written beside the first part. Hence, in case of November 2009, the new joiners will be paid BDT 12600.

In the second part, all the interns who joined in the previous two months to the current month (in this case, for November 2009, the continued section will hold the interns joining in October 2009 and September 2009) are included. Again the total for the second set of interns is calculated and is written beside.

In the next two parts: Discontinued and Extension, the date of end of internship is obtained from the department of the discontinuing or extending interns through a Lotus Note to the HR. The rest of the steps will remain as they have been.

The Sylhet and Chittagong interns are listed similarly as Dhaka interns except that the account for cash disbursement for Chittagong Interns is not credited by the Dhaka Office. Sylhet’s interns, on the other hand, are paid from Dhaka and thus the cash account is credited for them. Thus while calculating the total cash disbursement for intern salary, the Chittagong expense is not considered.

The total can be cross-checked: comparing the salary column total with the total column grand total. This file is also very useful for printing out the pay-slips which will be discussed in the following.

**Vouchers:** In every month, on the day of payroll, debit vouchers have to be issued for every single intern in the salary file. The process is manual and time consuming.

The voucher includes the following fields:

- Name of the Account: *Non Bank Staff*
- I/E type: *SLR/NBS*

- Cost Centers
- Salary Amount
- HR Head/HR Manager's Signature
- HR Officer's Signature
- Note: *Please pay cash to the HR Officer*

The last item "Note" is written in order to obtain cash presenting these vouchers to the cash payment department of the Bank. The cash is disbursed by the Payments and Collection Department run by Personal Financial Services (PFS).

**Pay-slip:** This is to keep a proof of the payment of salary to the intern by the HRD. Hence for every intern a Pay-Slip has to be generated. This process, unlike voucher writing, is automated. As mentioned earlier, the salary file is used to make Pay-Slips. The Intern Name, ID, Department and the Salary amount is taken from the "Salary File" and are placed in a separate Excel Sheet. In MS Word, a particular format or rather a layout is prepared for the pay slip and then the new Excel sheet is merged with the layout. Thereby, for all the interns separate pay-slips are generated.

When interns are paid, they calculated the salary, sign the pay slip and return the slip to the HRD. At the HRD, the slips are piled and then attached to the internship document file of the respective interns. This makes a record of the amounts the interns have been paid while doing internship at HSBC.

- iii. **Conclusion of Internship:** At the end of the internship, according to the norm or rule, the intern submits a report on the internship first to the department he or she has worked for. The manager or his chosen personnel checks the report and gives feedback on any relevant modifications. After approval of the department, the report is sent to the HRD for the issuance of a Thank You letter. The report is kept separately and the letter is typed and printed out and signed by the head of HR for the intern. Before

handing out the letter, it is photocopied and kept with the respective internship documents of the interns as a proof of report submission by the intern.

**Development:**

As students come out of the university and join the corporate world, they face new environment of learning and building their career. Internship gives them a practical overview of the business world in a nut shell. Internship is counted as an experience everywhere because it endeavors to enrich the learning curve. However, not all internships are the same. There are exceptions in the quality of knowledge both positively and negatively.

Hence in order to find about the knowledge the interns are gaining, a survey is conducted. A questionnaire is prepared in order to obtain feedbacks from the survey sample (please find a copy in the following page and the original ones in the appendix). As mentioned earlier, a sample of 16 interns has been randomly chosen from the different departments of HSBC Head Office. The questionnaire has been reviewed by the Human Resources Manager and with his consent and approval the research has been carried out within the office premises. The results from the questionnaire are tabulated in the later part of the report.

**Objective:** This Questionnaire has been prepared to take your feedback from your internship with HSBC. Please be honest with the information as it will be used to prepare a report. Your information will be handled with care and privacy

INTERNSHIP									
Date:					Serial No:				
Sex: Male/Female					Date of joining				
Department					Supervisor				
University					Source of CV				
List the things that helped you in developing yourself in the following area									
Communication skills:									
increased		decreased		no change					
Reason(s):									
Work relevant knowledge									
increased		decreased		no change					
Reason(s):									
Corporate Culture:									
increased		decreased		no change					
Reason(s):									
Hard Working Stamina:									
increased		decreased		no change					
Reason(s):									
Professionalism:									
increased		decreased		no change					
Reason(s):									
Others:									
Would you like to join Banks after internship?									
				yes		no			
if yes:									
Local Banks				reason					
Multinationals				reason					
HSBC				reason					
If no:									
What are the things you appreciate in the HSBC internship program?									
What are the things you do not appreciate in the HSBC internship program?									
How do you think HSBC can improve the program?									
Any Comments?									

Serial No:	Communication skills:	Work relevant knowledge	Corporate Culture:	Hard Working Stamina:	Professionalism:
1	1	1	1	1	1
2	1	1	1	1	1
3	0	1	1	1	1
4	1	1	1	1	1
5	1	1	1	1	1
6	1	1	0	1	1
7	0	1	1	1	1
8	1	0	1	0	1
9	1	1	0	1	1
10	0	1	0	1	1
11	1	1	1	0	0
12	0	1	1	1	0
13	0	1	1	1	1
14	1	1	1	1	1
15	1	1	1	1	1
16	1	1	1	1	1
Total	11	15	13	14	14

Serial No:	Banks		Local Banks		MNCs		HSBC	
	yes	no	yes	no	yes	no	yes	no
1	1			1	1		1	
2	1			1	1		1	
3	1			1	1			1
4	1		1			1		1
5	1			1	1		1	
6	1			1	1		1	
7	1			1	1		1	
8		1						
9	1			1	1		1	
10	1			1	1		1	
11	1		1			1		1
12	1			1	1		1	
13	1			1	1		1	
14	1			1	1		1	
15	1			1	1		1	
16	1			1	1		1	
Total	15	1	2	13	13	2	12	3

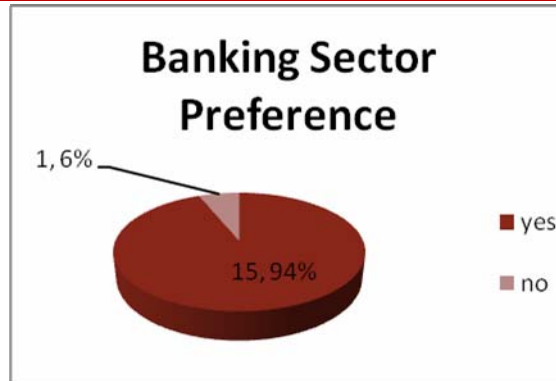
While making the questionnaire, the following skills have been considered in order to assess the level of learning: Communication Skills, Work Relevant Knowledge, Corporate Culture, Hard Working Stamina and Professionalism. The Result shows that the hard working stamina has increased the most and the communication skill is the one lagging below in the average.





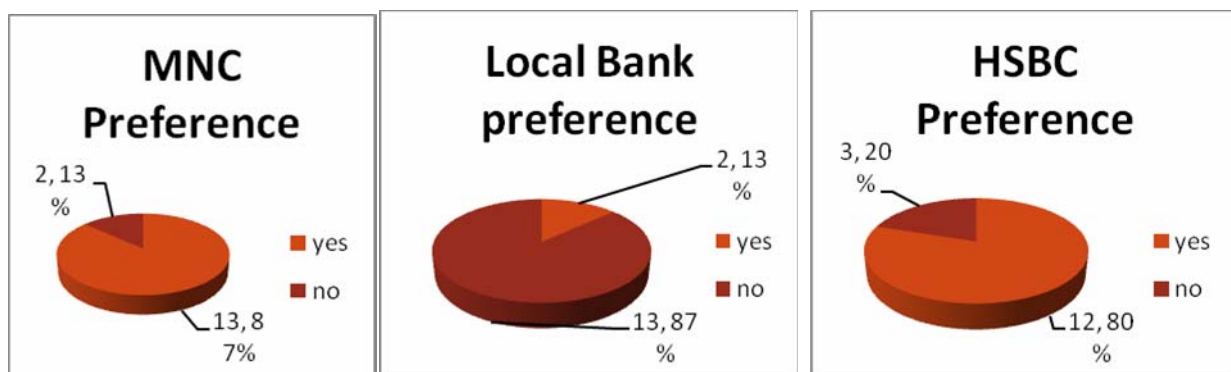
**Reasons for less communication:** Not all the interns are required to interact frequently with other departments and customers. According to the people who said their communication skills did not improve, they are usually given to do desk work like: arranging files, typing letters, checking documents etc. and these works do not involve much of interaction with people. Hence, interns other than those who are in the PFS department are less likely to develop better communication skills. Another point to be noted here is that in the banking sector employees are usually too busy with their own work to spend much time socializing. Whenever there is any chance or necessity to interact or socialize with fellow colleagues they prefer to do so with their full time colleagues and not with the interns. Hence, the interns are alienated from the HSBC team socialization. In addition to the point made there is one more issue to be taken into consideration. According to the HSBC internship policy, the interns are not supposed to get any wind of the strategies developed within the Bank and this can one of the reasons why the staff members prefer to limit interaction with the interns.

Besides facilitating the information about knowledge levels, the questionnaire also tries to bring out how the interns feel about the opportunity they have been given. In the questionnaire they are asked if they would like to join banks after internship and the result is:



6% or 1 out of 16 people interviewed in the sample said “No” while the rest showed interest in Banks. Basically, such response has been obtained due to all the students for being from the Finance background with exception of only one intern who is from the Marketing background. Banking sectors seems to be the best place to build their career in the financial sector. Moreover, Banks give lucrative facilities, benefits, rewards and status to their employees.

As an extension of the question on interest in the Banking Sector, the questionnaire also tried to find out how many of these people interested in banks would like to work with the Local Banks and how many them would like to work for Multinational Banks, if they want to work with MNC banks, whether they would be interested to work with HSBC and the results are as follows:



From the 15 people interested in banks, 2 are interested in Local Banks over multinational banks and out the 13 interested people interested in foreign banks, 12 or 80% are willing to work with HSBC.

Hence, most of the interns would like to work with multinational banks and one of the most lucrative options for them is HSBC; the reasons are in the following:

- International exposure through geographical mobility in the banking sector
- Status as an employee of a renowned multinational bank
- Prosperous career opportunity in any other competitive banks in the country
- Praiseworthy Corporate Environment and Corporate Practices
- Systematic approach of doing work

#### **Possible Career Opportunities in HSBC:**

One of the advantages of being an intern in HSBC is the scope of finding career growth in Banking Sector. HSBC prefers to recruit from internal staff; majority of this staff is the interns. Whenever, there is an **internal vacancy** in HSBC, CVs are encouraged to come from the interns seeking for career growth. Once an intern is preliminary selected after a short-listed interview, the intern is required to appear for a written test as a formal requirement of the recruitment system. This test is called the Personnel Battery Test. Besides the job applicant other interns, if they are considered to as bright and eligible candidates are also encouraged to take the test and if they do well, they are considered for a suitable placement. Before appearing for the test the examinees are given a practice leaflet to get familiar with the type of questions they will be asked. (Please find a copy of the practice leaflet in the appendix).

**Personnel Battery Test:** The Personnel Test Battery is made up of a number of tests.

- Tests are used by HSBC when people apply for jobs
- The tests help to decide if someone has the skills needed to do the job
- A practice leaflet is given to the candidates to help them prepare.
- The results are kept confidential.

The tests in the battery look at the following aptitudes:

- Spelling, grammar and understanding written information
- Doing quick and accurate calculations

- Checking material quickly and accurately
- Following rules and instructions
- The ability to estimate numerically
- The ability to check the accurate recording of new data onto a computer, where the information has been re-ordered.

**Number of interns who got jobs:**

The number of interns who got jobs in the year 2009 has been obtained using VLOOKUP in Microsoft Excel and comparing the two major Excel files: one of them is the Internship List which has been discussed about in details earlier in the report and the other file is the “Staff List” where the names and other relevant details of every member of the HSBC staff are present. Using VLOOKUP, the Staff List was scanned for names that were common in the Internship List and the result shows that in the year 2009, **twelve** interns from different departments and offices of HSBC got employed as full time employee. (Please find a print-out of the Excel file where VLOOKUP has been used in the appendix).

In doing this scan, an interesting point has been noticed. Please consider the following table.

Month (in 2009)	Number of Employment
January	5
March	1
April	2
May	1
June	1
September	1
December	1

The highest number of employment is made by HSBC in the month of January. Working with the Human Resources Department, I have learnt that at the beginning of the year all the departments require head counts according to the number of resignation and prospects for growth and future projects.

### **Findings and Recommendations:**

#### **Findings:**

Strengths of the Internship Program: The survey revealed the following strengths:

- Co-operative and friendly environment
- Wide range of Learning Opportunities
- Excellent way of knowing about a giant Multinational Bank
- Exploration of Job opportunities within the Bank
- Scope of networking
- Value addition of the CVs of the interns
- Place for building future references
- Wise CSR activity of the Bank

#### **Weaknesses:**

- Less allowance, no benefits and less salary for interns
- Extra load of work on interns compared to other banks
- They have to do the work of a messenger
- Not treated as a part of HSBC team
- Lack of structured manner of training interns/ Confusing, unclear, conflicting instructions from supervisors
- Occasional ill-treatments from co-workers/managers/supervisors
- Lack of helpful comments when working as a new joiner

- Poor selection of interns: poor grade or low CGPA students, lacking communication skills and minimum knowledge of computer and banking, lazy and de-motivated,
- Late hours of work for females
- Discouraging colleagues
- Too much of joining formalities for internship
- Too much to wastage of resources particularly stationary like papers and inks in printer and photocopier while the interns learn by making errors.

**Opportunities:**

- Way of taking a close look of the fresh graduates, their skills, talents and creative views and recruiting the best ones to work for the Bank.
- Increasing contributions to young Female work force as a claim on the contribution of an MNC to the hosting country.

**Threats:**

- Competitive banks like Standard Chartered are taking the best students, paying them better and are very careful with internship recruitment
- Competitive banks spend less time in face to face interview and prefer to choose the interview candidates from CV screening and interviewing over the phone.
- Local Banks like Prime Bank is starting recruiting new staffs internally from interns as their only method of employing at the entry level in order to cut off costs.
- In MNCs like BATB, interns can join as Management Trainee (MT) whereas there is no such position call MT in HSBC.
- In local banks like Prime Bank, the internship report is carefully varied by the department and feedbacks are given which is of little importance in HSBC.

**Recommendations:**

- Special training facilities and orientation for interns

- Better allowance and salary like overtime payments
- Taking updates on the career plans of the interns and the progress on their reports
- According to the internship policy, the interns were supposed to make presentations to at least two members of the Top Team. Since the Top Team members are usually busy with the day to day banking affairs, no presentations are arranged at all. This is not a fulfillment of the internship policy and to be up to the mark, regular presentation to at least a handful of department staffs on the learning and feelings should be allowed.
- Exit interviews should be arranged at the end of an internship in order to find out what the intern feels about the Bank since this intern will talk about his or her experience here in the community he or she belongs.
- Interns should be given better place and equipment to work. At the minimum a computer, a table and a comfortable chair should be allocated to interns so that they can work all day without too much of strain
- Interns should be allowed to socialize and build networks.
- The internship report must be well verified and the thank letter must provide a feedback on the value of the report.
- Proper screening of interns during interview must be emphasized specifically. Besides evaluating interns on a SHL screening sheet (as discussed earlier), other methods of evaluation and screening should also be considered. For instance, the form in the following page for ability tests can be used to score a candidate on the listed skills and then they could be taken for some practical examinations for proving the basic requirements of an intern like: typing skills, ability to work under pressure and ability to understand the instructions and to socialize with colleagues. Interns should be kept on probation for at least two weeks as said in the internship policy. Their work and performance must be accredited and the HRD should maintain a book of follow-up of this process since the Bank is spending figures in hundred thousand for paying these interns every month.

## Capability Based Interview

Date:

Candidate:

Interviewer:

### Driving Business Vision and Brand

		1	2	3	4	5*
1	Future Orientation					
2	Aligned Strategic Thinking					
3	Differentiating HSBC's Business and Brand					
4	Driving Change and Innovation					

### Business Judgment

5	Judgment and Decision Making					
6	Entrepreneurial and Business Thinking					

### Leading Performance

7	Inspiring Trust					
8	Driving Execution and Performance					
9	Inspiring and Developing Others					
10	Championing Challenge					

### Customer Drive

11	Building Customer Loyalty and Satisfaction					
12	Winning New Customers					

### Working with Others

13	Building Relationships and Listening to Others					
14	Valuing Diversity					
15	Influencing Others					
16	Managing Collectively					
17	Sharing Knowledge and Fostering Open Communication					

### Drive, Commitment and Personal Development

18	Continual Learning					
19	Driving Self to Achieve Collective Goals					
20	Adaptability					

\*The Rating Scale

1. Extraordinary strength
2. Highly Proficient
3. Proficient and competent
4. Minimum Development Required



5. Needs development

*Reference:*

[www.hsbc.com.bd/](http://www.hsbc.com.bd/)

*Special Thanks to:*

**Mr M Rezaur Rahman,**

**Manager, Human Resources Department**

**HSBC Bangladesh**