

Report On
Challenges faced and achievements of the recruitment function in BRAC
Bank Limited

Submitted By
Labanaya Barua
ID: 15104119

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
[September] [2019]

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Labanaya Barua
15104119

Supervisor's Full Name & Signature:

Zaheed Husein Mohammad Al-Din
Senior Lecturer, BRAC Business School (BBS)
BRAC University

Letter of Transmittal

Zaheed Husein Mohammad Al-Din
Senior Lecturer
BRAC Business School (BBS)
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

With due respect, this is my pleasure to display my internship report on 'Challenges faced and achievements of the recruitment function in BRAC Bank Limited' to you, which I was selected by your direction. I have tried to prepare the whole internship report according to your instructions.

It has been great experience for me to spent last 3 months working as an intren in recruiting and relationship department at human resource division of BRAC Bank Limited. They have given me the opportunity to gained my knowledge on how the recruiting system works. I have tried my greatest effort to make this report informative and identify the challenge of a recruiter and analysis their achievement.

I humbly request you to accept my internship report. However, despite my best effort there may remain some errors in the report and I hope that you would consider that and accept my internship report.

Sincerely yours,

Labanaya Barua
ID :15104119
BRAC Business School
BRAC University
Date: 26th September, 2019

Non-Disclosure Agreement

This agreement is made and entered into by and between 'BRAC Bank Limited' and the undersigned student at BRAC University 'Labanaya Barua'.

Acknowledgement

To begin with, I would like to express my heartiest gratitude to the Almighty for giving me the patience, energy and courage to accomplishment of my internship report. I would like to express my thankfulness to my internship supervisor Zaheed Husein Mohammad Al Din from the core of my heart for all his guidance, support, supervision and for motivating me to do this report. Then, I would like to thank to the whole team of HR division of BRAC Bank limited for giving me the support and opportunity to work with them. I would like to thank my supervisor Rumana Wasih, Associate Manager of BRAC Bank limited for giving me the opportunity to do my internship in recruitment and relationship department of HR division. I would also express my thankfulness to Kakoli Rashid for helping me to learn about the function of joining and recruitment system. Without the help of all these people I would not able to complete this report.

Executive Summary

BRAC bank is one of the most popular private banking sector in Bangladesh. Small and Medium Enterprises (SME) sector is playing a significant role for BRAC bank. Human resource Division of BRAC bank is one of the big department which maintain recruitment, compensation, operation, learning and development. I had a great opportunity to work with the recruitment and relationship department under Human Resource division. The main purpose of this report is to find out the Challenges faced and achievements of the recruitment function in BRAC Bank Limited. In BRAC bank there are more than seven hundred employees work in all over the country. Human resource department maintain development of existing employees and recruitment quality of BRAC Bank. This report describes the whole process of recruitment quality and how the recruiter finish all the process of recruitment system. To begin with, first section focus on the total overview of regarding BRAC bank limited. Next chapter focus on the rational of the study, main scope of study, what is the objective and what kind of methodology of the study. Then in chapter three focus on the total Human resource division. It is basically about what types of work they do and how they manage their work. It is mainly related with the recruiter responsibilities and the description of their main work. Next chapter, I focus on the main factor of recruiting and selection process. Here, shows my observation how and what kind of policy they make for recruiting process. Next in chapter five I basically focus on my key findings of recruiters. Base on my experience and observation I analysis their key challenges and achievement. My report focus on the recruiting system and shows the recruiter challenges which they faced in recruiting. In the last chapter, I came up with my own suggestion which I hope that could be useful to make changes in recruiting department.

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List of Acronyms

BBL	BRAC Bank Limited
HR	Human Resource
MD	Managing Director
SME	Small and Medium Enterprises
CEO	Chief Executive Officer

CHAPTER 1

Organization Overview

1.1 An Overview of BRAC Bank Limited

BRAC Bank Limited is the leading, fastest growing banks, which started its journey from 4th July, 2001 as a private commercial Bank in Bangladesh. BBL owned partially by BRAC the largest NGO in the world. Sir Fazle Hasan Abed, founded the BRAC Bank for develop banking services and Small and Medium Enterprises for the rural people. As a result, BRAC bank is the earliest bank who took the initiative to help SME entrepreneurs who are struggling to secure their finance.

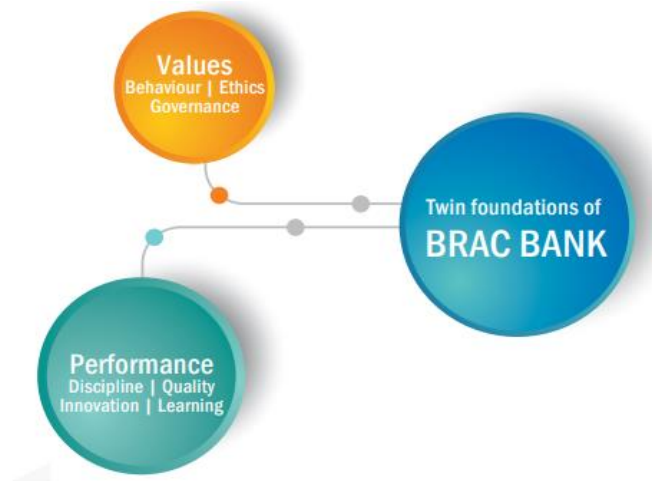


Figure 1 Twin Foundations of BRAC Bank

At present, in Bangladesh BRAC Bank has appeared as number one market leader in SME business. It has disbursed more than BDT 650,000million to the SME entrepreneurs across all over the country and hence played a significant role in socio economic development of Bangladesh. In place of first Bangladeshi Bank, BRAC Bank has graded by two of world's leading credit rating agencies -

- Standard & Poor company Global Ratings (B+)
- Moody's Investor Service (Ba3)

BRAC Bank has three philosophy

- Focus on people
- Focus on planet
- Focus on profit

BRAC Bank believed that they have some responsibility towards people they are working with and also the environment of working place.

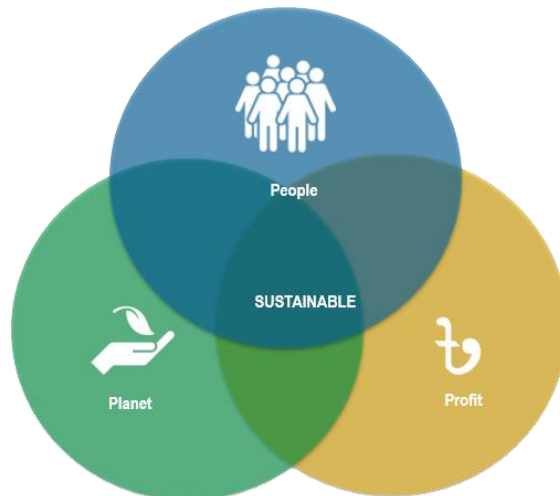


Figure 2 philosophy of BRAC Bank

At current, the bank has grown into a leading competitor in the banking industry of Bangladesh. BRAC Bank has BDT 5,250 million net profit, earnings per share BDT 5.17, 3.59% non-performing loans, total deposits BDT 196.2 billion. It has 186 branches, 457 SME unit offices, 16 premium banking lounges, 448 ATMs booth, 97 CDMs all over the country in Bangladesh.

1.2 The Vision, Mission and Values of BRAC Bank Limited

Corporate Vision - BBL corporate vision is that creating a commercial and socially responsible financial institution in Bangladesh and also focused on the market and business which has growing potentially, in that way supporting BRAC(NGO) and its stakeholders to create a progressive, healthy independent society and poverty free Bangladesh.

Corporate Mission -

BBL corporate vision is-

- Continuous development in Small and Medium Enterprises (SME) sector
- Incessant low-cost credit growth which can controlled growth in retail assets
- Corporate assets to be funded through self-liability mobilization and growth in assets
- Keep debt charges 2% so that BBL can maintain their balanced profitable development
- Proficient synergies to be managed between the bank's branches, SME unit officers and BRAC field officers for maintain banks production and services.

Core values of BRAC bank-

- Maintain open and supporting environment and respect everyone.
- Build a strong relationship with customers based on integrity and service.
- Be responsible, trustworthy towards the organization and maintain the organization law and roles.

1.3 Code of Conduct

BRAC bank has seven core values- CRYSTAL. This code of conduct is based on BRAC NGO's code of ethics.

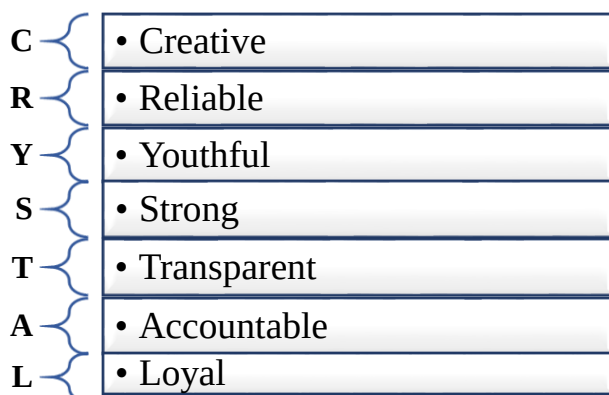


Figure 3 Code of conduct

BRAC Bank limited makes sure that each and every employee are practicing this code of conduct within the organization and create an ethical environment for their employees and customers. BRAC bank needs their employee strong, youthful and loyal. They encourage their employees to generate new ideas, transparent with communication and passionate with their work.

1.4 Organization Hierarchy

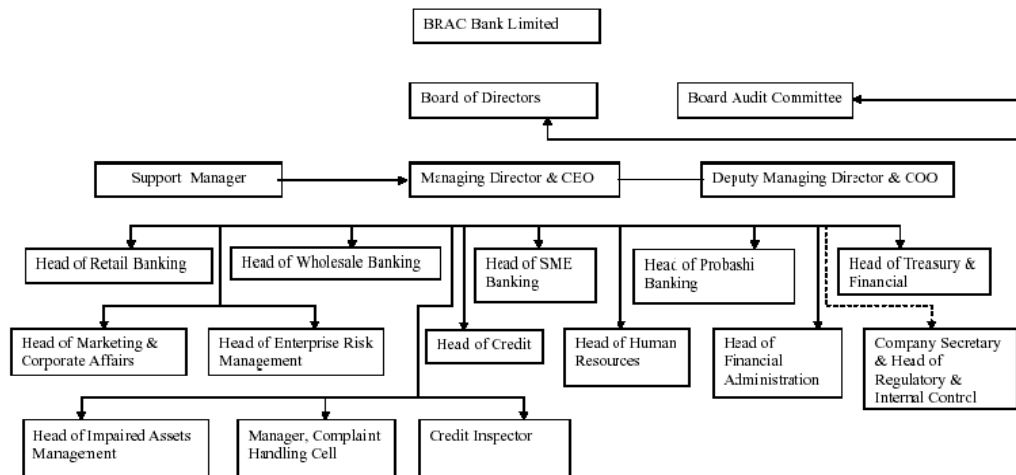


Figure 4 Organization hierarchy

1.5 Board of Director and Management Committee

Board of Director-

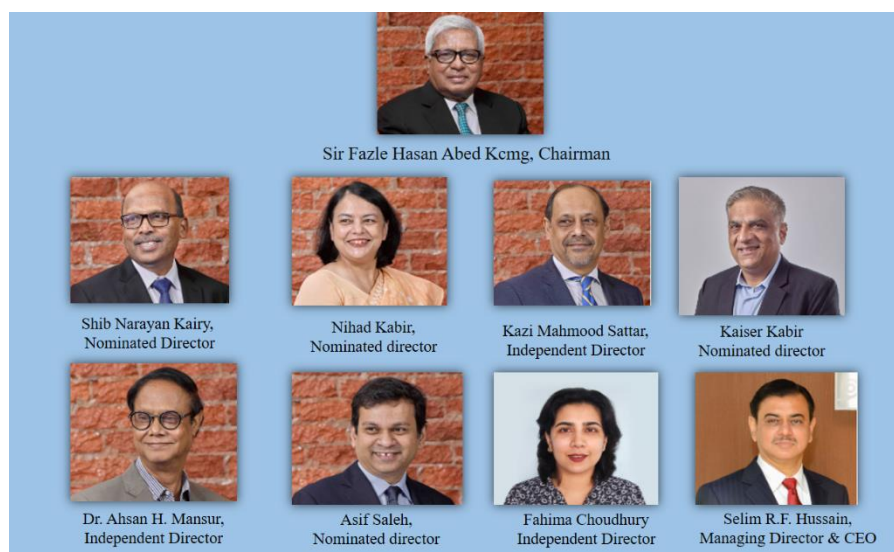


Figure 5 Board of Director

Management Committee-

Name	Designation
• Selim R.F.Hussain	Managing Director & CEO
• Chowdhury Akhtar Asif	Deputy Managing Director & CRO
• Brigadier General Tushar Kanti Chakma (Retd.)	Head of General Services
• Rais Uddin Ahmad	Company Secretary, Head of Regulatory Affairs & CAMLCO
• Sarwar Ahmed	Head of Internal Control & Compliance
• Tareq Refat Uddin Khan	Head of Corporate Banking
• Sayed Abdul Momen	Head of SME Banking
• Nazmur Rahim	Head of Retail Banking
• Md. Shaheen Iqbal,CFA	Head of Treasury & Financial Institutions
• Muniruzzaman Molla	Head of Operations
• Bilquis Jahan	Head of Human Resources
• Shyamon B.Das	Chief Digital Officer
• Mr.Wasi Noman	Chief Technology Officer
• Ekram Kabir	Head of Communication

1.6 Divisions of BRAC Bank

BRAC Bank has seventeen different divisions under two wings- Business Wings & Supportive Wings

Under Business Wings and Supportive wings –

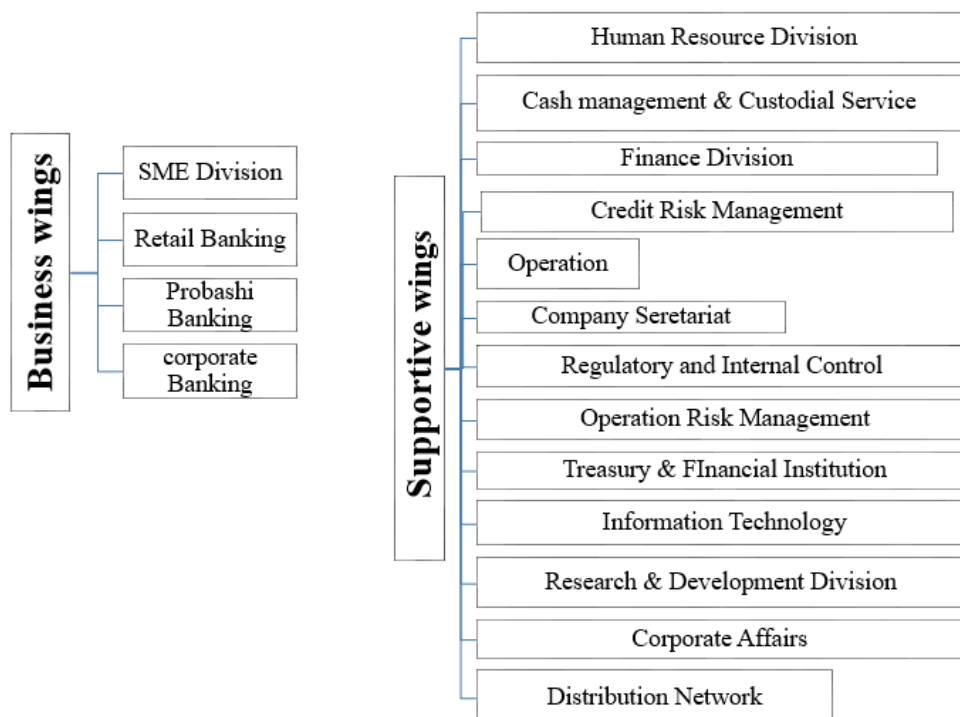


Figure 6 Business wings and supportive wings

1.7 Product and Service of BRAC Bank

In BRAC Bank, there are large number of product and service line for the customer. Here given below-

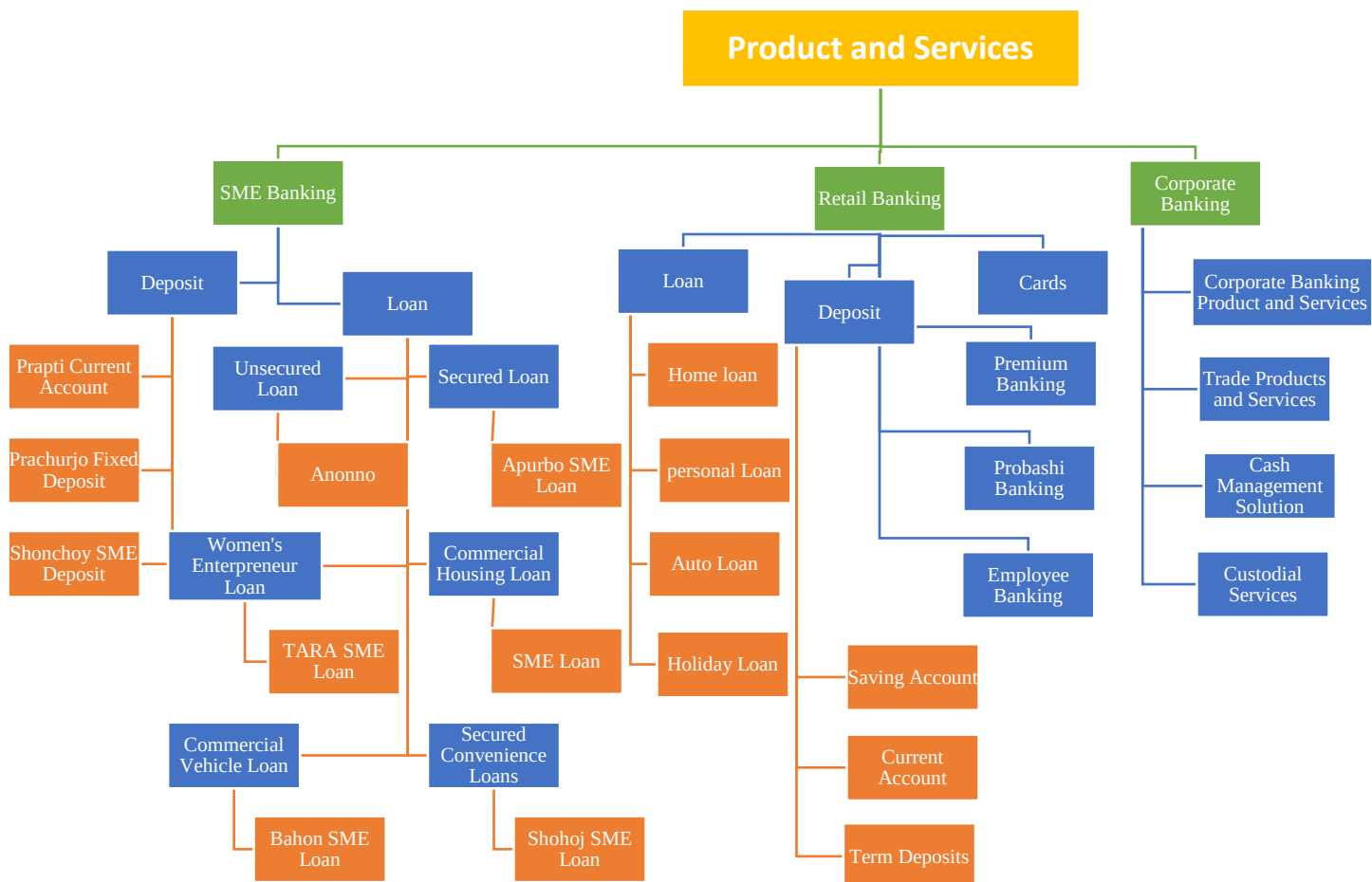


Figure 7 Product and service of BRAC bank

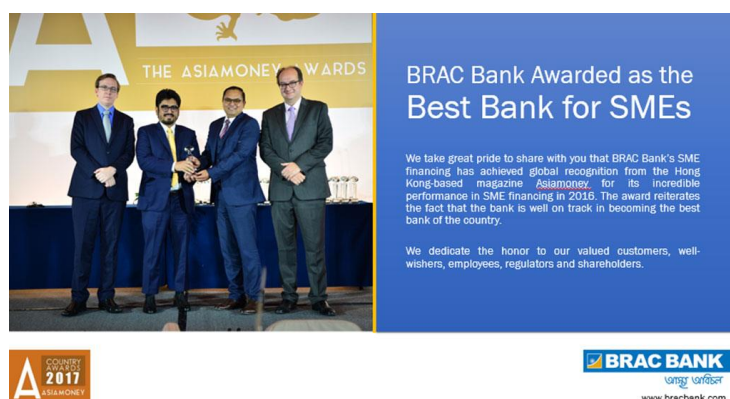
1.8 Subsidiaries of BRAC Bank



Figure 8 Subsidiaries of BRAC bank

1.9 Achievements of BRAC Bank

1. In 2017, achieve 'Best Bank for SMEs'
2. SAFA Awards for the Best Presented Annual Report in 2016
3. ICAB Best Published Annual Reports 2016 Awards for Private Sector Banking
4. ISO Certification in Information Security



CHAPTER 2

Introduction to Report

The main purpose of this internship report is pursuing BBA program which is requirement for completion BBA degree from BRAC University. In BRAC Business School internship is a partial requirement of all BBS's students. As an intern, students need to work three months of any organization to combine their studies with work experience. This internship program helps us to gain clarity on the corporate environment and give experience to real world problems.

For the internship requirement, I have done my internship in BRAC Bank Limited as a Human Resource Division intern. I worked in recruiting and relationship department in HR division. Therefore, I worked as an intern I have learned how recruiting and selection process worked in BBL.

2.1 Rational of Study

In each and every company human resource management plays important roles for managing people and workplace culture. In banking sector, HR deals with employees' performance, compensation, employees' motivation, training, safety, staffing and organization development. The main things, HRM department ensure that top level candidate is purchased for the selecting position. Recruiting a best candidate is a long process which includes sourcing potential candidates, screening the applicants, interviewing and selecting. In the process of recruiting a potential candidate's recruiter facing many challenges. As a result, I have decided to analysis of Challenges faced and achievements of the recruitment function in BRAC Bank Limited.

2.2 Scope of Study

In this internship report will provide a clear idea of how recruiter in BBL faced challenges during recruit right fit candidate for the right position and the achievement they bring for the organization. Throughout

the internship period based on my observation and my personal experience, this report provides the idea of recruitment process challenges and activity of recruiter in BRAC bank limited.

2.3 Objectives

The primary objective of this report is to brief describe and findings of challenges and achievements of a recruiter of BBL. The report will also some specific objectives. They are-

- To know the overall HR function, policy of BRAC bank limited.
- Understand overall recruitment factors.
- To discover major factors of recruitment problems.
- About the impact or achievement of a recruiter.

2.4 Methodology

For achieving the objective this report is based on both primary and secondary sources. All the information is collecting from this sources.

Primary Sources-

- Collect all the information from my supervisor.
- Collect information from the other employees of HR division
- Directly participating in recruitment process.
- Own observation and experience.

Secondary Sources-

- Annual reports of BBL.
- Website of BRAC BANK.
- Online other website related with banking industry.

2.5 Limitations of the Report

Due to some limited scope and time constraints of internship program I have faced some limitations in preparing this internship report. Which are mentioned bellow:

- In human resource division of BBL, recruitment and selecting process is a very sensitive issue for that many information are not being disclosed as a sake of privacy.
- During three months' internship, it is very challenging to make this report properly within very short time period.
- It is very tough to get some information because in HR division employees are constantly busy with their own schedules for that I cannot get proper information of the organization.
- There is some limited access of information. They have some confidential and secret data which could not been collected. The access of information is very restricted due to BRAC bank policies.

CHAPTER 3

Human Resources Division of BRAC Bank Limited

Banking industry is the backbone for the growth of the economy of country. For running a bank successfully, they need skilled manpower in every sector. Human resource department helps the organization to run smoothly, successfully and efficiently. BBL is one of the rising financial industry. Managing the peoples is one of the key challenge for them.

Human resource division is the largest supporting wings of BBL. It plays vital roles of improving employee engagement, productivity and business culture of BBL. However, BBL has a large number of employees all over the country which monitor, control and managed by HR division. At present, BRAC bank human resources division mainly focus on their recruitment quality, development of existing employees and their digital transformation. In BBL, their whole hiring process and budgeting process have been digitalized because of their E-business Suite on premise and their Fusion in cloud services. According to the BRAC BANK website in 2018, they have 7085 of regular staff.

In BBL, human resources division comprised with four different categories –

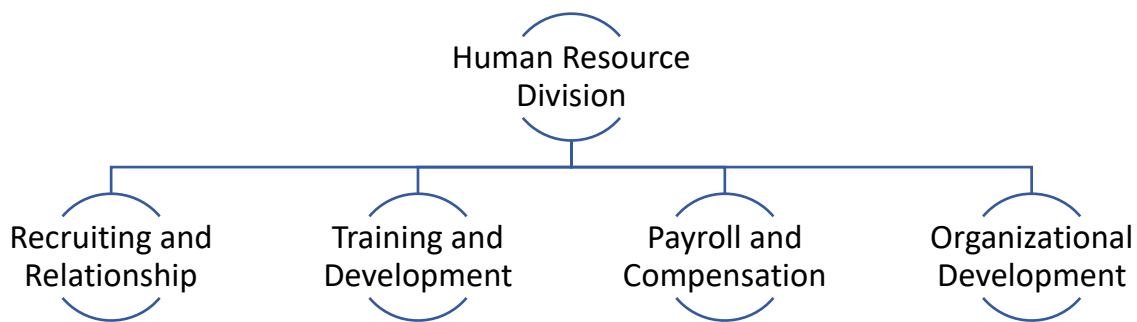


Figure 9 Human resources division

3.1 Function of Human Resource Division

HR Division of BBL maintain an adaptive HR tactic and policy which help them development of their Recruitment system, Compensation & Benefits, Learning and Development training program, Human Capital Department and HR Administration Departments. BBL has some function which help them to control manpower. The following function are-

- Recruitment and selection of employees
- Training program and development of employee
- Payroll and benefits planning.
- Planning of promotion
- Leaves policy
- Local and foreign travel planning policy
- Policy of bond (For training, new joining, training)
- Reward and recognition policy
- HR relationship communication
- Policy for staff loans (Car, housing)
- Policies for resignation or termination from services
- Conducting interview
- Retirement policy
- Employees life insurance policies
- Gratuity fund policy for staff
- Provident fund policy for staff
- Welfare fund policy for staff

3.2 Division of Human Resource Division

As we already know human resource division of BBL comprised with five different categories

- **Recruiting and Relationship:** This subdivision is very important for HR division of BBL. Base on the hiring process recruiter find good, qualified and reliable employees for the appropriate position of the organization.
- **Training and Development:** In BBL training and development is also very important department under HR division. Each and every employee of BBL goes under training program which help them to improve their performance of work.
- **Payroll and Compensation:** In this department the key job is to regulating and monitoring the range of the amount of salary for each and every employee of BBL. Here, basically work with salaries, wages, allowances, bonuses.
- **Organizational Development:** The key purpose of this department is to continuous improvement, product and service enhancement, increased profit, promotes, helps product innovation, analyzes work process, operational hr legal policy and technological development.

3.3 Types of Employees

In BBL, there are various types of employees are working in various position in different department inside BBL. Types of employees are -

- **Full time employee** – In full time, based on company rules employees work on regular basis for an average of 40 hours (10 am to 6 pm) per week (Sunday to Thursday). Depending on the job category, new employees are joined six months or one-year probation period. Regular employees are always engaged with organizational development and target. They are getting fixed salary after the end of every month, bonuses, incentives, training, skills development training and getting other extra facilities.

- **Contractual employee** – Contractual employees are hired for temporary for a set length of time or for a specific job. Based on their target they get performance bonus along with their salary. They are working as a third party under BBL supervisor. Base on their performance supervisor evaluated them and take day to day report from them.
- **Intern** – BBL offer internship program for the students. This internship program helps the student to understand real life experience. It is basically three- or six-months' program where the intern helps the other employees with their work. Based on approval by MD and CEO of BBL intern can worked in the organization. BBL pays consolidated honorarium of 5000/- taka per month to interns.
- **Management Trainee Program-** Management Trainee Program is one of the big programs where BBL find highly qualified students for the organization. In the short period of time they are promoted as a senior office. BRAC bank provides them two years training program. They have one-year probation period during that time they will be paid a monthly salary.
- **Young Professional and Junior Professional**– Young and Junior professional are also program where the bank finds out highly qualified professionals to start their career as a banker in BBL. They have four to five months training program in BRAC bank limited.

CHAPTER 4

Recruiting and Selection Process of HR Division

Recruiting and selection process is a very big process in HR division of BBL. The key purpose of recruitment is to find out the very best candidate who is qualified for the position of the job.

Flowchart of the whole recruitment steps-

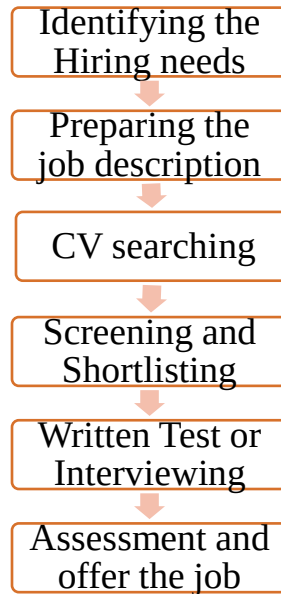


Figure 10 Recruitment steps of BRAC bank

4.1 Identifying the hiring needs of BBL

The very first step is to identifying the needs of hiring candidate. In BRAC bank when other department find out they need candidate to fulfill thw work target they are going to make requisition. This form refers the available job position and a recruitment budget. Then, the other departement head give this staff requisition from to MD. When the requisition from get approved by MD then the HR dicson will receive this staff requisition form. Base on this staff recquisition from the recruiter figure out the gap then they analysis if they need experience candidate or nonexperience candidate. At that moment the recruitment process begins.

4.2 Preparing the job description

Base on staff requisition, the recruiter prepares the job description and the job responsibilities. In the job description the recruiter provides all the details of the job list that meet the demands of the job position.

BRAC Bank Limited, pioneer in SME Banking, delivers a full array of banking services to individuals as well as businesses. Our financial results along with country-best credit rating & multiple best financial report awards reflect our aspiration, transparency and teamwork. While we thrive in the present, we simultaneously invest for future – upgraded core banking system in Finacle 10, first local bank to rollout Oracle ERP, process alignment with best practices and many more. However, this feat of providing a comprehensive range of solutions to its millions of customers would not be possible without our diversified business model and unmatched network of 186 Branches, 448 ATMs, 456 SME Unit Offices, 11 Regional Operations Office, 100 Agent Banking Outlets and 224 Remittance Delivery Points.

To support its continuous business growth, BRAC Bank is currently looking for ambitious, smart, goal-oriented, enthusiastic individuals for the following position in – Retail Banking Division

Sales Manager - Retail Banking Division

Employment Type: Full Time **Job Location: Dhaka**

KEY RESPONSIBILITIES

- Achieve growth and hit sales targets by successfully managing the sales team
- Design and implement a strategic business plan that expands company's customer base and ensure it's strong presence
- Own recruiting, objectives setting, coaching and performance monitoring of sales representatives
- Build and promote strong, long-lasting customer relationships by partnering with them and understanding their needs
- Present sales, revenue and expenses reports and realistic forecasts to the management team
- Identify emerging markets and market shifts while being fully aware of new products and competition status
- Maintain sales volume, product mix and selling price by keeping current with supply and demand, changing trends, economic indicators and competitors

EDUCATIONAL REQUIREMENT

- Graduation/ Post Graduation from reputed public/private University or College with minimum Second Class/ division in all examinations.
- Having experience in Tele Sales will be an added advantage
- Ability to work under pressure
- Ability to source new business through own initiative
- Computer literacy (MS Office) & Analytical ability
- Good communication skill (both written & verbal) and excellent interpersonal Skill

Only short listed candidates will be called for the interview as per recruitment process.

BRAC Bank reserves the right to accept or reject any application without assigning any reason whatsoever.

If you are interested to be a part of this diversified BRAC Bank family, then please Apply Online through bdjobs.com.

BRAC Bank does not charge any fee at any stage of the recruitment process. Please note that BRAC Bank is an equal opportunity employer. Any form of persuasion will disqualify the candidature before or after the final selection.

FEMALE CANDIDATES ARE HIGHLY ENCOURAGED TO APPLY

Application Deadline: July 29, 2019

Member of
global alliance
for banking
and finance

Winner 2017
Best SME Bank
in Bangladesh
by Global Strategic and
Innovation

Winner 2017
Women's Market
Champion Award

Winner 2017
Best Bank for SMEs

Winner 2017
Best Corporate Award



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Figure 11 Job description

4.3 CV searching

In BRAC bank, identifying the right candidate the recruiter team members searching the talent. There are basically two sources of CV searching for recruiting and selection process –

- Internal source
- External source

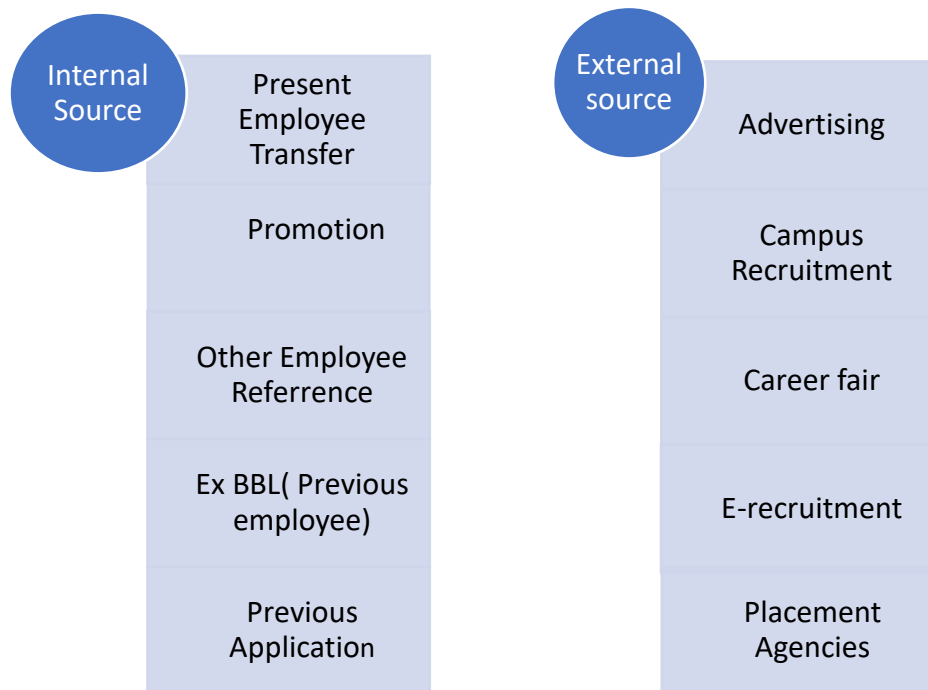
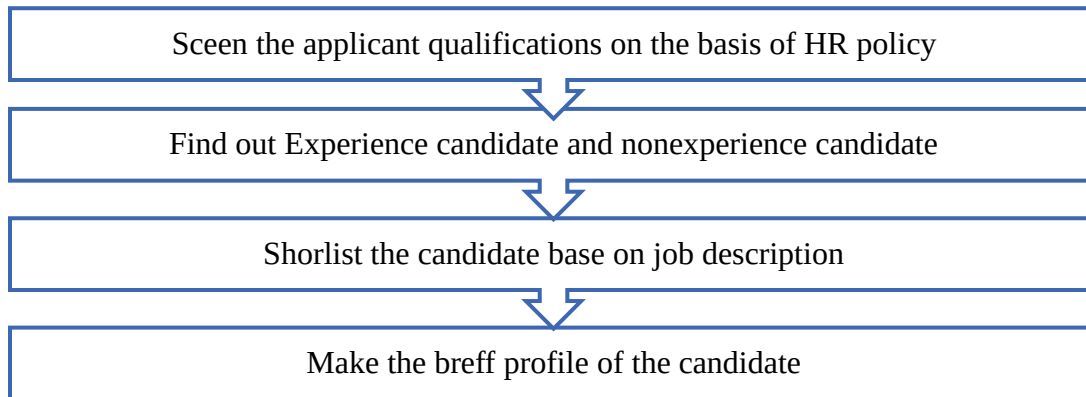


Figure 12 CV searching process

Base on that the recruiter collect the applied candidate's CV's according to their HR policy.

4.4 Screening and Shortlisting

Screening and shortlisting the right candidate are very important process of the recruiter. Base on candidate knowledge, skills, abilities and the job experience the recruiter screen and shortlist the applicants.



4.5 Selection process (Written Test or Interviewing)

After the shortlisted the CVs the recruiter contact to the candidates for selection round. For the selection process the candidates are invited for the test by communication through phone calls or SMS. Base on candidate profile sometimes they are requested to attend for the written exam or just for the face to face interviewing.

Question pattern of the written exam given below –

- MCQ (English, Math, Analytical ability, General knowledge)
- Write up

For face to face interview, the interview may be directed by the top management board. In the board there will be three or four members along with one should be HR officer. Base on the board members' resulted candidate will be finally selected.

4.6 Assessment and offer the job

After the selection process finally done then the board members give the score card to the HR recruiter. When the score card approved by HR division head then the recruiter gives the selected candidate medical latter to do the medical test If the selected candidate fit for the job by approve by medical test then the

recruiter gives them the appointment letter and all the joining documents. Later, the new candidates filled the all documents of joining and join as an employee of BRAC bank.

CHAPTER 5

Challenges faced and achievements of the recruitment function in BRAC

Bank Limited

Recruiting and finding top talent is the biggest challenges of a recruiter. It is very tough for recruiter to handle all the recruitment works in a very short period of time. In BBL the recruiter strictly maintains all the policies, rules while hiring a best candidate. Each and every day there are thousand candidates who applied for the position of the job. It is very important for recruiter to finding potential candidates among them.

5.1 Challenges of a Recruiter

- **Collecting the CV** - The process of collecting CV is very challenging for the recruiter. Base on job requirements the candidate is qualified or not is very challenging findings for the recruiter. In the short period of time they need to find out the right candidates which is very difficult for them.
- **Finding the right candidate** – Attracting the right candidates is also very tough for the recruiter. An average thousands of CVs receive and 70% CVs are considered unqualified. Among them find out the qualified candidate is a long process. In BRAC bank HR policy, the candidate needs all through second class for applying for the job. So, the recruiter finds out only those candidates.
- **The competition for the best candidates** – It is biggest problem of the recruiter of BBL. Especially the top talented candidates have been receiving so many offers from different organization. Therefore, it is tough for the recruiter to hold on or deal with the best candidates.
- **Difficulty to balancing time and quality** - It is very challenging for the recruiter to hire the right candidate as fast as possible. Taking a long period of time to hire candidate is very costly and also lost the productivity of work. So, recruiter needs to balance time and quality of the work.

- **Declining offer** – Those candidates who are selected for the job. After taking the offer letter and appointment letter sometimes candidates do not join in the company. Company put a lot of effort for the recruitment and selection process and wait for a long time for selected candidate to join. And if the candidate is not joining it is huge waste for the recruiter.
- **Candidates have high expectation** – After taking the offer letter candidates are disappointed to see the salary. Nowadays candidates come up with some compensation package which is difficult for the recruiter.
- **Joining problem** - In BRAC bank during joining recruiter are facing some difficulty. For joining experience people, they need release order or clearance letter without this recruiter cannot join them. It takes one to two months to get release order from other company by this time. It is one of the problems of recruiter.
- **Verifying candidate information:** It is the common problem of a recruiter in BRAC bank. Sometimes the candidates are not able to submit their right academic certificate and their release letter. Without academic certificate and release letter recruiter cannot process their joining.
- **Policy of Bond** – Joining in SME division candidates need to fulfil the bond for doing the job. The bond is a contract where the candidate cannot quit the job before two years if they do, they paid 100000 taka to the BRAC bank. For signing bond, the candidate created some problem. It is also a big challenge for the recruiter because without bond the recruiter can not recruit them.

5.2 Achievement of a Recruiter

BRAC bank limited is very big organization with lots of employees. Attract the top candidate in a particular field it is a very tough job for a recruiter. The main role of the recruiter is to find qualified top candidate for the organization.

- **Finding candidates:** The biggest achievement of a recruiter is to find out the potential candidate for the precise position in the short period of time.

- **Build a good relationship with employees:** They have understood people mind. They can identify the right person through their experience. It helps them established good working relationship with employees.
- **Play many different roles on time:** In BRAC bank managing day to day data and email is very difficult but the recruiter always manage this data every time. They also prepared onboarding process, conducting interview, make also job description and recruitment cycle on time.
- **Maintaining diversity:** Maintaining diversity is also the achievement of a recruiter. They try to ensure the recruitment process is transparency. Base on the candidate performance, educational qualifications, experience and other assessment they will find the right candidate which help to maintain diversity.
- **Forecasting future demand:** Forecasting the future employment demand and base on that hiring employees is also a big achievement of a recruiter. By maintaining company policies and strategy the recruiter ensures all the forecasting procedure.
- **Managing cost:** Maintains cost of the recruiting process and control the quality of talent is the biggest achievement of a recruiter. For maintain the company's cost they also hired the third party hiring companies who will help them to find the right potential employee for example: E-zone and MANCOM.
- **Hiring fast:** In BBL, recruiter cannot spend a lot of time for hiring candidates, they have target for each month. Base on that it is a big achievement of a recruiter hiring good caliber and talent candidate with a very little time.
- **Benchmarking candidate salaries:** In BRAC Bank there are two type of recruiting process one is fresher candidate recruitment and the another one past experience candidate recruitment. Base on that the recruiter can recruit candidate. Experience candidate get higher salary then a fresher candidate. For that the acceptance of the offer by the candidate is one of the big achievement of the recruiter.

- **Cultural fit:** In BRAC bank limited, recruiter is one of the middle important contact between the employee and the company. Base on the company's culture the recruiter hires the potential candidate. It is very important achievement for the recruiter find out the right candidate who will be fit for the culture of the company.

CHAPTER 6

Recommendations

During my three months' internship period I analyzed their recruitment and selection is process. In HR division recruitment department is very important and strong department however there are some aspect that need to improved. These are-

- They need more employees in the recruitment team. In a short time, it is very difficult to them complete all the process. So they need manpower.
- BRAC bank need to reduce the extra pressure and amount of work of the employee.
- They need to create their own e-requirement website sometimes it takes long time to find out the candidate through BD jobs.
- They need to focus on the quality of employees.
- It is very difficult to conduct many interview at the same time. They need to change the process of interview.
- In BBL, they should develop their operating system. For the intern there is no specific computers and sometimes the computer cannot operate properly.
- Sometimes they call for interview by phone call therefore it creates confusion and candidates does not get proper information. So the HR team need to maintain this process.
- It is hard to call all the candidates for joining which takes long time, so they need to take any proper system for that.

Conclusion

BRAC bank limited always consider their values and performance as a most important factor. In BBL, they always try to maintain their work and employee's performance. Human Resource Division of BRAC bank helps to maintain employee's quality and performance. It is a great experience for me doing my internship as an intern at recruitment and relationship department in HR division of BRAC Bank Limited. From my internship learning, it helps me acquire new knowledge and real life experience on HR recruitment system. In my report, I came up with all the key site of the recruitment process and HR practice. Overall it can be said that recruitment process of BRAC bank is one of most powerful Human Resource Division.

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