Report On

Developing a Competency Framework: Elevating HR Practices at BRAC Bank PLC

By
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An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of
Bachelor of Business Administration

BRAC Business School
BRAC University
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Declaration

I hereby declare that:

1. The submitted internship report titled **"Developing a Competency Framework: Elevating HR Practices at BRAC Bank PLC"** is my original work, completed as part of my studies at BRAC University.
2. This report does not contain any material previously published or written by a third party, except where proper citation and referencing have been made.
3. The report does not include any content that has been accepted or submitted for any other degree or diploma at any other university or institution.
4. I have duly acknowledged all sources of assistance and guidance utilized in preparing this report.

I affirm the authenticity and integrity of the information provided in this report.

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Subject: Submission of Internship Report on “Developing a Competency Framework: Elevating HR Practices at BRAC Bank PLC”

Dear Sir,

I am pleased to submit my internship report titled “Developing a Competency Framework: Elevating HR Practices at BRAC Bank PLC.” Under your guidance and mentorship, I have successfully completed this report, which has been an insightful and rewarding experience.

During my three-month internship as an HR intern at BRAC Bank PLC, I acquired practical knowledge and experience in HR operations within a corporate environment. This report is a reflection of my learning and observations throughout the internship period.

I am grateful for your continuous support and valuable feedback during this process. Please do not hesitate to contact me for any further details or clarifications regarding this report.

Respectfully Yours,

Zahidur Rahman

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Date: January, 2025

Non-Disclosure Agreement

This agreement is established between BRAC Bank PLC and Zahidur Rahman, the undersigned student from BRAC Business School, BRAC University. I, Zahidur Rahman guarantee that this report will not disclose any confidential information that could be detrimental to BRAC Bank PLC.

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Zahidur Rahman

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BRAC Bank PLC

Acknowledgement

I would like to express my deepest gratitude to all my supervising HR division team of BRAC Bank PLC, specifically for giving me this opportunity to pursue the internship. Thanks to my internship supervisor Shamim Ahmed Sir for his guidance and support throughout the journey.

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I would also like to take this opportunity to express my deepest gratitude towards the faculty members of BRAC University, who have taught and aided me in acquiring a solid foundation of learning to apply theoretical knowledge to practical cases.

Last but not least, the support and encouragement from my family members, and their confidence in my capabilities have been truly motivating and inspiring throughout this journey.

And to everyone else not mentioned yet who have made my skills and thinking improve during this internship, thank you so much.

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Executive Summary

This report reflects my internship experience in BRAC Bank PLC, specifically in the HR division and reports my involvement in the development of Human Resources Competency Framework under 'Project Adroit. As a result, the aim of this initiative was to bridge the HR practices of the bank to global standards while adapting them to suit the Bangladeshi corporate landscape. This involved qualitative research - primary and secondary data-method, inspired by the T model from AIHR and the consultancy practices of Deloitte Limited. It investigates the banking sector of Bangladesh as a whole and an overview of BRAC Bank PLC, including mission and vision along with the organizational setup that are significant in regards to evolving the framework. It is a demonstration of the bank's global membership, values and corporate philosophy of People, Planet, Prosperity. This report describes the process of creating frameworks for several areas such as Compensation and Rewards Employee Relations HR Operations HR Business Partners The findings section covers the approval of the frameworks, a status update on their latest version, examination of strategic alignment with international standards, considerations that were taken into account while creating the framework etc. And finally, the report describes the development of an integrated HR Competency Framework aligned with the values and strategic objectives of BRAC Bank PLC.

Chapter 1
Overview of Internship

1.1 Introduction

Working on Project Adroit, a project conceived and developed a Human Resources Competency Framework, my internship in the HR division of BRAC Bank PLC let me do so. Contextualized to the Bangladeshi corporate environment, anchored in the need to match HR practices with global standards, the project called "Project Adroit" conducted a painstaking qualitative research process. This included interacting with several HR division stakeholders to learn and record the current competencies, procedures, and intended path for HR excellence. This project will appeal to the larger corporate goal of enhancing HR capacity in order to create a more dynamic, qualified, and value-aligned workforce.

1.1.1 Background of the Internship

I have to pass all my mandatory course from BRAC University—my internship at BRAC Bank PLC—to earn my Bachelor's degree. Apart from that, another main reason for the internship is to experience what corporate life feels like, and in three months I think I have grasped the core of it.

My minor in Finance is based on my major in Human Resource Management. Building a career in Human Resources interests me, thus I have sought an internship in the Human Resources section of a respectable bank. From my limited but powerful experience, I think I really caught the core of what it is like working in human resources.

1.1.2 Objectives

i. **Broad objective:** To investigate and evaluate the creation and application of a human resources competency framework.

ii. **Specific objectives:**

a) To assess the need for and justification for BRAC Bank PLC's Human Resources Competency Framework.

b) To assess how well the competency framework reflects the goals, values, and mission of the company.

c) To comprehend the procedure for working with stakeholders to ascertain the project's scope and anticipated results.

d) To analyze the steps involved in creating a thorough competency framework for the HR department that is applicable, realistic, and focused on the future.

1.1.3 Limitations

Absence of local precedents: Our research process was made more difficult and time-consuming because no significant company in Bangladesh had previously created such a framework internally and made it publicly available. Only global resources could be used for secondary research, which needed to be further tailored to the Bangladeshi business environment. Confidentiality and privacy: Since the framework will be disseminated throughout the industry to establish a precedent, certain data that are highly sensitive and therefore confidential could not be used in its creation.

1.1.4 Scope

The report centers on the competency framework I developed, which is exclusive to BRAC Bank PLC's human resources department. I was not assigned to any particular department while working in the Human Resources division, but since this project involved the entire division, I had to work with all of the departments. Every department within the BRAC Bank Human Resources division is covered by the framework discussed in the report, including Learning and Development, Organization Development, Employee Relations, Compensation and Rewards, HR Operations, HR Business Partners, Talent Acquisition, and Employer Branding.

1.2 Methodology

The entire foundation of this report is qualitative research supported by primary and secondary data. The division's staff, particularly the department heads, provided the majority of the primary data. Other publicly accessible online frameworks and information about international HR practices were examples of secondary data.

1.2.1 Primary data:

People who worked in the division provided the primary data. Employees assigned to particular roles were typically the first to be consulted, and once a substantial amount of information had been obtained, the heads of the corresponding departments were invited to several meetings to finish the process. Although global perspectives have been taken into consideration, significant content changes would be necessary to apply this framework to other divisions or even businesses.

1.2.2 Secondary data:

The framework's future orientation was determined by using secondary data. Since AIHR's T model served as the inspiration for the framework, the organization's website was crucial to its development. The consultancy firm Deloitte Limited also developed the competency frameworks for other BRAC Bank PLC divisions, and the project used their system as study material. Additionally, a variety of published articles that depicted global HR practices and trends were used to record points. The job descriptions of specific positions were also taken into consideration as a starting point for identifying the departments' competencies. Bangladesh Bank's rules and regulations also served as a binding force in the development of the competencies and their indicators.

Chapter 2
Company Overview

2.1 Background and history:

Previously referred to as BRAC Bank Limited, BRAC Bank PLC is a distinguished commercial bank located in Bangladesh. Established in 2001 by Sir Fazle Hasan Abed, BRAC Bank PLC aims to provide comprehensive banking services to previously unbanked small and medium-sized enterprises. They have progressively expanded into retail and corporate banking, becoming one of the leading commercial banks in Bangladesh. BRAC Bank PLC has been awarded the DHL-The Daily Star Bangladesh Business Award for 2022, recognizing it as the premier Financial Institution, reflecting its diverse advancements. BRAC Bank PLC, a subsidiary of the parent NGO BRAC (Bangladesh Rural Advancement Committee), primarily aims to empower grassroots entrepreneurs through modest loans, thereby integrating them into formal banking activities.

2.1.1 Mission and vision:

BRAC Bank works to be a profitable, socially responsible, and values-driven company while also promoting the nation's potential for market and economic growth. BRAC Bank PLC wants to grow its low-cost deposit and retail assets steadily while also expanding into the small and medium business sectors. Along with growing their assets through alliances and wise investments, they also hope to finance corporate assets by creating self-liability. Along with maintaining debt costs at 2%, they also want to consistently increase non-funded revenue. Remittances and other banking products can be distributed more effectively by BRAC Bank PLC through the development of synergy between its branches, SME unit offices, and BRAC field offices. In order to inspire ambition and a passion among the employees to realize the bank's vision, they are primarily striving to manage all business units concurrently without compromising quality and compliance and to maintain inclusivity among them (BRAC Bank, About Us).

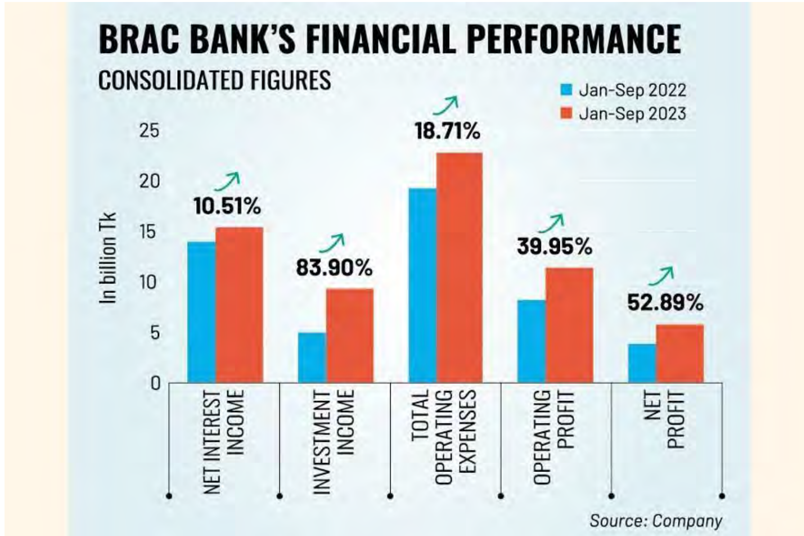

Fig1: BRAC Bank's Financial Performance (Source: The Financial Express, 2023)

Particulars	2022	2021	2020	2019	2018
Total revenue	37,833	31,623	28,554	27,819	26,008
Interest income	31,365	24,225	27,080	32,623	27,478
Interest expense	12,954	7,913	13,725	14,698	11,660
Investment income	7,586	7,142	8,182	3,057	2,791
Commission exchange & brokerage	11,522	7,993	6,846	6,599	7,227
Non-interest income except investment income	11,836	8,168	7,017	6,837	7,399
Total operating expenses	26,389	21,515	20,345	18,859	16,614
Total income	50,787	39,536	42,279	42,517	37,668
Total expenditure	39,342	29,428	34,070	33,557	28,275
Operating profit	11,445	10,107	8,209	8,960	9,393
Profit before tax	9,264	6,910	6,336	7,501	8,643
Net profit after tax	6,122	4,653	4,041	4,583	5,670
Earnings per share (BDT)	4.02	3.65	3.17	3.73	4.5
Cost-to-income ratio	70%	68%	71%	68%	64%

Fig2: BRAC Bank's Financial Performance (Source: BRAC Bank, About Us)

2.1.2 Focus on lending:

BRAC Bank PLC was founded to provide lending services to small and medium-sized businesses (SMEs) in order to mobilize them.

2.1.3 Global membership:

The only bank in Bangladesh to be a part of the Global Alliance for Banking on Values (GABV), a network of seventy financial institutions that promote moral and socially conscious banking practices, is BRAC Bank PLC.

2.1.4 Corporate philosophy:

By embracing the 3Ps—People, Planet, Prosperity—BRAC Bank PLC positions itself as a values-based, socially conscious company that engages in sustainable business practices.

Figure3: BRAC Bank's 3P Corporate Philosophy

2.1.5 Recognition and accolades:

In 2022, BRAC Bank PLC was named the 21st DHL-Daily Star Bangladesh Business Awards' Best Financial Institution of the Year. Citing its superior portfolio, stronger capital foundation, dependability, and consistent growth patterns, BRAC Bank has been rated as the best bank in Bangladesh by leading local credit rating agencies (CRAB: AAA/ST-1, and Emerging Credit Rating: AAA+/ST-1) as well as two of the top credit rating agencies globally (S&P Global Ratings: B+ and Moody's Investor Service: B1).
They won a Gold Award from the South Asian Federation of Accountants as well as the ICMAB Best Corporate Award in 2021. Additionally, they received the SME Finance Forum's Platinum Award for Product Innovation of the Year 2023 and twelve distinguished SME awards for Tally Loan "Druti." Commward, Mad Stars, and Finance Forum. Winning the Infosys Finacle Innovation Award 2023 was one of their greatest achievements. In the fiscal year 2021–2022, they were among the top 5 income

taxpayers and were also recognized with the Financial Alliance for Women’s Data Champion Award 2022.

BRAC Bank PLC won the Asian Banker Transaction Finance Award 2022 for Best Transaction Bank and Best Cash Management Bank in Bangladesh. The Sustainability Brand Forum named them the SDG Brand Champion for Equity, Diversity, and Inclusion and the SDG Brand Champion for Women's Empowerment. They were also honored by the Commonwealth Business Excellence Awards 2023 as the Best SME Bank, Best Bank for Digital Transformation, Best Bank for the Best Use of Mobile Technology, and Best Project Management. BRAC Bank PLC was honored by the VISA Excellence Awards for its superiority in the areas of commercial cards, product innovation, e-commerce payment (issuing), POS acquisition business, and VAS product. Additionally, Bangladesh Bank named BRAC Bank PLC one of the top 10 Sustainable Banks in 2020, 2021, and 2023, and it received the Super-Samakal Earthquake and Fire Preparedness Award 2023 (BRAC Bank, About Us).

2.1.6 Organizational structure:

Because of its hierarchical structure, BRAC Bank PLC places the Board of Directors at the top. Highly qualified and seasoned professionals make up the Board of Directors, which works to set and oversee strategic direction, policies, and other important choices.

The chief executive officer and managing director is in charge of the overall direction and operations of the bank and is in charge of implementing the plans and directives of the board of directors. Key functional divisions are overseen by executives who make up the Senior Management Team, which reports directly to the CEO.

Work As Usual (day-to-day operations) is ensured by the Middle Management Team, which leads the functional departments and business units under the Senior Management Team. The team's operational duties are carried out by Junior Managers and Emerging Managers, who are non-manager staff members gaining experience in order to become managers.

BRAC Bank PLC operates through branch networks all over the nation, just like other commercial banks. In order to serve customers with banking services, they have almost 200 branches throughout Bangladesh.

Human Resources, Communications, Marketing, and other support functions are included in BRAC Bank PLC's core banking operations, which include SME, retail, and corporate banking. Additionally, a senior management member oversees each of these support functions, with middle managers, junior managers, and emerging managers as needed.

Moreover, committees are established as needed; one example is the Employee Disciplinary Action Committee, which attempts to address disciplinary matters as they come up.

2.1.7 BRAC Bank HR:

BRAC Bank HR follows the 3P philosophy (People, Planet, Prosperity) and is very strict on the five core values (Integrity, Innovation, Inclusiveness, Customer Centricity, Effectiveness). The HR division works diligently to incorporate these values into the organization and there is even a criterion in the performance evaluation process to evaluate employees on their value-orientation. Though there are branches of BRAC Bank PLC all over Bangladesh, only the head office at Anik Tower seats the employees of the HR division.

Figure: Human Resource Accounting of BRAC Bank PLC (Source: BRAC Bank, About Us)

2.1.7.1 Departments:

Compensation and Rewards:

Particulars	2022	2021	2020	2019	2018
Operating income per employee	3.38	3.07	2.63	2.62	2.70
Operating cost per employee	1.96	1.63	1.52	1.40	1.46
Operating profit per employee	1.42	1.44	1.11	1.22	1.25
PBT per employee	1.14	1.04	0.87	1.04	1.14

The team responsible for compensation and rewards is in charge of creating and managing the financial plans that attract, retain, and motivate employees. Internally, compensation policies are developed in accordance with Bangladesh Bank guidelines. Below is a summary of their primary roles:

Base Salary: Based on industry rates, education, and experience, the bank investigates and determines competitive pay for a range of positions.

Benefits: They design and oversee benefit plans for staff members that include paid time off, retirement and gratuity plans, health insurance, and other perks.

Incentive & Reward Programs: They design and adapt incentive schemes to recognize and reward workers who surpass performance standards or accomplish specific objectives.

All things considered, the Compensation and Rewards division is essential to guaranteeing the bank's alluring compensation plan, which draws in the best talent, retains important employees, and motivates them to give their best work. Some of the main responsibilities of this department include processing final settlement (financial benefits payable to an outgoing employee), managing payroll, adjusting taxes, and analyzing fitment (identifying the proper benefits for an employee within an organization).

Employee Relations:

Employee Relations' main function is to advocate on behalf of the bank by resolving disputes and handling disciplinary matters. Bangladesh Bank has established a well-defined procedure that all banks must adhere to when dealing with disciplinary matters. In order to ensure compliance with Bangladesh Bank policies and employment laws, Employee Relations handles nearly all disciplinary issues, from processing a complaint to notifying the concerned employee through succinct, formal written documents, forming an Employee Disciplinary Action Committee, attending and facilitating EDAC hearings, and formally notifying the employees of the decision. Although it has a different department head than HR Operations, the Chief of HR Operations is in charge of both HR Operations and Employee Relations, even though Employee Relations is technically a part of HR Operations.

HR Operations:

Providing daily operational services to bank employees is the primary responsibility of HR Operations staff. This includes supplying documents such as employment certificates, no objection certificates, and visa assistance. Offboarding documents and verification documents, including police verification, are also provided by this department. The main responsibilities of this department are processing insurance claim paperwork and maintaining the Enterprise Resource Planning (ERP) system updated with all employee data.

Enjoying Product Partnerships with various corporate entities is another important task of this group. These partnerships allow for things like annual immunization drives, book fairs, product discounts, and so on.

Onboarding/Offboarding of 3rd parties such as Drivers, Support personnel, etc of BRAC Bank PLC is included in HR Operations as well. The department is also responsible for maintaining relevant data in the archive so that BRAC Bank PLC retains both hard and soft data. This division also represents the bank in audits.

Business Partners in HR:

HR Business Partners serve an essential role in bringing together Human Resources with the business side of the bank and are capable to add value and make strategic decisions, particularly in times of transitional change. They consult with managers and staff as needed provide guidance on policy. HR professionals' partner with management and employees to enhance workplace interactions by observing trends and indicators, resolving complex employee relations issues, and addressing grievances. They develop tactics to improve retention and productivity. These are guides to HR policy and spurs for strategic support from relevant business units. They also assist with succession planning, and monitor and report on employees.

Handling crises is an important part of an HR Business Partner's job description. HR Business Partners are able to act proactively to mitigate damage where appropriate and manage crises when they arise. They act as a change agent to promote consistent performance and value across the bank.

Performance management processlog involves working closely with HR Business Partner。 They evaluate the perfomence of staff and participate in the calibration of performance data to enable seamless cooperation between all stakeholders.

Learning and Development:

Giving staff members the abilities, know-how, and skills necessary to perform their jobs well is the main goal of the Learning & Development division. Learning and Development is a very busy department at BRAC Bank since it adheres to all Bangladesh Bank regulations and prioritizes the ongoing development of its employees. In order to facilitate employee learning, BRAC Bank PLC introduced the "Alo" online learning platform, which offers videos and online courses for employees to watch at their own pace. Both internal and external resource persons conduct these trainings. The Learning and Development department's primary duties include:

Skills Development: Addressing skill gaps and creating individualized educational programs to assist staff in enhancing their abilities is known as skills development.

Leadership development: It involves identifying high-potential individuals, providing leadership training, and creating a solid succession plan in order to prepare leaders for the future. Usually, only senior employees receive these trainings.

Orientation training: This is the process of giving new hires a smooth onboarding experience by introducing them to the company, its principles, and their roles.

Compliance training: It is a process of ensuring that staff members understand and abide by relevant laws and guidelines, such as those pertaining to security, data protection, and harassment prevention.

Organization Development:

The management of performance, culture, and change within the bank is the main goal of organization development. Performance management (system troubleshooting, data calibration, etc.), talent management (sequence planning, individual development plans, performance improvement plans, etc.), culture management (employee engagement and wellbeing initiatives, values incorporation, etc.), and HR transformation (job evaluation, job description updates, etc.) are some of the department's primary responsibilities.

Talent Acquisition and Employer Branding:

Finding, acquiring, assessing, and hiring candidates to fill open positions within the company are the responsibilities of the talent acquisition and employer branding department. Employer branding and talent acquisition are the two sub-functions of this department. Among the many crucial tasks that talent acquisition focuses on are identifying potential talent through reliable channels and screening resumes and applications to create a diverse and competent workforce. In contrast, Employer Branding hosts and participates in job fairs, seminars, and recruiting events in order to educate and draw in prospective employees.

This division contributes to the creation of job descriptions, interview questions, and selection standards tailored to each position. Additionally, they schedule interviews, build relationships with candidates, and uphold moral and equitable hiring procedures. In order to give new hires a positive experience, their primary responsibility is to be involved in the entire applicant life cycle, from application to onboarding.

Chapter 3
Industry Overview:
3.1 Banks and Banking System of Bangladesh

Banks are an essential part of Bangladesh's economy and play a major role in financial stability, economic development, and the empowerment of people and businesses. Bangladesh's financial infrastructure is largely dependent on its banks. Banks in Bangladesh act as intermediaries for distributing capital, leveraging savings, and providing a wide range of financial services to both individuals and businesses in response to the dynamic demands of a quickly changing economy.

3.2 History of Banks and Banking in Bangladesh:

3.2.1 Pre-independence:

The first contemporary bank with its headquarters located in Dhaka was the Dacca Bank, which was founded in 1846. It didn't make banknotes and operated in a very tiny capacity. In 1862, the Bank of Bengal purchased it (Rahman, 2010). In 1873, the Bank of Bengal opened offices in Sirajganj and Chittagong; in 1900, it opened an office in Chandpur. It had six branches in East Bengal after Bengal was divided in 1947: Dhaka, Chittagong, Chandpur, Mymensingh, Rangpur, and Narayanganj (Azad, 2012).

Three Presidential banks arose after the establishment of the Bengal Bank: the Bank of Calcutta in 1806, the Bank of Bombay in 1840, and the Bank of Madras in 1843. These three organizations merged to form the Imperial Bank of India in 1921. In 1935, the Reserve Bank of India was founded. The Bengal region was one of many other banking and financial institutions dispersed throughout British India (Azad, 2012).

3.2.2 Post-independence rebuilding:

The Bangladeshi government nationalized the whole banking sector as part of the post-Independence War (1971) reconstruction process. In order to comply with the new regulations, existing banks were restructured and renamed to become Nationalized Commercial Banks (NCBs). NCBs continued to operate alongside multinational banks. Bangladesh Krishi Bank and Bangladesh Shilpo Rin Shongstha are examples of specialized banks that were founded to offer tailored services to particular industries.

3.2.3 Deregulation:

The turning point of the financial system of Bangladesh came with the deregulation of the private banks in the 80s. This change transformed the market and its approach was both proactive and protective, promoting innovation, and competition with an abundance of financial services. While NCBs were instrumental in restarting the economy after the war, they had shortcomings around their utility and narrow range of offerings, as well as their ambivalence toward SMEs and industries such as agriculture. The establishment of a more agile and stable banking landscape was aimed at boosting growth and attracting foreign investment. The perceived inability of NCBs to cater to various financial needs, alongside a call for inclusive finance, created the demand for a more dynamic banking industry.

That began a systematic process of deregulation by the government. AB Bank PLC was the first private bank in the country, established in 1981. This served as a test case for private ownership and management. As a result, new regulations were introduced to facilitate private banks' accreditation and operations. These rules set out strategies for risk management, governance processes, and capital sufficiency requirements.

Private banks opened up some much-needed competition in the market. Private banks incentivized NCBs to diversify their product and service mix on the lines of efficiency and innovation. This competition enabled a greater variety of financial products, including personal loans, consumer credit cards, and sector-focused financing (small business, agriculture, etc.). The rise of private banks also enabled more wealth to be drawn into economic integration efforts, as the cost of financing was lowered, especially for those segments of the population that may have not had access to these services.

But there were challenges and hurdles to overcome. Deregulation also had its challenges. In the years since, concerns had persisted about the financial health and risk-reduction strategies of several newly launched private banks.

The 1980s was a significant time in the history of the financial sector of Bangladesh, which marked the deregulation of private banks. It opened new avenues for innovation, competition, and banking services, which fueled the country's economic growth.

This historical shift sets the groundwork for the present-day dynamic, multifaceted banking ecosystem in Bangladesh.

3.3 Bangladesh Bank:

Bangladesh Bank which acts as the central bank of Bangladesh is a part of the Asian Clearing Union. It is fully owned by the government of Bangladesh. The bank actively promotes the establishment of green banking and financial inclusion policies and is a significant member of the Alliance for Financial Inclusion. Founded in 1971, Bangladesh Bank serves as both the nation's central bank and the primary regulator of the banking and financial industries. It was established after the country gained independence from Pakistan and was crucial in establishing a productive banking system to support the economic growth of the young country. The Bangladesh Bank Order of 1972 changed its name from the "State Bank of Bangladesh," which was its original name. The establishment of the bank was a significant milestone in the nation's journey towards financial independence, offering a strong basis for the creation of fiscal policies, the issuance of currency, and the monitoring of the banking industry (The Bangladesh Bank Order, 1972).

As part of its overall mission, Bangladesh Bank works to maintain monetary and financial stability while promoting sustained economic growth. As the central bank, it is solely in charge of issuing and regulating currency, maintaining price stability, and controlling inflationary pressures through the use of monetary policy tools like reserve requirements, interest rate adjustments, and open market operations. Bangladesh Bank is also the banker and financial advisor to the government, managing foreign exchange reserves, issuance of domestic debt and international financial transactions in order to maintain macroeconomic stability and fiscal discipline.

Bangladesh Bank, the regulatory authority of the central bank, is responsible to safeguard the interest of depositors and investors as well as the stability of the financial system by overseeing and regulating the activities of commercial banks, non-bank financial institutions and other financial service providers. This involves establishing the framework and standards needed to further promote risk management, corporate governance and sound banking best practices across the sector. Bangladesh Bank also provides support for financial inclusion and development programs, as well as enhancing access to banking and expanding the range of professional financial services in both rural and low-income communities through various policy initiatives.

3.4 Current Classification of Banks in Bangladesh:

Most banks in Bangladesh are scheduled banks, which have licenses from Bangladesh Bank and operate under its rules. The banking companies act allows them to operate as full-fledged banks, and they were listed in the Second Schedule of the Bangladesh Bank Order, 1972. Most banks belong to this category. This category has the following 3 subcategories, out of 3 total.

Or these are government-owned financial institutions which were created during the nationalizations and provide standard banking services. Currently, the six SOCBs in Bangladesh are **Sonali Bank PLC, Janata Bank PLC, Rupali Bank PLC, BASIC Bank PLC, Bangladesh Development Bank PLC and Agrani Bank PLC.**

PCBs: PCBs stand for Private Commercial Banks, which are privately owned and operated commercial banks that were established when banks were deregulated in the 1980s. They obviously have a wider variety of products and tend to focus more on efficiency and innovation. This includes BRAC Bank PLC.Here, you can also find multinational banks like Standard Chartered Bank (SCB) and Hongkong Shanghai Banking Corporation (HSBC). The two types of PCBs **are Shariah-based or Islamic banks,** which provide services in accordance with shariah-based banking principles, and **conventional PCBs,** which adhere to traditional banking principles. Islamic banks include, for example, Al-Arafah Islami Bank Ltd. and Islami Bank Bangladesh Ltd.

Foreign Commercial Banks (FCBs) are multinational banks that provide their products and services via branches in Bangladesh, such as Citibank, HSBC, and Standard Chartered Bank.

Non-scheduled Banks are institutions created for a particular purpose and are solely authorized to execute specified functions. They do not provide the identical categories of services as traditional banks. As of January 2024, Bangladesh possesses four non-scheduled banks: Ansar VDP Unnayan Bank, Jubilee Bank, Karmashangosthan Bank, and Palli Sanchay Bank.

3.5 Available Banking Services for Individuals and Enterprises:

Bank services and products differ among institutions and frequently depend on whether the client is an individual or a corporation. Individuals are offered deposit accounts, including current and savings accounts. Individuals may also obtain automobile loans, mortgage loans, and various other loan products. Online banking, mobile banking, and digital wallet services for bill payments and fund transfers. Digital banking services are increasingly gaining popularity daily. Banks provide investment products including Savings Certificates, Mutual Funds, Deposit Pension Schemes, and Fixed Deposit Receipts. Special remittance policies have been established to support the government's initiatives aimed at promoting remittance through legitimate banking channels. Corporations are provided with corporate accounts, employee banking services, business loans, and cash management services, including automated payroll processing and the collection and disbursement of funds. Banks offer investment banking services, including mergers and acquisitions advisory and Initial Public Offering (IPO) services, to enterprises. Islamic banks offer specialized Shariah-compliant financial instruments, including Mudaraba, Musharaka, Murabaha, and Ijara. Banks offer essential international trade services, including Letters of Credit, import and export financing, and foreign exchange transactions, to enterprises.

3.6 Performance and Efficiency in the Banking Industry of Bangladesh

3.6.1 Challenges to Better Performance:

Liquidity Issues: Bangladeshi banks often experience liquidity challenges, hindering their ability to meet short-term obligations due to a deficiency of liquid assets. This may impact their ability to provide loan services and invest effectively (Yesmine et al., 2022).

Capital Shortages: Insufficient capital may limit a bank's ability to grow operations, extend credit to clients, and absorb unforeseen losses. Furthermore, it influences the bank's overall financial health and sustainability (Yesmine et al., 2022).

Nonperforming Loans (NPLs): Elevated levels of NPLs indicate that a significant portion of a bank's loans is not being repaid as stipulated, leading to financial losses and diminished profitability. As of December 2023, Bangladesh's banks disbursed approximately Tk 16.18 trillion in loans, of which nearly Tk 1.36 trillion (or 9%) were classified as non-performing (bdnews24.com, 2024).

Operational Inefficiencies: Inefficiencies may arise from outdated processes, inadequate technology, or poor management practices, impacting the bank's profitability and client service (Yesmine et al., 2022).

3.6.2 Regulatory Efforts:

Capital Injection: Bangladesh's regulatory authority annually infuses capital into banks to rectify capital deficiencies. This aims to improve banks' financial stability and ensure compliance with regulatory requirements (Yesmine et al., 2022).

Improvement Challenges: Despite capital infusions, significant enhancements in the banking industry's performance may require time to materialize, underscoring the complexity of effectively addressing fundamental issues (Yesmine et al., 2022).

Foreign Banks: The incorporation of foreign commercial banks into the domestic banking framework is a regulatory initiative aimed at enhancing competition, boosting efficiency, and adopting international best practices (Yesmine et al., 2022). This transition may pose challenges for local banks concerning profitability and market share.

3.6.3 Performance Ranking:

Foreign Commercial Banks: These banks have emerged as the leading performers in Bangladesh, exhibiting greater efficiency, profitability, and risk management strategies compared to other banking institutions (Hasan & Akber, 2022). They were implemented to enhance competitiveness in the banking sector, compelling local banks to improve their performance.

State-Owned Banks: On the contrary, few banks of the state in Bangladesh remain poorly performed, less efficient, and defective in good governance relating to administration, operational efficiency, and portfolio quality management (Yesmine et al., 2022).

In order to cope with these issues and improve the overall efficacy of Bangladeshi banks, a holistic approach is needed that includes reforms in legislation, better risk management, integration of technology, and a stronger focus on governance and accountability to ensure the sustainable growth of the sector in the years to come.

3.6.4 Challenges and Risks:

Credit Risk: The banking sector in Bangladesh is up against growing credit risks linked to debt restructuring practices and poor credit risk management, as well as exposure to large borrowers—both corporates and individuals, especially at state owned owned banks (Lam, 2018).

Asset quality: Following the high ratio of non-performing loans and the impaired loans with low deployment, indicating a higher challenge in response to measure credit quality and risk (Lam, 2018).

Capital Pressure: The industry is under capital pressure following under provisioning and capital ratios that are below statutory minimums, indicating undercapitalization and placing substantial risks on financial stability (Lam, 2018).

The banking industry of the nation is facing an elaborate spectrum of challenges in terms of efficiency productivity, credit risk, asset quality, and capital ratios. Some long-term stability of Bangladesh banking sector should call on regulatory initiatives, with emphasizing improved once more administration, risk mitigation and asset quality.

Literature Review

Competency encompasses the skills, knowledge, abilities, and expertise necessary to achieve proficiency in a specific task, activity, or profession. A competency model is a compilation of competencies pertinent to a particular role or function. A competency model provides a structure for performance management, skill gap analysis, and delineating the optimal HR organization and practitioner (HR Competency Model, 2023).

Establishing a competency framework offers numerous benefits for organizations aiming to enhance their human resource management strategies. This introduction elucidates and explicitly delineates the skills, knowledge, and behaviors requisite for success in various occupations, thereby facilitating recruitment, selection, and talent management processes. Secondly, it facilitates the alignment of individual and corporate objectives by identifying skill deficiencies and growth opportunities, thereby enhancing employee engagement and motivation.

Moreover, a clearly articulated competency framework facilitates enhanced performance management by establishing expectations that can be evaluated against quantifiable metrics. Moreover, it supports the succession strategy and career development initiatives by identifying high-potential employees and facilitating their progression within the organization. A competency framework can enhance organizational performance, facilitate talent development, and drive the attainment of strategic objectives (Competence and Competency Frameworks: Factsheets, 2024). Competency frameworks are vital instruments for delineating best practices across various professions. They specify the skills, abilities, and qualities required for effective performance. The Royal Pharmaceutical Society (RPS) 2020 literature review underscores the significance of competency frameworks for all professionals, particularly in corporate governance, educational environments, and personal professional advancement. The primary objectives of the literature review are the evaluation and identification of new or revised standards, regulations, or competencies related to non-medical and medical prescriptions since the release of the competence framework in 2016. The objective is to ensure that the framework encompasses the essential competencies required of prescribers while remaining current, relevant, and effective. The review examines the practical application of this framework and identifies potential gaps revealed by relevant studies. To ensure inclusion and pertinence, the assessment additionally advises that Enhancing competence frameworks must involve contributions from all pharmaceutical specialties (Royal Pharmaceutical Society, 2020).

The terms "competency" and "competence" are often utilized interchangeably, as evidenced by a scoping study on competency framework terminology. As a result, many stakeholders are confused and fearful. Kplunko noted that industry professionals panic when human skills like empathy and introspection are tested while educators went on a tirade that competency frameworks concentrated on specific tasks and didn’t represent how complex practice is (Mills et al., 2020). This points to the need for terms used within competency frameworks to always be defined clearly and unambiguously, to avoid confusion and ensure accuracy.

The reports on educational evaluation indicate the necessity to methodically clarify both common and specific talents within a conceptual framework of competency model evaluations. Competency frameworks deliver a contextualized definition by presenting the composition and interconnections of competencies, with relevance to both professions and education. These provide increased transparency, clear assessment criteria, and a focus on personal development (Child & Shaw, 2023)

A literature review of competency development frameworks notes the dynamic nature of employee skills and their importance to HR processes. The examination highlights the need for evaluating various dimensions of competency development in order to improve performance at both the individual and organizational levels. This highlights the ongoing development and evolution of such competence frameworks to meet the current needs (and future need) of organizations and employees alike (Kataria, 2022).

In addition, a competency framework for librarians conducting systematic reviews demonstrates how competency frameworks can be applied to specific professional situations. This framework enables role-based development and assessment within systematic review teams. It does this by outlining specific knowledge components and skills that indicate levels of competence. Illustrating the wide range of tasks and responsibilities in professional environments integrating adapted assessment methods like Miller's pyramid (Townsend et al., 2017) competency frameworks.

Overall, competency frameworks are integral in articulating skills, marking skill development both organizationally and personally. They provide a systematic way to delineate the necessary knowledge and skills; however, disadvantages such as varied terminology and diverse interpretations among involved organizations exist. International standards guide attention to the process of defining competencies, the need for ongoing validation, and the local adaptation and application of competency frameworks to different professional fields.

Across the globe, there are many shining examples of frameworks built on competence. For software development organizations, a behavioral competency frameworkt has been proposed, with emphasis on leadership, collaboration, customer orientation, and interpersonal skills. It provides the equipment to manage, better perform and cultivate performance in the technology environment (Orsoni & Colaco, 2013).

The National Public Health Leadership Development Network emphasizes the importance of competency-based training for public health leaders of the Leadership Competency Framework. This framework has been used for program comparison, needs assessment, and evaluation of learning outcomes (Wright et al., 2000).

A structured six steps model has been proposed for the derivation of competency frameworks in healthcare professions. This model aims to overcome the limitations of existing frameworks by providing a theoretically informed and iterative approach that integrates evaluation of both the development process and its results (Batt et al., 2021).

Creating a competency framework entails both conceptual and practical challenges. This task necessitates the identification of fundamental competencies essential for specific job functions. Nonetheless, it can be challenging due to the dynamic nature of work and the varied contexts within different organizations. Implementation challenges, including the necessity to guarantee the framework's relevance across diverse job roles and its seamless integration into established HR processes.

Managers in emerging market economies encounter both contextual and non-contextual challenges when implementing competency-based intellectual investment within organizations. Contextual challenges encompass cultural disparities, whereas non-contextual challenges pertain to resistance to change (Shet, Giudice & Rammal, 2021).

There exist additional specific instances of effective HR competency frameworks as well. Bonder, Bouchard, and Bellemare (2011) demonstrated a case in which Service Canada effectively developed a functional competency framework by adeptly linking job analysis and competency modeling. This initiative demonstrated the capacity of large, unionized organizations to implement competence-based management for the efficient administration of essential HR functions, including recruitment and performance assessment, grounded in a thorough competency analysis for the position.

A study by McCartney, Murphy, and McCarthy (2020) identified six essential qualities that HR professionals must possess. The competencies include consulting, technical expertise, proficiency in data analysis, comprehension of HR and business practices, research and investigative skills, as well as adept storytelling and communication capabilities. This competency model specifically addresses the growing digitalization of job responsibilities and its implications for HR professionals. Cultural differences in multinational corporations can affect the effectiveness of a competency framework. A study in Türkiye indicated that, despite challenges posed by cultural differences, a well-designed competency strategy can enhance human resources processes like recruitment and training (Özçelik & Ferman, 2006).

The complex nature of competencies and the challenges of establishing a universally applicable framework hinder the development of a generic competency framework. The implementation of these frameworks has been restricted by their occupation-specific characteristics, thereby hindering their development efforts (Ali et al., 2021).

Despite the increasing adoption of competency-based HR systems, there exists a paucity of concrete implementation examples, and their impact on organizational performance, especially regarding financial results, remains inadequately substantiated. This highlights the necessity for the establishment of clear and universally accepted definitions of competencies and their application within corporate environments (Misra & Sharma, 2016).

Chapter 4
HR Competency Framework: Project Adroit

Project Adroit was sponsored and initiated by Akhter Uddin Mahmood, the Head of HR at BRAC Bank PLC. In his long-term vision to establish a model, globally-recognized HR framework in Bangladesh, he initiated numerous high-impact projects that will facilitate the development of a more resilient HR system in the future, with Project Adroit being one of them.

The objective of Project Adroit was to develop an HR competency framework and disseminate the completed results in booklet form. The project team comprised one representative from each department, with Employee Relations and HR Operations represented by a single member due to their affiliation under Operations. Most divisions of BRAC Bank PLC, particularly the core business divisions, have had their competency frameworks developed by Deloitte Limited. Given that HR serves as a support function, it was preferable to circumvent the substantial expenses associated with hiring an external consultant by utilizing internal employees to complete the framework. I was incorporated as an intern to enhance the process. By the time I was incorporated, it had already been determined that our model would adhere to the T-shaped model reference established by AIHR.

4.1 AIHR:

AIHR, the Academy to Innovate Human Resources, is a digital learning platform designed to provide HR professionals with the resources, tools, and methodologies necessary to enhance their expertise and advance in their careers. The platform offers a varied array of courses and programs designed to enhance skills across multiple HR domains and supports HR generalist functions. AIHR emphasizes practical, experiential learning via self-directed online courses, live demonstrations, and engaging projects. Furthermore, AIHR provides a resource library, live events, skill assessments, personalized coaching, and HR boot camps to facilitate ongoing learning and development. The platform aims to establish a worldwide community of dedicated HR professionals by offering a comprehensive learning experience that facilitates skill enhancement, keeps individuals abreast of the latest HR trends, and promotes success in the evolving field of human resources (Case Study: AIHR Academy, n.d.).

4.2 T-shaped Model:

According to AIHR's T-shaped model, there are five core competencies – Business Acumen, Data Literacy, Digital Agility, People Advocacy, and Execution Excellence – which are a must for every HR professional to have at varying proficiency levels. These five form the top horizontal bar of the T. For the vertical bar of the T, AIHR lists specialist competencies that depend on the departments an organization divides their HR into, and the final component of the vertical bar is leadership. Each competency has behavioral indicators that elaborate on the criteria of the competency. AIHR has also introduced three proficiency levels for each behavioral indicator: Novice, Developing and Exemplary, in ascending order of performance and role seniority (HR Competency Model, 2023).

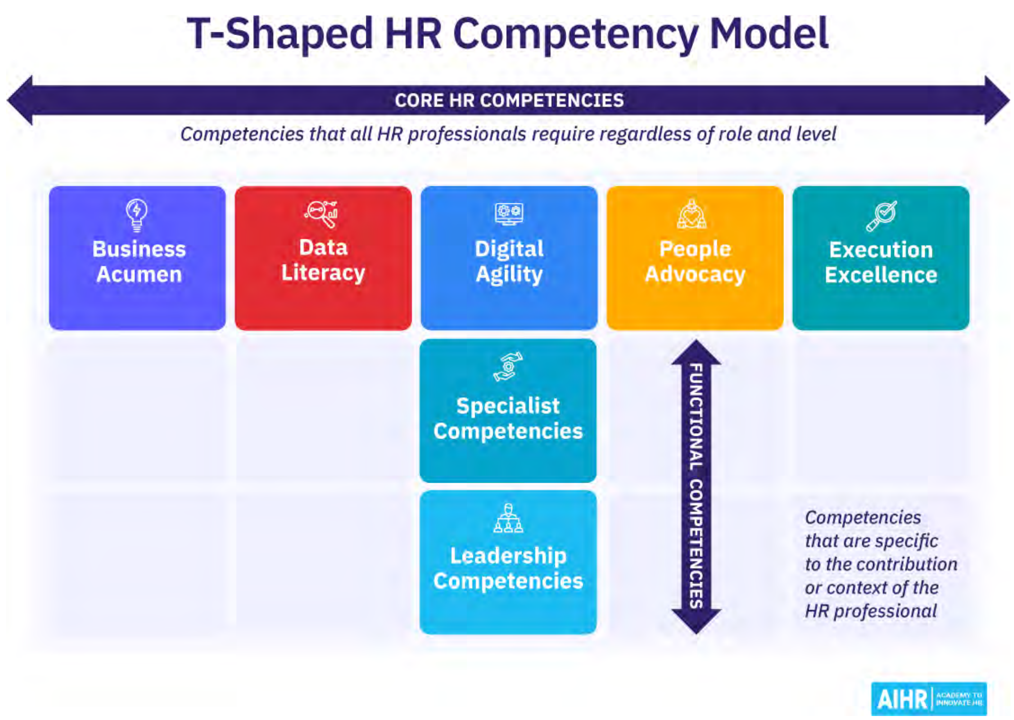

Figure4: AIHR's T-shaped Model (Source: HR Competency Model 2023, AIHR)

4.3 Developing the Framework:

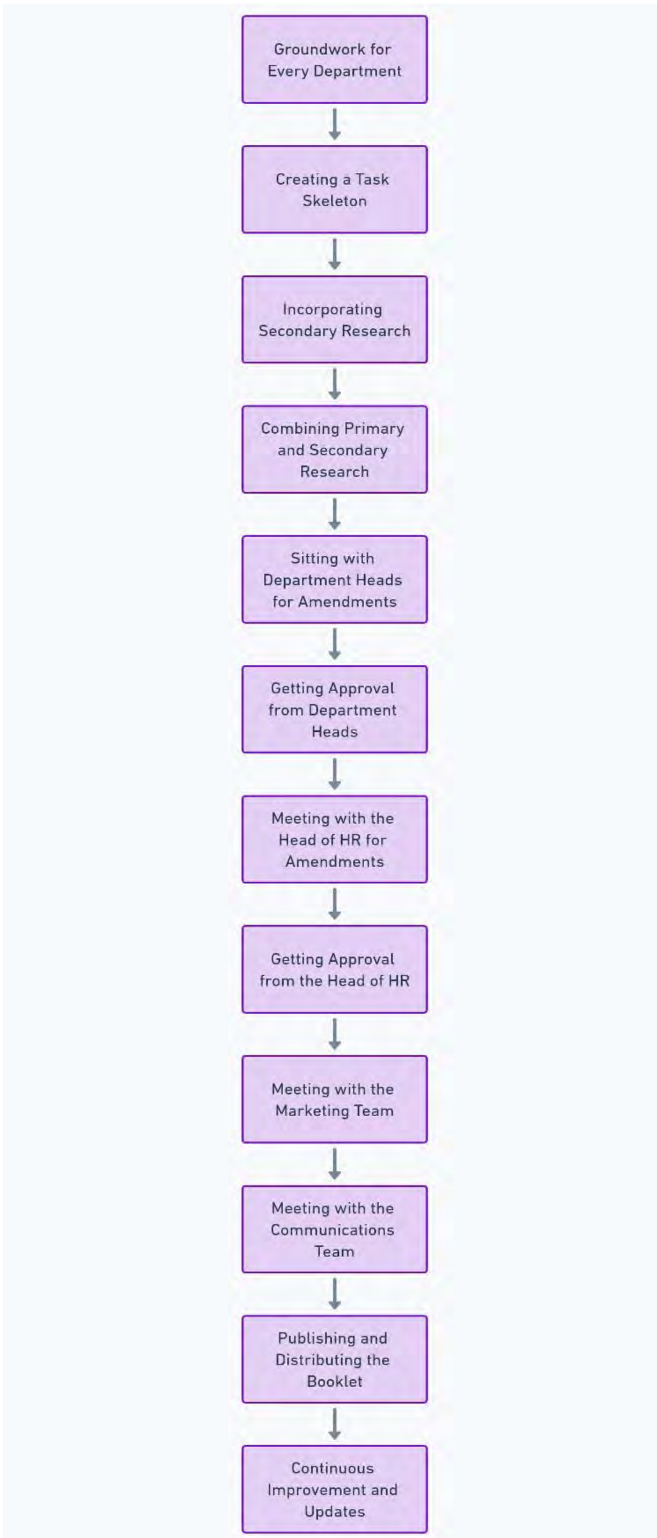

Figure5: 12 Stages of Developing the Framework

Stage 1 – Groundwork for every Department

As an intern unfamiliar with competency frameworks and lacking a comprehensive understanding of BRAC Bank HR's functions, I was assigned to engage with division personnel regarding their responsibilities and departmental activities. I engaged in discussions with nearly all personnel across every department, commencing with Emerging Management. I documented all new information and requested any available reference materials from them. Upon acquiring a sufficient understanding, I contacted the department heads for a conclusive overview.

Stage 2 – Creating a Task Skeleton

I structured my notes from the discussions to formulate task frameworks for each Center of Excellence (department) and categorized pertinent tasks accordingly. Certain departments possessed prearranged materials, whereas others required my personal preparation. Upon establishing task groups and listing pertinent tasks beneath each category, I engaged in brainstorming to ascertain the Knowledge, Skills, Abilities, and Others (KSAOs) required for each task. This established a robust foundation for my subsequent actions.

Stage 3 – Incorporating Secondary Research

At this juncture, I received assistance from resources supplied by my colleagues and online sources. I received secondary materials that included the reference framework from AIHR. I received a document detailing all tasks and procedures executed in the Employee Relations and HR Operations departments, which facilitated my work significantly. During the process, I obtained additional documents, including job descriptions for specific roles that explicitly outlined requisite competencies. I researched online to identify the competencies sought by global companies in specific departments. I also discovered numerous alternative frameworks that assisted me in refining my notes. I integrated all of these into my draft.

Stage 4 – Combining Primary and Secondary Research

The project's objective was to develop a competency framework that not only emphasized the existing practices of BRAC Bank PLC but also maintained a global perspective, enabling future decisions to reference this material and ensuring the framework adhered to international standards. Consequently, I needed to integrate the results from my secondary research into the task list to amalgamate BRAC Bank.

PLC's existing methodologies in relation to pertinent global practices from a Bangladeshi viewpoint. This resulted in a more extensive task list.

From this refined task list, I identified the requisite competencies for each task and developed a preliminary framework for further work. This draft framework included the competencies, indicators for each competency, and proficiency levels for the indicators, similar to the AIHR T-shaped model. We developed a Core Competency Framework comprising four essential competencies that every HR employee is required to cultivate. The fundamental competencies are Business Acumen, Data Literacy, Digital Proficiency, and People Advocacy. Core competencies are essential for all employees, categorized into four proficiency levels: Awareness (for Emerging Management), Proficient (for Junior Management), Expert (for Middle Management), and Mastery (for Senior Management). Each core competency was subdivided into specific indicators, with each indicator encompassing behaviors that defined the proficiency levels.

In the other departments, three levels of proficiency existed, as it was understood that Senior Management typically refrained from micromanaging daily operations, rendering Middle Management's decisions final based on their judgment. Any additional matters necessitating Senior Management's attention could be elucidated by the core competencies. Consequently, each competency within the Functional Competency Framework comprised three proficiency levels, ranging from Awareness to Expert, as defined by the behavioral indicators associated with each competency.

Stage 5 – Sitting with Department Heads for Amendment

Following the formulation of a preliminary framework for each department, I scheduled meetings with the corresponding department heads to obtain their perspectives and endorsement. Prior to and subsequent to each meeting, the Project Adroit team convened to remain informed about my progress.

The department heads provided essential revisions and supplementary information to enhance my framework. Certain frameworks required more time for review, while others were assessed and approved promptly.

Stage 6 – Getting Approval from Department Heads

Subsequent to incorporating the revisions, the department heads evaluated the frameworks and provided verbal confirmation of their approval. To facilitate the process, I secured approval via email, including the Project Adroit team in CC, ensuring simultaneous awareness of the progress among all parties.

Approval from department heads was not obtained simultaneously; instead, we adopted a gradual approach, securing commitment from one department at a time before proceeding to the next. This method facilitated the elimination of tasks from the Gantt chart.

Stage 7 – Meeting with the Head of Human Resource for Amendments

Project Adroit is conceived by the Head of HR at BRAC Bank PLC, who has taken a personal interest in elevating this initiative to a global standard. Following the approval from the department heads, we conducted several meetings with the Head of HR to obtain his insights. He dedicated office hours and personal time to meticulously edit the project. He directed us to supplementary information and examined various iterations of the frameworks.

Stage 8 – Getting Approval from the Head of Human Resource

We integrated the revisions provided by the Head of HR, who approved the frameworks sequentially as we continued to develop the remaining ones.

Stage 9 – Meeting with the Marketing team (ongoing)

The project's outcome, the finalized framework, will be published as a booklet. The Marketing team will design the booklet to ensure coherence and consistency with other publications from BRAC Bank PLC. We conducted a meeting with the Marketing team to deliberate on the cover and page configurations, and they are currently developing the design according to the latest update.

Stage 10 – Meeting with the Communications team (ongoing)

Although the content is approved by the Head of HR, organizational policy mandates that all published material undergoes a final review by the Communications team to ensure grammatical and linguistic accuracy. This is a continuous process.

Stage 11 – Publishing and Distributing Booklet

The Head of HR envisions disseminating the published booklet to leading banks and select corporations in Bangladesh to establish a benchmark for a global-standard HR Competency

Framework. This will fulfill two objectives: first, it will elevate the branding of BRAC Bank PLC as possessing a progressive and dynamic Human Resources division; second, it will motivate other organizations to establish similar frameworks, thereby fostering greater structure and transparency in human resources practices. The publication of the booklet is a continuous process, as the Marketing and Communications teams are fulfilling their responsibilities.

Stage 12 – Continuous Improvement and Updates

Despite the incorporation of the highest level of research and groundwork into the framework, there will always be opportunities for enhancement as time progresses and new research findings emerge. The framework requires all HR division employees to remain informed about the latest HR information and, consequently, to participate in the implementation of this framework.

4.4 Findings

n	Behavioral indicator 1 Behavioral indicator 2 … Behavioral indicator n	Behavioral indicator 1 Behavioral indicator 2 … Behavioral indicator n	Behavioral indicator 1 Behavioral indicator 2 … Behavioral indicator n	Behavioral indicator 1 Behavioral indicator 2 … Behavioral indicator n

The functional competency frameworks have been prepared in the following structure:

Competency n-x of n: Name of Competency Definition

of Competency:

Proficiency Level	Awareness	Proficient	Expert
Definition	Definition of competency within the context of the proficiency level	Definition of competency within the context of the proficiency level	Definition of competency within the context of the proficiency level
Indicators	Behavioral indicator 1 Behavioral indicator 2 … Behavioral indicator n	Behavioral indicator 1 Behavioral indicator 2 … Behavioral indicator n	Behavioral indicator 1 Behavioral indicator 2 … Behavioral indicator n

7.1.2 Summarized Framework

Framework	Competencies	Proficiency Levels	Behavioral Indicator Summary	Status
HR Core Competency	• Business Acumen (Behaviors: Organizational Understanding; Industry Understanding; Innovation, Strategic Thinking; Competency Management; Knowledge and Practice about New Technology, Best Practices & HR Trends) • Data Literacy (Behaviors: Sourcing & Acquisition; Recording, Integration & Warehousing; Reading, Analysis & Interpretation; Calibration; Visualization & Presentation) • Digital Proficiency (Behaviors: Technology Savvy; Digital Understanding; Technology Implementation; Digital Capability Building; Cyber Security Awareness) • People Advocacy (Behaviors: Cultural Knowledge; Promoting Diversity and Inclusion; Stakeholder Management; Embodying Integrity; Compliance Adherence; Communication Skills; Negotiation Skills; Team Management; Conflict Resolution)	Awareness, Proficient, Expert, Mastery	**Awareness:** Basic knowledge and support **Proficient:** Analysis, comprehension, and implementation **Expert:** Facilitation, implementation, and strategizing **Mastery:** Strategizing, launching future-oriented initiatives, cross-divisional collaboration	Approved by Head of HR

Compensation & Rewards	• Compensation & Benefit Design and Delivery • Payroll and Benefits Administration • Market Trends Analysis • Regulatory Compliance and Governance	Awareness, Proficient, Expert	**Awareness:** Basic knowledge and support **Proficient:** Analysis, comprehension, and implementation **Expert:** Facilitation, implementation, and strategizing	Final changes suggested by Head of HR incorporated, awaiting official approval
Employee Relations	• Knowledge on Relevant and Applicable Laws • Resolve Disputes & Employee Grievances • Facilitate Employee Disciplinary Action Committee • Regulatory Stakeholder Management • Technical Writing Skills on Disciplinary Compliance and Legal Matters	Awareness, Proficient, Expert	**Awareness:** Basic knowledge and support **Proficient:** Analysis, comprehension, and implementation **Expert:** Facilitation, implementation, and strategizing	Approved by Head of HR
HR Business Partners	• Process Management and Reengineering • Strategy Alignment and Leadership Consultation • Advocating HR Policy and Building Buy-in • Employee Life Cycle and Experience Management • Organizational Resilience Building • Change and Culture Management • Relationship Management	Awareness, Proficient, Expert	**Awareness:** Basic knowledge and support **Proficient:** Analysis, comprehension, and implementation **Expert:** Facilitation, implementation, and strategizing	Final changes suggested by Head of HR incorporated, awaiting official approval
HR Operations	• Administrative Expertise • Employee Life Cycle Management • Employee Benefits Administration • VBP (Valued Business Partner) Management	Awareness, Proficient, Expert	**Awareness:** Basic knowledge and support **Proficient:** Analysis, comprehension, and implementation	Approved by Head of HR

			Expert: Facilitation, implementation, and strategizing	
Learning & Development	• Training Need Analysis • Training Module Design & Development • Training Module Delivery & Facilitation • Learning Management System Expertise • Training Program Management	Awareness, Proficient, Expert	**Awareness:** Basic knowledge and support **Proficient:** Analysis, comprehension, and implementation **Expert:** Facilitation, implementation, and strategizing	Approved by Head of HR
Organization Development	• Performance Management • Talent Management • Bank/Team Culture • Change Management	Awareness, Proficient, Expert	**Awareness:** Basic knowledge and support **Proficient:** Analysis, comprehension, and implementation **Expert:** Facilitation, implementation, and strategizing	Approved by Head of HR
Talent Acquisition & Employer Branding	• Talent Assessment • Talent Acquisition • Employer Branding Strategy and Implementation	Awareness, Proficient, Expert	**Awareness:** Basic knowledge and support **Proficient:** Analysis, comprehension, and implementation **Expert:** Facilitation, implementation, and strategizing	Approved by Head of HR

4.5 Findings (b)

This section of the findings will elucidate my experiences and observations during the project concerning the attributes of the framework we implemented.

Focus on Strategic Alignment: The project has been executed with a strong emphasis on aligning the HR Competency Framework with the overarching mission, vision, and values of BRAC Bank PLC. This alignment ensures that HR practices focus on both improving operational efficiency and furthering the bank's strategic objectives.

Incorporating Global Standards within a Local Framework: The competency framework incorporates global best practices in human resource management, significantly influenced by AIHR's T-shaped model. It uniquely integrates local business contexts and cultural nuances, making it highly relevant and applicable for BRAC Bank and the broader corporate environment in Bangladesh.

Collaboration with stakeholders: The contributions from various departments, particularly the earnest support of the department heads, were essential in rendering the framework both comprehensive and practically applicable.

Core vs. Functional Competencies: The framework differentiates between core or fundamental competencies, which are required of every HR professional, and functional competencies, which relate to certain departments. This differentiation allows for the design of focused development programs and outlined paths to advancement.

Focus on Digital and Data Expertise: Aligned with the progressive nature of the bank, digital and data expertise has, in fact, been identified as a core competency for all HR functions. It highlights the need for digital competence in contemporary HR activities and the bank's dedication to harnessing data and technology to enhance efficiency and promote innovation.

Room for Improvement: Please note that while the framework serves as a foundational reference point, it also presents opportunities for development, emphasizing the need for continuous revisions to remain in line with the trajectory of global HR advancements, and the pressing need for implementing real-time feedback tools to gather qualitative insights from active HR professionals.

Raising the Bar on HR Practices: The implementation of an internal HR Competency Framework at BRAC Bank PLC sets a standard for excellence in the field. This approach makes the bank a pioneer of HR practices in Bangladesh and an agent of raising HR practice standards in Bangladesh.

4.6 Findings Summary:

BRAC Bank PLC being an organization which always strives for excellence and obedient to project Adroit with these remarkable results, continued its winning streak. This project lays down a nationally relevant yet globally aligned HR Competency Framework that enables strategic HR management for the bank to deliver on the mandate, build its people and set the clean benchmarks in the industry. This project proves the necessity of strategic HR and successful organizational development and further points to a future of continuous improvement and adaptation within the challenging and changing business climate.

4.7 Conclusion

Project Adroit is reflective of BRAC Bank PLC's commitment to innovation and quality in HR. So, BRAC Bank PLC not only paved the way towards making HR processes world-class in Bangladesh by designing a competency framework that resonates with the vision and mission of the HR Division, but also strikes towards ensuring long-term organizational growth and competitiveness. Therefore, this project lays great emphasis on a strategic human resource management that is not only aligned with the international practices but also has enough flexibility to keep in view the local whores. The success of this framework will ensure that the HR can be a better partner of a strategic partner for BRAC Bank to achieve its goals of being the market leader & excellence in operations.

4.8 Recommendations

As improvement is a process, any innovative project must be sustained over time. Here are some recommendations to ensure that the competency framework functions as well as possible:

Ongoing evaluation, and updating: The framework should be a living document, regularly reviewed and updated to keep pace with changing business goals, workforce needs, and industry norms.

Stakeholder Participation: To ensure keeping the latest changes, it is necessary to ensure continued interaction with all HR stakeholders. This should include feedback loops so that the framework is informed by staff getting the opportunity to shape its development based on their real-time experiences.

Training and Development: They should build comprehensive training programs to support the required competency levels in line to the framework. As also mentioned in the initial T-shaped model, this should also include leadership development programs to ensure career progression and forward future leaders.

Benchmarking and Global Alignment: Although the framework is a groundbreaking step in the Bangladeshi corporate environment, continuous benchmarking against international best practices is necessary due to the constant competition. This guarantees that the bank's HR procedures not only establish a standard locally but also compete globally.

Digital Integration: It is necessary to create a digital system to monitor and guarantee that the competency framework is being adhered to in learning and development, performance management, hiring, and other operations. By doing this, fewer hours will be spent attempting to manually identify which sections are being followed and which are not.

‘Clones’ vs. Diversity: Employees who adhere to the framework too strictly may develop groupthink, which is the inadvertent suppression of creative and unconventional ideas in favor of sticking to the framework. A balance must therefore be struck.

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