



Inspiring Excellence

Internship Report

On

Recruitment and Selection policy of The City Bank Ltd.

Submitted to

Dr. Md. Mamun Habib

Associate Professor

BRAC BUSINESS SCHOOL

Submitted By:

MD. Samiul Islam

ID: 15264036

LETTER OF TRANSMITTAL

15 April, 2018

Dr. Md. Mamun Habib

BRAC Business School

BRAC University

66, Mohakhali

Dhaka-1212

Subject: Submission of Internship Report.

Dear Sir,

I am submitting an internship report titled for “Recruitment and Selection policy of The City Bank Ltd.”. Your guideline has been followed in every aspect of preparing this report. I have really enjoyed working on this report and I hope that my work would meet the level of your expectation. Any query on this report is appreciated.

Thank you

Yours Sincerely

.....

MD. Samiul Islam

ID: 15264036

BRAC University

ACKNOWLEDGEMENT

I wish to acknowledge the immeasurable grace and profound kindness of the Almighty Allah, the supreme ruler of the universe, who created me and enables me to make my dream in a reality.

First I specially thanks and appreciation to my honorable supervisor Dr. Md. Mamun Habib Department of Business Administration, BRAC University Bangladesh.

Very sincerely, my heartfelt thanks go to my supervisor, Mohammad Shafiul Islam (SAVP) for his guidance and evocations for this report. This report could not have been completed without his co-operation and valuable guidance.

My cordial thanks go to Tanjila Haque (Assistant Manager, Recruitment Process) and Ishrat Alam (Officer, Recruitment Process) who gave me the opportunity to do my job.

I am privileged my enjoying assistance and guidance of all the officers and employees of City Bank Limited, for supporting and giving me pleasurable working experiences and helping me prepare this report.

Finally I would like to pay my deep gratitude to my reverend persons for their unbound forbearance, continuous encouragement and generous help in sustaining my prolonged studentship.

EXECUTIVE SUMMARY

This report based on the internship program, partial requirement for the Masters of Business Administration in BRAC University Bangladesh. The main objective of this report is the recruitment and selection policy of The City Bank Ltd. Working in City Bank was a great practical experience for my carrier life. City Bank is a first generation commercial bank in Bangladesh. Recently it has introduced new business model in SME segments.

The report discusses about all the issues of recruitment and selection procedures of CBL. This report is categories in five different chapters. In chapter one introduction, purpose, objective, scope, methodology, limitations are discussed. In chapter two organizational profile of the city Bank Ltd, Chapter three discussed recruitment and selection process of CBL, Chapter four discussed major findings, Chapter five finally recommendations and conclusion are given in this chapter.

Although there are some limitation City Bank HR trying their best to input right people at right time and in right place. I tried my best to concentrate to write all the recruitment and selection procedures of City bank and recommended some issues for better HR system in City Bank.

Table of Contents

1. Introduction	1
1.1 Origin of the Report.....	1
1.2 Scope of the Study.....	1
1.3 Objective of the study	1
1.4 Methodology	1
1.5 Limitation of the study.....	2
2. Organization Overview.....	3
2.1 Vision of CBL	5
2.2 The mission of The CBL.....	5
2.3 Values of CBL	5
2.4 Management Structure of CBL	6
3. Recruitment and Selection	7
3.1 Recruitment Process.....	7
3.2 Factors to be considered in Selection Procedure.....	7
3.3 Selection Procedure	7
3.3.1 HR needs and Requisition.....	8
3.3.2 Job Description	9
3.3.3 Recruitment Sources	9
3.3.4 Application Receiving.....	10
3.3.5 Short Listing	10
3.3.6 Evaluating criteria:.....	11
3.3.7 Interview Steps	12
3.3.8 Medical Examination	12
3.3.9 Final Selection and Appointment Offer.....	12

4. Findings.....	14
4.1 Recruitment Procedure.....	14
4.2 Selection Procedure	14
5. Recommendation	16
6. Conclusion.....	17
References:	18

1. Introduction

1.1 Origin of the Report

Master of Business Administration (MBA) course requires an internship as I worked as an Officer in The City Bank Ltd, Human Resources Division, I took the liberty to submit a report on The City Bank's Recruitment and Selection process of the City Bank. This report does explain the nature and objective of the Human Resource Division as well as its functioning.

1.2 Scope of the Study

As I work in City Bank, my scope wasn't very much limited. I had maintained some official formality for the collection of data of my report. This report mainly encompasses the Human Resource Practices of the City Bank Limited in comparison the General Banking.

1.3 Objective of the study

- To gather knowledge about the function of human resource division
- To identify the Recruitment Process of CBL
- To identify the problem of human resource division of The City Bank Ltd
- To recommend suggestions for the HR Division of the City Bank Ltd

1.4 Methodology

The data needed for this report were collected from various sources. The data were collected from the following:

- Face to face conversation with CBL officials
- Official records of CBL
- Annual reports of CBL.
- File study in the Human Resource Division.
- CBL Recruitment Policy
- CBL Website
- From research reports

1.5 Limitation of the study

A major limitation of this report is Bank's policy of not disclosing some data and information for obvious reasons, which could be very much useful.

I had to complete this report within a very short span of time (Twelve Weeks) that was not sufficient for investigation.

Because of the limitation of information, some assumptions were made. My perception about some observation may not be correct.

Since City Bank is a one of the oldest established bank; there is not enough data to analyze the proper growth according to market economy. Moreover, all strategic information is not possible to collect.

2. Organization Overview

City Bank is one of the oldest private Commercial Banks operating in Bangladesh. It is a top bank among the oldest five Commercial Banks in the country which started their operations in 1983. The Bank started its journey on 27th March 1983 through opening its first branch at B. B. Avenue Branch in the capital, Dhaka city. It was the visionary entrepreneurship of around 13 local businessmen who braved the immense uncertainties and risks with courage and zeal that made the establishment & forward march of the bank possible. Those sponsor directors commenced the journey with only Taka 3.4 crore worth of Capital, which now is a respectable Taka 2311.78 crore as capital & reserve.

City Bank is among the very few local banks which do not follow the traditional, decentralized, geographically managed, branch based business or profit model. Instead the bank manages its business and operation vertically from the head office through 7 distinct Units namely

- Business Unit
- Retail and Small Business Unit
- Risk Unit
- Operations Unit
- Wholesale and Commercial Banking Unit
- Support
- Finance

Under a real-time online banking platform, these 7 distinct Units are supported at the back by a robust service delivery or operations setup and also a smart IT Backbone. Such centralized business segment based business & operating model ensure specialized treatment and services to the bank's different customer segments.

The bank currently has total 130 branches which includes 109 online branches, 1 full-fledged Islamic Banking branch, 1 SME service center and 11 SME/Agri branches spread across the length & breadth of the country. Besides these traditional delivery points, the bank is also very active in the alternative delivery area. It currently has 311 ATMs of its own; and ATM sharing arrangement

with partner banks that has more than 1150 ATMs in place; SMS Banking; Internet Banking and so on. It already started its Customer Call Center operation.

City Bank is the first bank in Bangladesh to have issued Dual Currency Credit Card. The bank is a principal member of VISA international and it issues both Local Currency (Taka) & Foreign Currency (US Dollar) card limits in a single plastic. VISA Debit Card is another popular product which the bank is pushing hard in order to ease out the queues at the branch created by its astounding base of some 400,000 retail customers. The launch of VISA Prepaid Card for the travel sector is currently underway.

City Bank has launched American Express Credit Card and American Express Gold Credit card in November 2009. City Bank is the local caretaker of the brand and is responsible for all operations supporting the issuing of the new credit cards, including billing and accounting, customer service, credit management and charge authorizations, as well as marketing the cards in Bangladesh. Both cards are international cards and accepted by the millions of merchants operating on the American Express global merchant network in over 200 countries and territories including Bangladesh. City Bank also introduced exclusive privileges for the card members under the American Express Selects program in Bangladesh. This will entitled any American Express card members to enjoy fantastic savings on retail and dining at some of the finest establishment in Bangladesh. It also provides incredible privileges all over the globe with more than 13,000 offers at over 10,000 merchants in 75 countries.

City Bank prides itself in offering a very personalized and friendly customer service. It has in place a customized service excellence model called CRP that focuses on ensuring happy customers through setting benchmarks for the bank's employees' attitude, behavior, readiness level, accuracy and timelines of service quality.

City Bank is one of the largest corporate banks in the country with a current business model that heavily encourages and supports the growth of the bank in Retail and SME Banking. The bank is very much on its way to opening many independent SME centers across the country within a short time. The bank is also very active in the workers' foreign remittance business. It has strong tie-ups with major exchange companies in the Middle East, Europe, Far East & USA, from where thousands of individual remittances come to the country every month for disbursements through the bank's large network of 99 online branches and SME service centers.

The current senior management leaders of the bank consist of mostly people from the multinational banks with superior management skills and knowledge in their respective "specialized" areas. The newly launched logo and the pay-off line of the bank are just one initial step towards reaching that point.

2.1 Vision of CBL

“To be the leading bank in the country with best practices and highest social commitment”

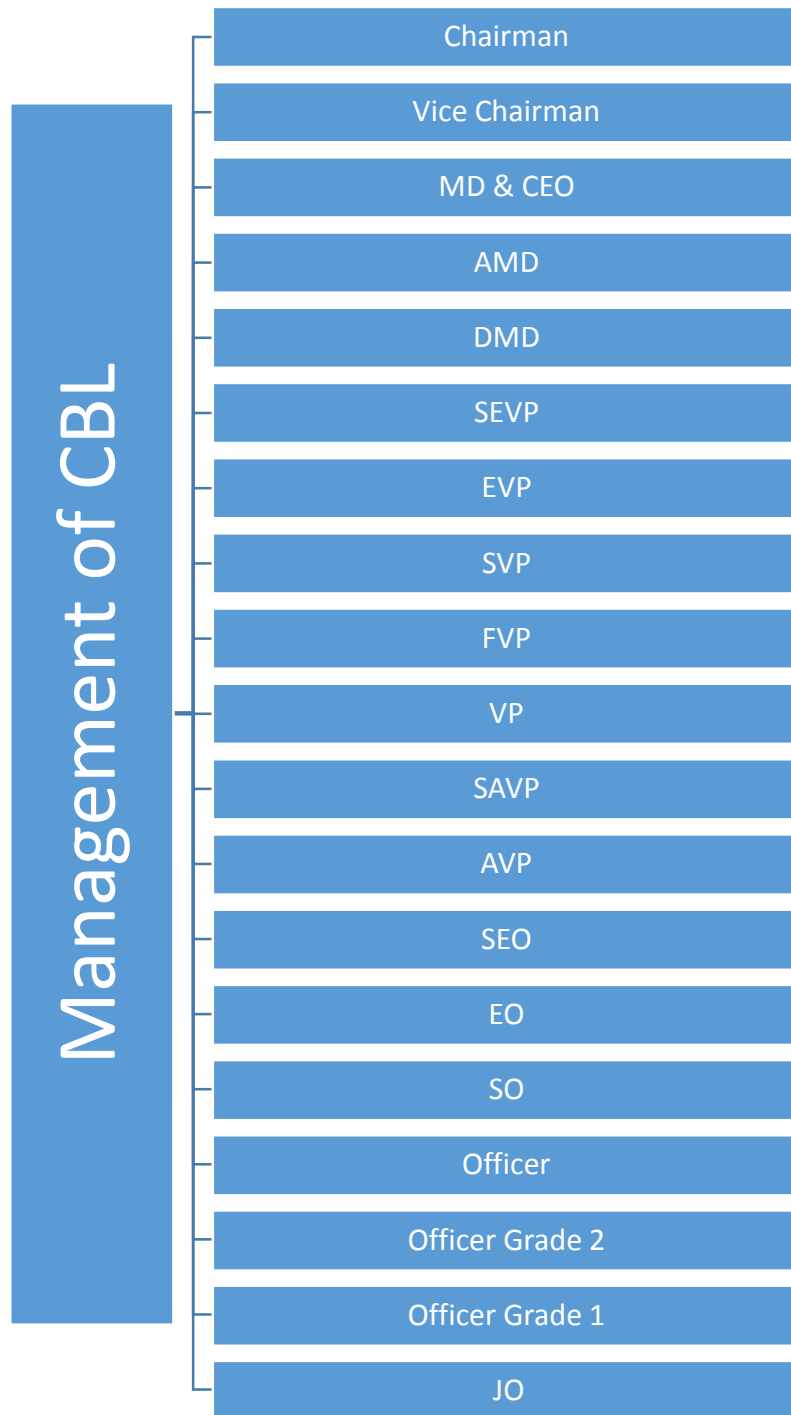
2.2 The mission of The CBL

- To contribute to the socio economic development of the country.
- To attain highest level of customer satisfaction through extension of services by dedicated and motivated team of professionals.
- To maintain continuous growth of market share ensuring its steady growth.
- To maximize bank's profits by ensuring its steady growth.
- To maintain the high moral and ethical standards.
- To ensure participative management system and empowerment of human resources.
- To nurture an enabling environment where innovativeness and performance is rewarded.

2.3 Values of CBL

- Result Driven
- Accountable & Transparent
- Courageous & Respectful
- Engaged & Inspired
- Focused on Customer Delight

2.4 Management Structure of CBL



3. Recruitment and Selection

Human Resource Management is a strategic approach of processing or recruiting, developing, maintaining and utilizing the human resources of an organization. If a firm's competitiveness depends on its employees, then the business function responsible for acquiring, training, appraising and compensating those employees who has to play a major role in the firm's success. As part of an organization, Human Resource Management must be prepared to deal with the effects of the changing world of work. This means understanding the implications of globalization, technology changes, work-force diversity, changing skill requirements, continuous improvement initiatives, the contingent work force, decentralized work sites, and employee involvement.

3.1 Recruitment Process

City Bank tries to discover industrious and innovative people ready to embark on a challenging career. During search for talent, City Bank carries out a number of activities such as:

- Online Database
- Advertisement in daily newspapers
- Accept hard-copy submission of CVs in Human Resource Division
- Occasionally from Job Fairs

3.2 Factors to be considered in Selection Procedure

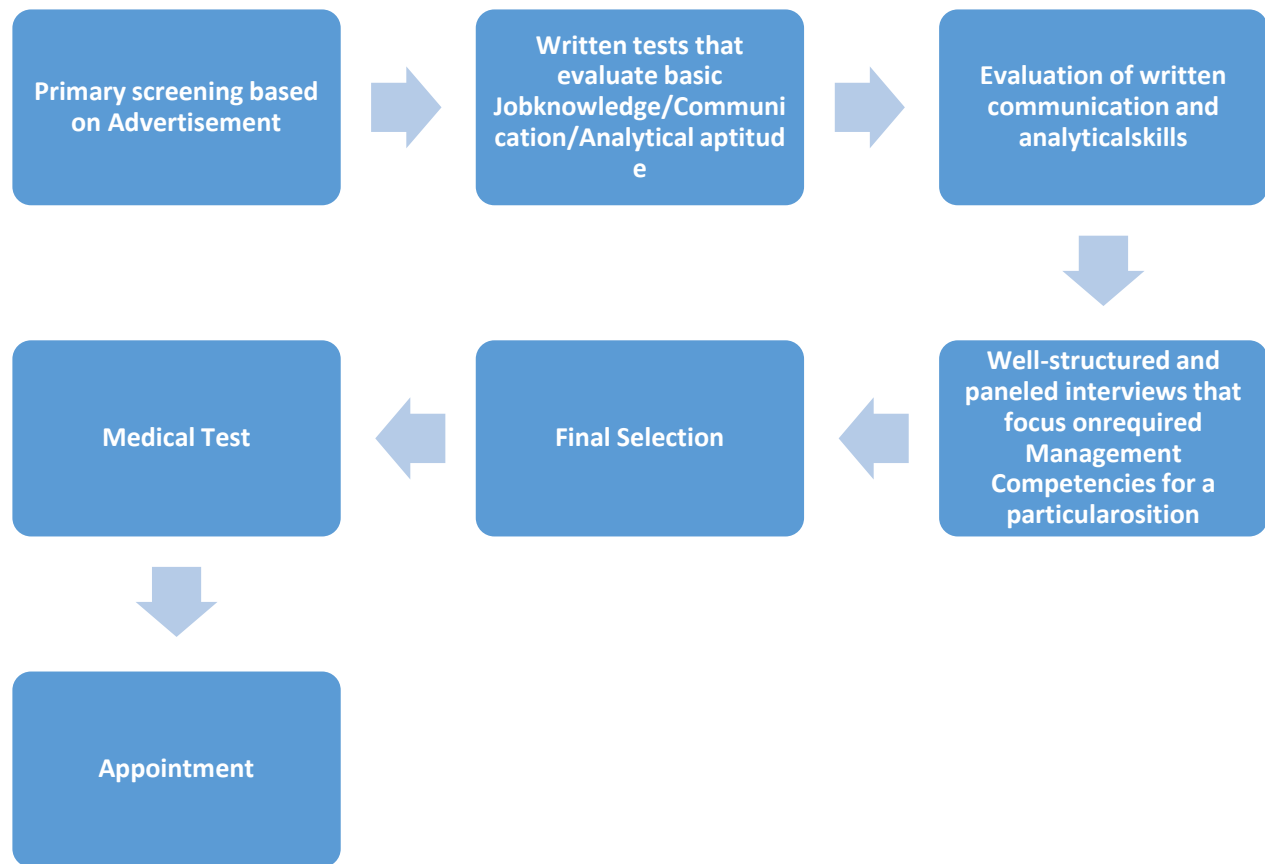
Before going to the selection procedure, City Bank adopts some factors that are considered in selection process. These factors are:

- Resignation and terminations.
- Quality insurance and nature of Employee.
- Technological and administrative changes of the Employee.
- Financial availability of the candidates.
- Trend analysis using computer and forecasting personnel requirements.

3.3 Selection Procedure

City Bank follows comprehensive and extensive selection procedures in search for the most ideal and competent professionals. The testing methods are effectively designed in order to accurately

evaluate the required competence and skill for particular jobs. CBL procedures for selection involve the following steps:



3.3.1 HR needs and Requisition

Concerned department will inform the HR of any vacant position so that HR can co-ordinate / notify the other offices of the vacant position. Whenever needed, the head of HR will review the available records and database if there is any qualified and suitable candidate available from City Bank internal sources or prospective external candidates already identified earlier. In special circumstances and to make a quick decision the head of HR may propose any suitable staff within the City Bank for the position to the respective Unit/Department Head and/or project.

3.3.2 Job Description

Job description is the basis of City Bank recruitment, selection and placement, training, performance appraisal, salary administration, promotion and other personnel actions for its employees. The appointing authority and the line manager shall ensure that each employee has an appropriate and updated job description stating clearly the context, purpose, organ gram, duties and responsibilities of the employees and person specification. Job description will be prepared and provided to the employee when he/she is appointed, promoted, newly assigned or when deemed necessary.

3.3.3 Recruitment Sources

An effective recruitment always starts with the correct selection of sources of human resources. A recruited employee who has not the right skill cannot perform effectively. As a result the overall performance level is sure to deteriorate which has significant effect on the company performance. Therefore, City Bank has been on continuous search of effective recruitment sources.

Internal Sources

It is City Bank's policy to give preference to appoint internal candidates, provided that the employee is suitably qualified for the vacant or new position and also meets the existing and future requirements. Appointments may be made by the way of promotion, up gradation or transfer with the approval of the authority. As a usual procedure, job vacancies in City Bank will be advertised through internal notices to the concerned offices.

External Sources

Whenever job vacancies are required to be circulated outside, the main objective will be to attract a pool of candidates to apply from which qualified candidates for job vacancies can be chosen. Here are a number of external sources that is used by the company:

- Newspaper Advertisement:

Vacancy announced is circulated by publishing advertisement in the national dailies. The newspapers that are widely circulated are chosen for publishing advertisement.

- Walk-ins and Write-ins:

Often job seekers arrive at HR department in search of a job. They are walk-in people. Write-ins are those who send their curriculum resume for suitable position. Both groups may be asked to fill up an application blank. Their relevant information may be kept in active database file for any suitable position in future.

- Web site:

Modern information technology such as web site is also used for advertising job vacancy of different positions.

- Other:

Depending on circumstances, other professional / employment agencies, technical institutes and journals may be chosen to give wider coverage of job openings. The role of HR personnel is very important in dealing with external job seekers because the outsider individuals draw an impression about the company on the manner their candidature has been dealt with.

3.3.4 Application Receiving

HR department collects job applications against each vacancy announcement. There should have a minimum time period for application receiving. The period should normally be around 10 days. All applications are sequentially numbered in HR. Applications are not accepted that are received after the deadline. Under special circumstances, applications after deadline may be accepted provided the concerned Manager gives written authorization.

It is City Bank's policy to attract as many applicants to apply, provided that they meet the Pre-requisites of the job. However, those who have been regretted within last six months period are not allowed to apply for whatsoever position in City Bank and within one year, a candidate can not appear for more than two tests / interviews.

3.3.5 Short Listing

Short listing is done on the basis of appraising information on the application form in the light of job specification of a position. The job criteria are critically reviewed during shortlisting. The short-listing method is qualitative one where managerial judgment plays important role. Before short listing of candidates for tests, job criteria are set by HR and line manager. There are general

and technical job criteria that a candidate has to meet for consideration of next step of selection. HR determines general criteria while line manager determines technical criteria. Both the types of the criteria are important; however, it is the nature of job that determines which type of criteria should give more priority.

3.3.6 Evaluating criteria:

Educational Qualification

Whether the candidates have the required educational qualification

Relevant job experience and required skills

The candidate may have the irrelevant job experiences and skills that are not considered during short listing. City Bank follows a standard set rule of short listing of candidates. The candidates having the relevant job experience are enlisted in the short list.

Administering tests and interview

After short listing of prospective candidates, appropriate employment tests such as written tests, oral tests or any other tests as deemed fit are arranged to assess candidates' suitability for the position. Through the test selected psychological factors such as intelligence, aptitude, temperament and attitude of the candidates are measured and observed.

Conducting written test

HR drafts the written test questionnaires. A set of questions of technical nature is drafted by line managers and sent to HR. Few questionnaires from that list is included in the test by HR as random basis. While finalizing test question, HR considers the job requirements of the position and maintains relevance, consistency and standard on the pattern of questions. The type of question depends on the nature of the position. Usually a combination of multiple and narrative type of questions is set in the written test. HR exclusively checks all multiple type and non-technical narrative type of answers, while the line manager checks the narrative type of technical part. HR does the compilation of score in written test. It is the responsibility of HR to select and call candidates for subsequent tests based on the performance of written test. The minimum qualifying score in the written test is 45%. Candidates who have qualified in the written test are invited for the next selection test.

3.3.7 Interview Steps

Selection interview is an in-depth discussion between interviewer and interviewee. An interview Board/Selection Committee is formed comprising of the following personnel:

- Line Manager
- Unit/Departmental Head
- Head of HRD

Generally HR conduct all the process of recruitment and selection, however, for some senior management level position, outside recruitment may be permissible. Executive Search/ Professional Consulting Firms may be contacted by HR for this purpose. The interview board members ask questions that are relevant to the performances of the job including questions regarding required skills. The type of questions may be mixed of open-ended, behavior-oriented; competency based and stresses type questions. The nature of questions varies according to the level of position.

3.3.8 Medical Examination

In City Bank, the job offer is contingent on passing medical examination conducted by the any diagnostic center. The medical examination is conducted once preliminary decision for recruitment is made but the employment offer has not yet given. The purpose for a medical examination is to obtain information on the health status of the applicant being considered for employment and to determine whether the applicant is physically and mentally capable of performing the job. The cost of medical examination is borne by the company.

3.3.9 Final Selection and Appointment Offer

Based on positive report on health status from the medical center, and positive reference check, the candidate is selected for appointment. At this stage, the selected candidate is offered employment with City Bank. The appointment authority of City Bank issues an appointment letter to the selected candidates. The appointment letter includes:

1. Job title, Grade/Step and Salary
2. Nature of appointment
3. Place of posting

4. Name of section or department
5. Effective date of appointment
6. Probationary period, conditions of confirmation and notice period
7. Ending date of employment (applicable for contract employee)
8. City Bank standard terms and conditions.

A current job description is also attached with the appointment letter. The appointment letter and job description will become valid only after signing by the Director HR and the employee, in the space provided for the purpose.

4. Findings

4.1 Recruitment Procedure

The City Bank Ltd uses an in-house function which ensures consistent recruitment from opening to opening. As they use in-house functions they have greater control on the recruitment process and they can easily execute different aspects of recruitment properly.

The City Bank Ltd pursued centralized recruitment policies. That is recruitment activities are coordinated by the Human Resource Division. The advantages of this centralization recruitment are quick decision making, elimination of duplication, limitation of time, low cost and efforts.

It has a strong online application system. Generally they post the advertising on www.bdjobs.com. The applicants send their resumes through bdjobs. Later on an Associate Manager sorts out the resumes according to the criteria.

The Head of Human Resource along with the other stuffs do all the HR activities in The City Bank Ltd. They maintain Human Resource Information System (HRIS) for their employees.

There is fair and equal treatment in different categories of the jobs in The City Bank Ltd. Male and female employees are treated equally in City Bank. There is no gender discrimination.

There is no proper guideline in The City Bank Ltd regarding the recruitment budget.

There is little effort of HR division for continuous development in recruitment process. The world is changing and recruitment process as well. They are using the same methods and strategies year after year because they are familiar with the practice and it is working.

4.2 Selection Procedure

Usually, the selection is a time consuming procedure. All the processes go through the decentralized decision making process that takes more time to complete the whole selection process.

The applicants send their resumes through bdjobs. These resumes are then sorted for particular competencies. These sorted and varied resumes are then entered in the database to weed out any

probable entry mistakes. The whole process takes considerable length of time as the number of applicants often reaches staggering number.

The persons who are selected in the process are only contacted.

When selection took place, The City Bank Ltd loses more qualified candidate because within this time most of the candidates joined in another organizations.

In case of security guard, tea-boy and cleaner, they follow outsourcing. That is they hire the employees from employment agencies. Those workers work on temporary basis in The City Bank Ltd. There is a contract between The City Bank Ltd and the supplier.

5. Recommendation

Based on the findings of this report few recommendations have been found. These could be helpful for HR if followed:

- The Human Resource need identification should be done by HR department rather than divisional Head. It will facilitate the proper control of HR on different Branches and it will be possible to procure the actual number of employees.
- The CVs of applicants should be sorted on the basis of degree or skill as early as possible which will save valuable time to internal CV sourcing.
- An online database of all employees should be developed so that every employee has individual online profile account and it can be accessed at a time by more than one employee.
- Customer service skill are needed some improvement and effective steps should be taken to provide one stop service related training as early as possible.
- Computerized database of salary is required from Jan- Aug 2009. It will take more time if the data of salary is being input to database manually. Branches should make the soft copy and send it to the HR.
- The front liner banks are providing higher salary and picking the efficient employees. The HR should make regular assessment here.
- Maternal leave should be fixed to 4 months according to Bangladesh Bank's rule.
- There should be sufficient budget for recruitment and selection purpose.
- For some valuable positions, selection decisions can be made centrally to avoid time.
- Reference should not be used as selection criteria because there is a chance to select a wrong person.

6. Conclusion

The City Bank Limited is a bank that confirms the best service to the customers as well as to the employees by Human Resource Division. The City Bank Limited is the fastest growing Bank in Bangladesh. By working in HR Division the knowledge was learnt would be helpful enough to sustain with the real organizational environment.

Banking business is an emerging concept from Bangladesh's point of view. Day-by-day, it is getting popular in the middle class people. From very beginning The City Bank Limited has successfully run their business with well reputation now they create their own interest on capacity in banking business. The Banking business has a great prospect in Bangladesh.

So, the management of The City Bank Limited should give more concentration in this potential sector with proper strategy, better marketing policy and satisfactory customer services. As I am working in the Human Resource Management Department, and I end up with some observation and based on these observation some recommendation have been given in this report. Hopefully these recommendations will help to The City Bank Limited continue its progress.

References:

- ❖ The City Bank [online] < www.thecitybank.com >, organization overview, 2 Apr 2018
- ❖ www.scribd.com/doc/120925668/Internship-Report-On-Recruitment-and-Selection-Policy, Organization Overview, 2 Apr 2018
- ❖ The City Bank Ltd. Annual Report 2014-2015 [online] Available at: <https://www.thecitybank.com.bd/annual_reports.php >, Management Structure and Joining Process overview, 5 Apr 2018
- ❖ Human Resource Management (HRM). [Online] Available at: <<http://www.managementstudyguide.com/human-resource-management.htm> >, Recommendations and Findings, 5 Apr 2018
- ❖ City Bank: In-house Newsletter for City Bank Staff (3rd issue) [online] Available at: <https://www.thecitybank.com.bd/city_barta/City%20Barta.pdf > [Accessed December 2010]