

INTERNSHIP REPORT ON

“A Study on Recruitment and Selection Process of Prime Bank Limited”

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BRAC Business School

BRAC University

Major: Marketing and HRM

**“A Study on Recruitment and Selection Process of
Prime Bank Limited”**



INTERNSHIP REPORT ON

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Prime Bank Limited”**

*An Internship Report Presented to the Faculty of Business Administration in Partial
Fulfillment of the Requirements for the Degree of Bachelor of Business Administration*

Submitted to:

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Letter of Transmittal

May 23, 2011

Ms. Rahnuma Ahmed
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BRAC Business School
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Subject: Submission of Internship Report.

Dear Madam,

I am very glad to submit the report on “**A Study on Recruitment and Selection Process of Prime Bank Limited**” This report is an outcome of the internship program, has undergone by me. It gives me immense pleasure to complete my Internship successfully and submit this report on the analysis I have conducted during this period.

Working with such an interesting subject has given me the opportunity to experience the various activities of HR training center and HR Department of a commercial bank operating in Bangladesh. This report will try to give the picture of comparison of theoretical knowledge and applied field of such knowledge.

It would be very kind of you to examine my report work and give me further suggestions to enhance my clarification.

Thanking You

Sincerely yours,

Md. Istiaq Alam

ID: 08104074

Acknowledgement

Though the internship program is necessary of completion of Bachelor in Business Administration (BBA) but it is quite impossible for anyone to do it alone without the sincere cooperation of some individuals. It is a very great and unique pleasure to me that I have got a chance to thank some individuals for their help and encouragement to make the internship successful.

At first, I must take this opportunity to thank Head of Human Resources Division of Prime Bank Limited, for giving me the opportunity to complete my internship requirement in their organization.

I would like to express my respected appreciation to my faculty advisor Ms. Rahnuma Ahmed, Lecturer, BRAC Business School of BRAC University of Bangladesh. Her constant guidance and advice played the key role in making this report a success. She always gave me his suggestions that were crucial in making this report as flawless as possible. Also, my report was equally supported by Mr. Khandaker Sakib Ibne Zaman who provided me with relevant documents to help me out. Mr. Md. Sahed Ullah, Officer of Prime Bank Training and Development Center also provide me his valuable suggestions and guideline which help me a lot to make a successful report.

My heartiest gratitude to all the officers of Human Resources Division and HR Training and Development Center, Head Office Specially--

- Mr. Md. Fakhrul Islam, Senior Vice President
- Mr. Mahfuz Iqbal, Executive Officer
- Mr. Sahed Ullah, Training & Development Officer
- Mr. Khandaker Sakib Ibne Zaman, Junior Officer

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Executive summary

HR activities are one of the major activities in an organization. Prime Bank HR division is an ideal place for learning HR related activities thoroughly. An excellent team of management of HR division conducts all the HR related issues. Their dedicated work makes them possible to get suitable people for suitable positions. They maintain an actual flow of each and every steps of Recruitment and selection process. Reducing turnover rate proves the recruitment and selection process of Prime Bank is an ideal example and they recruit right person for right position.

The report concentrated mainly on the Human Resource Division. As private commercial bank Work pressure is very high in Prime Bank, so they need highly professional people who are very dedicated to their work, otherwise the whole operation will mess up. This is a great challenge for any organization to find out such talented people.

To know the future demand of human resources in Prime Bank Limited (PBL), the Human Resources Division of Prime Bank Limited gives all the other branches and divisions of the head office a general form at the beginning of the year. From the information gathered from these forms, the HR division gets an estimate of the manpower requirements for the year. The HR division then sets out to recruit and select necessary number of competent and efficient people in the bank.

The success of a commercial bank depends largely in the quality of service rendered to the clients. Quality of service depends on the competence and the quality of the employees of the organization. Therefore, the authority of PBL has to be careful in recruiting the right person for each job. As the recruitment and selection process of PBL is improving. The policy and process should be revised. So although the process they have been adopting so far has been somewhat effective, to adapt to the changing times, the process should be revised and streamlined.

CHAPTER 1

INTRODUCTION

**Prime Bank wins
International Star for Leadership in Quality (ISLQ) Award
Gold Category**



**We change the trend,
set the standard for the better and
lead the way for the best**

Prime Bank Limited
has received ISLQ award from
Business Initiative Directions (B.I.D)
at International Quality Convention Paris, France on April 11, 2011
for outstanding business achievements, perseverance, leadership in excellence
and quality in accordance with the QC100 Total Quality Management Criteria



Prime Bank Limited
a bank with a difference

www.primebank.com.bd

1. Introduction:

The recruitment and selection processes of an organization are two of its most important HR planning activities. The basic purpose of recruiting is to ensure a sufficient pool of applicants from which the most qualified individuals may be selected. Effective recruiting is important because sufficient number of qualified applicants is needed to ensure that selection can be successfully accomplished.

1.1 Origin of the Report:

This report is a requirement of the internship program which is an important part of the BBA degree requirement. As the supervisor has advised me to develop a thorough understanding of the recruitment and selection processes of Prime Bank Limited (PBL), this report will be prepared on those aspects of the HR practices of PBL.

1.2 Objective of the Study:

Board Objective-

- To explore the overall recruitment and selection process of Prime Bank Limited as commercial bank.

Specific Objective-

- To evaluate the current recruitment and selection policy and process of Prime Bank Limited.
- To find out the weaknesses of the current policy.
- To suggest improvements to the policy.

1.3 Methodology:

In the preparation of this report, data has been collected from both primary and secondary sources. In-depth interviews of some of the employees of the HR Division of Prime Bank Limited have been conducted to gather necessary information. Also, the Recruitment and

Selection Policy of PBL has been consulted in preparing this report. Moreover, text books, the internet, the annual report of Prime Bank Limited etc. have been used to collect information.

1.4 Limitations:

The major limitation of this report is that some confidential information was not available for the purposes of this report such as Pay Scale of employee etc.

CHAPTER 2

COMPANY PROFILE



Master your money
with **PRIME BANK**
MASTER DEBIT CARD



Your money will no longer command the order of your day. With a Prime Bank Master Debit Card in your pocket, you can go for shopping, dining, paying utility bills or withdraw cash without visiting our branches. Be a Prime Bank Master Debit Card holder and rule your money, your way.

For queries, please call: +88 02 9553837 (Ext: 141), +88 01730326804

 **Prime Bank Limited**
a bank with a difference



2. Overview of Prime Bank Limited

Prime Bank established in 1995 by a group of highly visionary local entrepreneurs to visualize an idea of forming a commercial bank with a different outlook. They were determined to provide reliable service with superior value product to customer. The sponsors are reputed personalities in the field of trade and commerce and their stake ranges from shipping to textile and finance to energy etc. As a fully licensed commercial bank, Prime Bank Ltd. is being managed by a highly professional and dedicated team with long experience in banking. Rather than business they mainly focus on understanding customer need and trying to anticipate their needs. Because they know, Bangladesh needs a properly managed financial institution to achieve customer satisfaction. Through their strong determination, Prime Bank becomes now the most popular bank among people in a short period of time. They achieved spectacular milestones in banking sector which signifies their excellence in banking business. The bank has been graded as a top class bank in the country through internationally accepted CAMEL rating. Prime Bank offers all kind of corporate and personal banking services covering all segments of society within the framework of banking Company Act. Diversified products are one of the major reasons of their success. They have corporate banking, retail banking, SME banking and lot more. The bank has consistently turned over good returns on Assets and Capital. Total assets of Prime bank limited stood at Tk 199,950 million in 2011 as against Tk 154,342 million in 2010. Net profit after tax stood at Tk 3,662 million registering a growth of 7.87 percent during 2011. Weighted average Earnings per Share increased to Tk 4.70 (after split) as at December 31, 2011 from Tk 3.98 in the previous year. Average ROA and ROE stood at 2.07 percent and 22.32 percent respectively. Out of this, Tk. 5,776 million consists of paid up capital by shareholders and Tk. 282.21% million represents Total Operating performance Ratio. The bank's current Cost income ratio of 37.22% is in the market. Prime Bank Ltd., since its beginning has attached more importance in technology integration. In order to retain competitive edge, investment in technology is always a top agenda and under constant focus. Keeping the network within a reasonable limit, their strategy is to serve the customers through capacity building across multi delivery channels. Prime Bank Ltd. is better placed and poised to take their customers through fast changing times and enable them compete more effectively in the market they operate.



Prime Bank Limited
a bank with a difference

Slogan

“A Bank with a difference”.

Core Values:

For customers

Become the most caring Bank by providing the most courteous and efficient services to the customer.

For employees

Providing many financial benefits to the employees and making a employee friendly environment.

For shareholders

Ensuring fair return to the stockholder on their investment.

For community

Assuming role as a special responsibility corporate entity in a tangible manner through close adherence to national policies and objectives.

Upholding ethical values.

Constantly seeking to improve performance by aligning our goals with stakeholders' expectations. Because they know how to value stakeholders.



2.1 Vision, Mission and Strategic Priorities of PBL

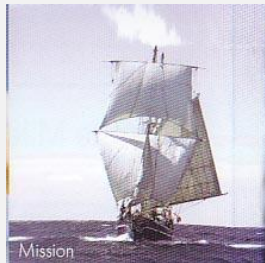
Vision

To be the best Private Commercial Bank in Bangladesh in terms of efficiency, capital adequacy, asset quality, sound management and profitability having strong liquidity.



Mission

To build Prime Bank Limited into an efficient, market driven, customer focused institute with good corporate governance structure. Continuous improvement in our business policies, procedures and efficiency through integration of technology at all.



Efforts are focused

On delivery of quality service in all areas of banking activities with the aim to add increased value to shareholders' investment and offer highest possible benefits to Prime Bank's customer.

Strategic Priorities

To have sustained growth, broaden and improved range of products and services



Awards and Recognitions:

- Secured 1st position in National ICAB Award for Published Accounts & Reports for three consecutive years.
- Received SAFA Merit Award for best presented Accounts for three consecutive years.
- ICMAB best corporate award 2010.
- International star for leadership in quality (ISLQ) award 2010.

2.2 History and Corporate Information:

- ✓ **February 5, 1995:** Memorandum and Articles of Association signed by the Sponsors.
- ✓ **February 12, 1995:** Incorporation of the Bank and Certificate of Commencement of Business.
- ✓ **February 20, 1995:** License issued by Bangladesh Bank.
- ✓ **April 17, 2005:** Formal launching of the Bank and Commencement of business from the Motijheel Branch.
- ✓ **August 29, 2005** Initial Public Offering (IPO)
- ✓ **November 15, 1999** Listed with Chittagong Stock Exchange Limited (CSE).
- ✓ **March 27, 2000** Listed with Dhaka Stock Exchange Limited (DSE).
- ✓ **March 14, 2000** Dividend declared in the 5th AGM (First after the IPO).
- ✓ **March 29, 2000** Trading of Shares on DSE and CSE.
- ✓ **March 29, 2001** Registered as Merchant Banker with Securities and Exchange Commission (SEC).
- ✓ **December 11, 2007** License issued from Bangladesh Bank as Primary Dealer.
- ✓ **March 29, 2008** Registered as depository participant of CDBL.
- ✓ **June 15, 2008** Trading of Shares started in Demat form in Stock Exchanges.
- ✓ **June 30, 2005** Agreement with Temenos for Core Banking Software T24.
- ✓ **March 11, 2008** Launching of ATM.
- ✓ **August 01, 2009** Launching of Internet Banking.
- ✓ **August 04, 2009** opening of first SME center.
- ✓ **December 12, 2009** Recipient of SAFA Best Bank Award.

- ✓ **December 31, 2009** Obtained permission for issuance of Subordinated Bond.
- ✓ **August 02, 2010** Inaugurated three money transfer branches in UK
- ✓ **December 19, 2010** Obtained Best Bank award from the ministry of finance
- ✓ **January 1, 2011** Change in Accounting Policy
- ✓ **April 28,** Incorporation of PBIL
- ✓ **July 8, 2011** Amendment of FRS 1
- ✓ **August 2, 2011** Launching of Phone Banking
- ✓ **September 1, 2011** Commencement of Business of PBL Finance (Hong Kong) Ltd.

2.3 Prime Bank at a Glance:

01.	Date of Incorporation	12 th February, 1995
02.	Date of Commencement of Business	17 th April, 1995
03.	Capital Authorized	Tk. 10000 Million
	Paid-up Capital	Tk. 7798 Million (Dec-2011)
04.	Deposits	Tk. 109,698 Millions
05.	Loans & Advances	Tk. 139,4089 Millions
06.	Net Profit	Tk. 3662 Millions (Dec-2011)
07.	Total Capital	Tk. 24,273 Millions
08.	Global Reach	528 Correspondents Worldwide
09.	Number of Employees	2292 as on 2011
10.	Capital Adequacy Ratio	11.69%
11.	Liquidity Ratio	32.62%
12.	Non Performing Loan	1.15%
13.	Return on Assets	2.07%
14.	Return on Average Shareholders Fund	21.6%
15.	Return on Equity	20.32%
16.	Earnings per Share (EPS)	4.07 (Tk.100.00 each share).



17.	Name of the Chairman Of PBL	Mr. Azam J Chowdhury
18.	Number of Branches	119
19.	Number of SME Branches	17
20.	It is a Publicly Traded Company	Share quoted daily in DSE & CSE
21.	Credit Card	Member of Master Card
22.	Banking Operation System	Both conventional & Islamic Shariah System
23.	Technology Used	Member of SWIFT Online Banking UNIX Based Computer System
24.	Head Office Address	Adamjee Court Annex Building-II 119-120, Motijheel C/A, Dhaka-1000, Bangladesh Phone: 9567265, 9562983 Telex: 642459 PRIME BJ 671543 PBL MJ BJ Fax: 880-2-9560977, 9567230 E-mail: primebnk@ bangla.net SWIFT: PRBLBDDH Website: www.primebank.com.bd



2.4 Product/ Service Offering

Prime Bank Limited is a diversified bank in Bangladesh. Their number of products and services are increasing day by day. From time to time they have introduced all the banking facilities to the customer. Their products and services as follows-

- a. **Retail banking:** Retail Banking is the banking of general people. Mostly middle class people depend on retail banking. Though the amount of revenue is quite low, but the number of customer is really high. Prime Bank offers many retail products to customer to increase deposit amount. These products are-

	Deposits	Loans	Debit and Credit Card	Other Facilities
Retail Banking	Savings A/C	Home Loan	Prime Bank master Debit Card	Internet banking
	Current A/C	Car Loan	Prime ATM Card	Phone banking
	Double benefits Schemes	Any purpose loan	Master card gold credit card	Locker service
	Monthly benefits Schemes	Education Loan	Visa classic Credit card	SMS banking
	House Building Scheme	Marriage Loan	Visa gold credit card	Mobile Banking
	Lakhmoti Deposit Scheme	Hospitalization loan	International credit card	Utility bill pay service
	Prime Millionaire Scheme	Travel loan	Platinum credit card	



b. **Corporate Banking:** Corporate banking is a banking of Business class people. The deposit rate is high so as interest rate. The main revenue of a bank comes from corporate banking. Corporate customers are given high priority in Prime Bank Limited. The customers are mostly industrialist like Beximco, Square, RFL, MGH etc group of companies. Prime Bank customizes their corporate product in a different way to attract more corporate customer. These product are-

Corporate Finance	General credit unit	Structured finance Unit	Export Finance Unit
	Short term finance	Project Finance	Project Loan
	Long term finance	Acquisition finance	Working capital
	Real estate finance	Securitization	Back to back L/C
	Trade finance	Advisory	Cash credit
	Construction finance	Investment Procedure	SOD

c. **Islamic Banking:** Prime Bank introduces Islamic Banking in year 2008 by adopting a standard name of ‘Hasanah’. It is the brand name of Islamic product of Prime Bank Ltd. It is based on Qur’an and Hadith and it means good deed. Different types of Islamic products are as follows-

Islamic Banking	Hasanah deposit Product	Hasanah Investment Product	Hasanah Foreign Trade	
	Al Wadeeah current deposit	Hasanah home investment	Import Business	Export Business
	Mudaraba saving deposit	Hasanah auto investment	Wakalah	Pre-shipment finance
	Mudaraba double benefit	Hasanah household durable investment	Murabaha	Post-Shipment



				Finance
	Mudaraba Education deposit Scheme	Hasanah medical investment	Musharaka	
	Mudaraba Hazi deposit scheme			
	Mudaraba monthly deposit scheme			
	Mudaraba lakhmoti deposit sheme			

d. **SME Banking:** Bangladesh is an agriculture based country. Lots of people depend on agriculture. In this scenario Prime Bank introduce SME banking for the rural people. The main theme of this banking is women empowerment and farmer development in Bangladesh. PBL has some product under SME Banking. These are-

SME Banking	Sahaj Rin(Collateral Free Loan)
	Chalti Rin (Collateral Free Loan)
	Digun Rin (Double Loan)
	Sampad Rin (Capital Loan)
	Moushami Rin (Seasonal Loan)
	Anchol (Women Entrepreneurs' Loan)
	Agriculture Banking



2.5 Operational Network:

Prime Bank has one of the largest operational networks. They have lot of branches around the country. Now they are not only conducting business in Bangladesh but around many foreign countries like Singapore, HongKong etc. The principal activities of the bank are banking and related businesses. The banking businesses include taking deposits, extending credit to corporate organizations, retail and small & medium enterprises, trade financing, project financing, international credit card etc. Prime Bank Limited provides a full range of products and services to its customers.

2.5.1 Branches of Prime Bank Limited:

Division wise Branches	No. of Branches
Dhaka Division	49
Chittagong Division	21
Barishal Division	1
Sylhet division	14
Rajshahi division	09
Rangpur division	02
Khulna Division	04
SME Branches	17
Total	119

Table 1

2.5.2 Departments of Prime Bank Limited:

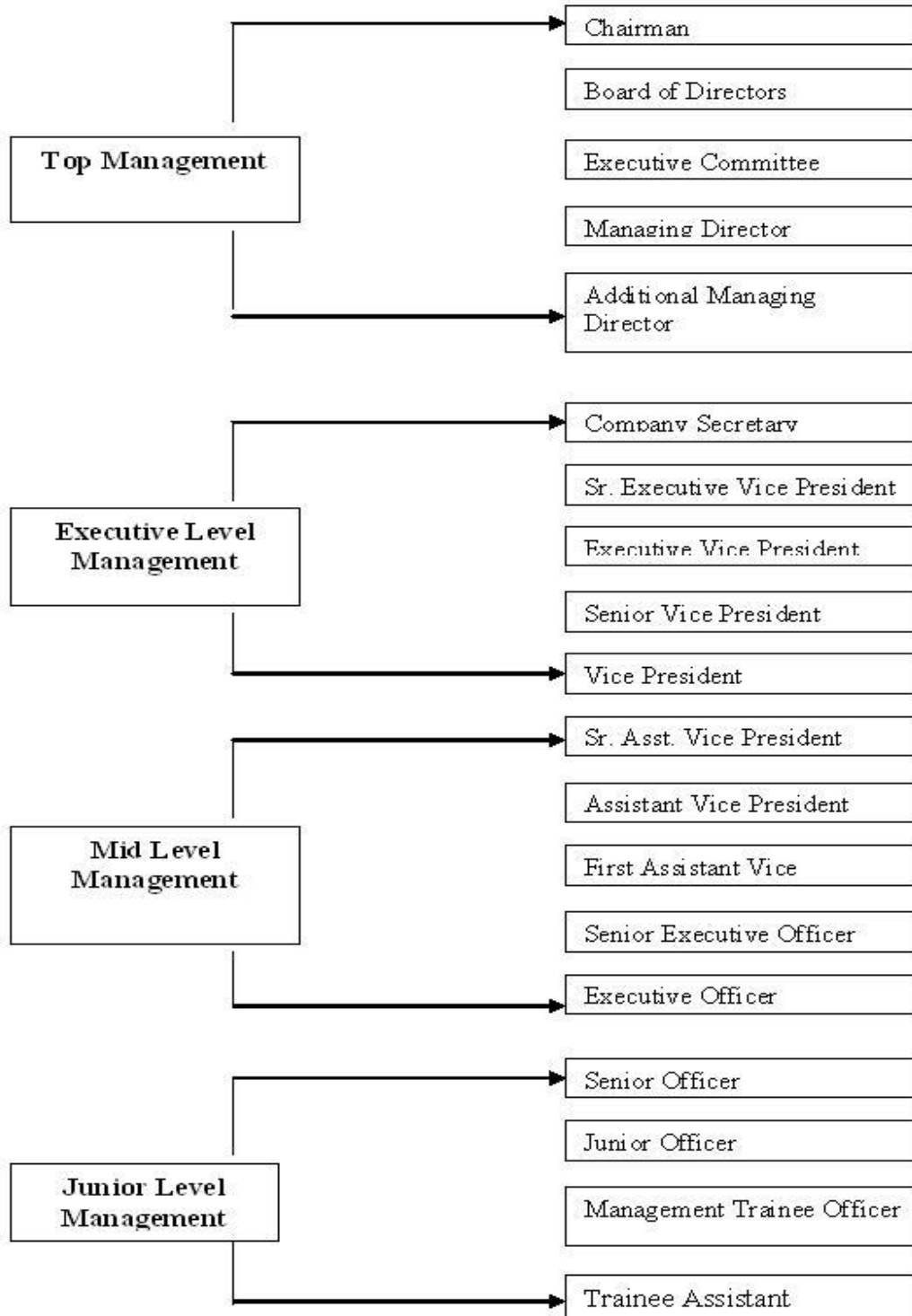
The Department Based Approach is similar to that of the branch based approach, where each department operates as a separate unit but sometimes collaborates in order operate more efficiently or to solve a common problem. Such departments are also treated as a separate entity but are much more specialized in one particular area of business unlike a branch, which has to be

involved in multiple tasks. Examples of few other departments at Prime Bank Ltd are given below:

- ❖ Human Resources Division (HRD)
- ❖ Financial and Administration Division (FAD)
- ❖ General banking department
 - Accounts opening section
 - Cash section
 - Remittance section
 - Bills and clearing section
 - Accounts section
- ❖ Foreign exchange department
 - Import section
 - Export section
 - Foreign remittance section
- ❖ Marketing Division
- ❖ Public Relation Department (PRD)
- ❖ Merchant Banking and Investment Banking
- ❖ Treasury Division
- ❖ International Division (ID)
- ❖ Computer and Information Technology Department (IT)
- ❖ Credit Division
- ❖ Corporate Affairs Division
- ❖ Card Division
- ❖ Board Audit Cell
- ❖ Monitoring and Inspection Division

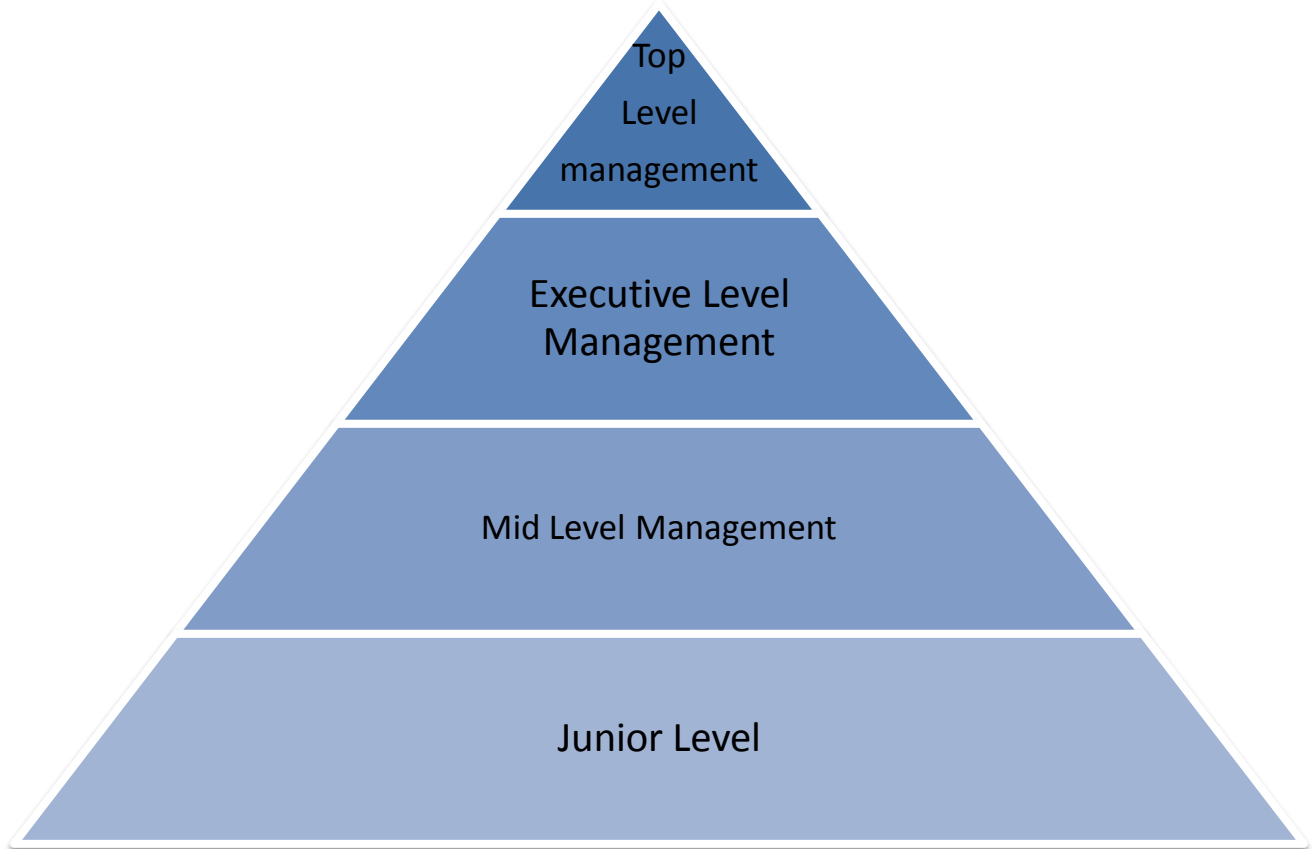


2.5.3 Organogram of Prime Bank Limited:

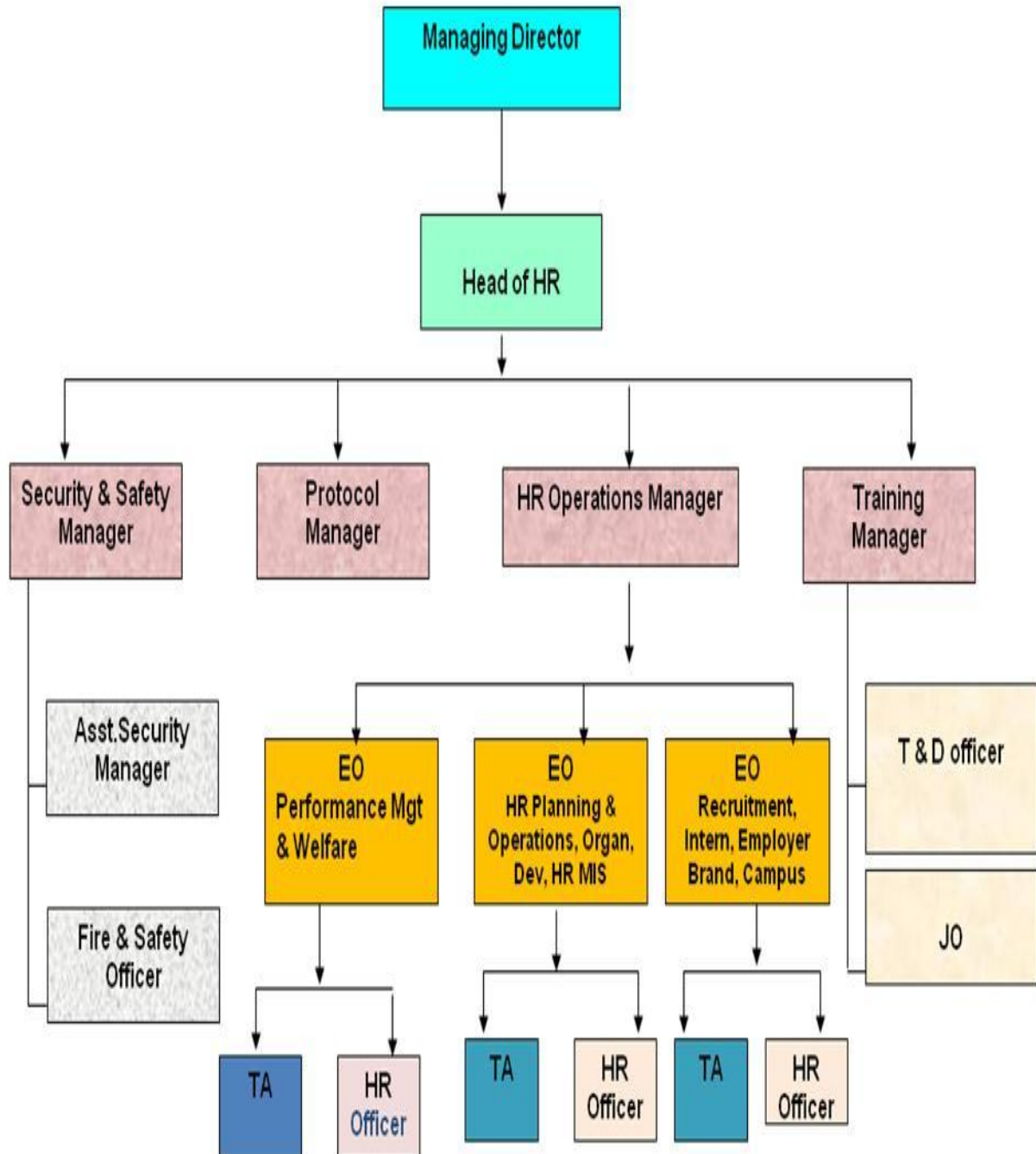




2.5.4 Management Hierarchy of Prime Bank Limited:



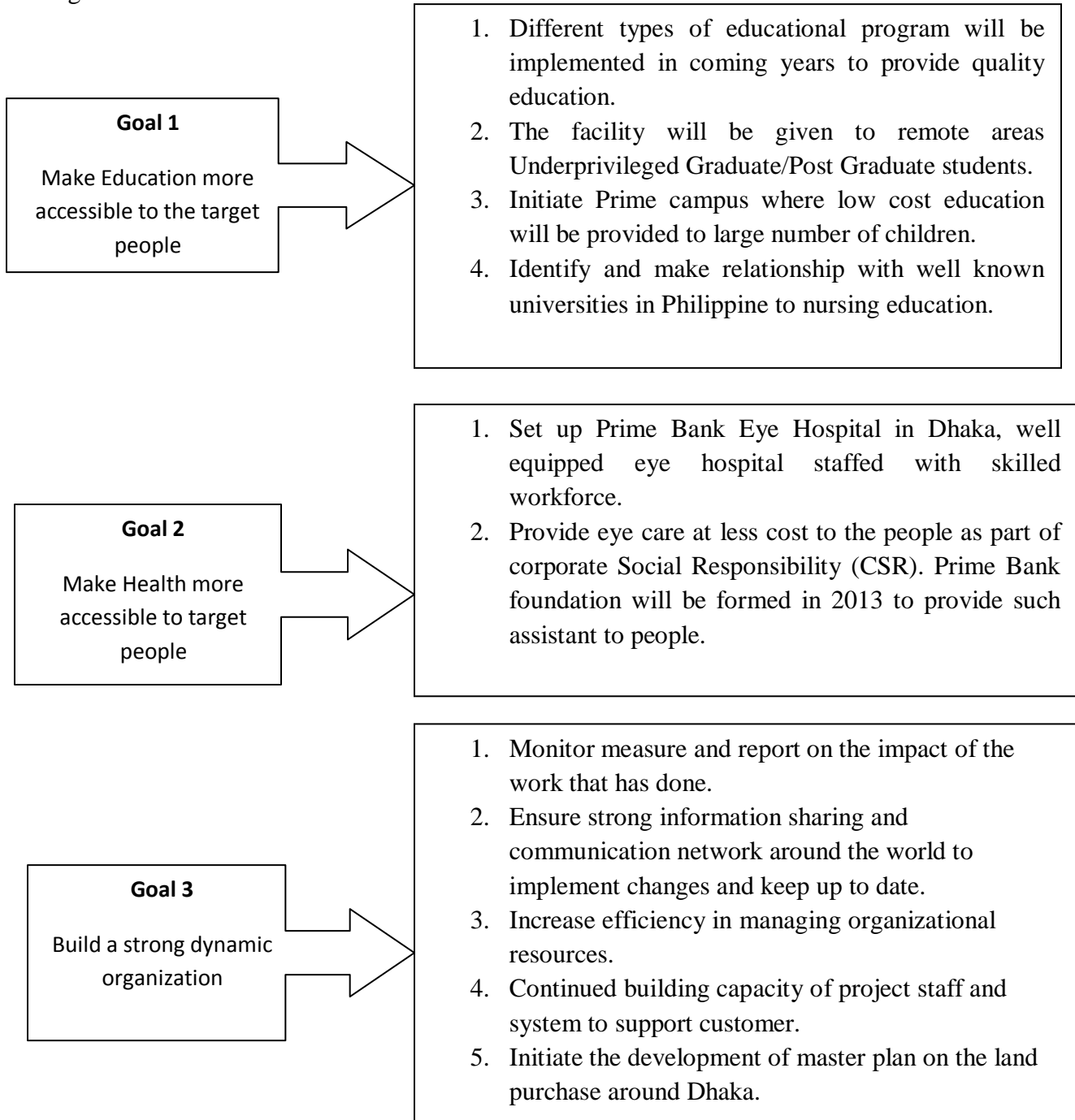
2.5.5 HR organogram of Prime Bank Limited:





2.6 Vision for the Future:

Prime Bank is a top rated bank in Bangladesh. This is not an easy task for an organization to achieve such position. Prime bank has some visionary leaders who lead the employee to achieve such goal. Every year they set a vision for coming year and throughout the year they try to achieve the target. PBL has core strategic vision for future. They divided their vision in three stages. These are-



CHAPTER 3

MY EXPERIENCE IN PRIME BANK LIMITED




celebrating
16th
anniversary

যতটা দৃঢ়তা আপনার প্রত্যাশা


লাখো গ্রাহকের অনুপ্রেরণায়
বদলে দেই বর্তমান
আর পথ দেখাই সেবা আগামীর...

 **Prime Bank Limited**
a bank with a difference

www.primebank.com.bd



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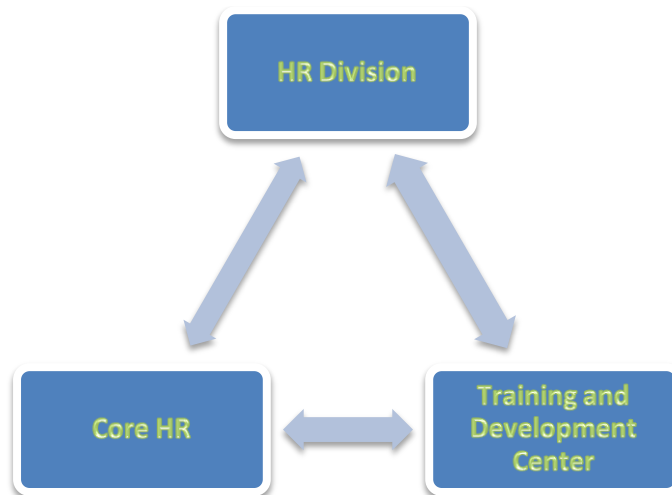
 a bank with a difference
Prime Bank Limited



3 Nature of job:

I have done my internship in Prime Bank Limited. It was a great experience for me because I have achieved lot of practical and professional knowledge.

Basically in Prime Bank, the whole HR division is separated into two parts. One is Core HR division and another is Training and Development. The main responsibilities of Core HR is to operate regular HR activities like recruitment selection, promotion etc. In Training Center they only conduct the training programs for PBL employees.



I have worked in both wings.

3.1 My experience in Prime Bank HR Training and Development Center:

The Training Institute of PBL is situated in Dilkusha, Motijheel. I have worked there for 2(Two) months. During this time I have learned how to develop and conduct a training successfully. The Head of Training Center is Senior Vice President, under him there is an officer and a junior officer. The atmosphere of training center is very friendly. During two months of my internship period I helped to conduct 4(four) foundation courses and 2(two) advanced level courses and 1(one) workshop.



3.2 My experience in Prime Bank Human Resource Division:

I worked in Human Resource division of Prime Bank Limited for 1(one) month. As I am have done major in HR, all the activities of PBL HR divisions was almost known to me. The working environment of Prime Bank Limited is very inspiring. The HR professionals were very much friendly with me. They helped me each and every work which I had assigned to do. HR division of PBL is consists of a number of talented and dedicated professionals. During my internship period Prime Bank Recruited-

Position	Number of Recruitment
Trainee Assistant (Cash)	92(ninety two)
Management Trainee	11(eleven)

3.3 My responsibilities in HR Training and Development Center:

1. Scheduling the training program
2. Giving honorarium to the resource person.
3. Calculating total expenses of training program at the end of the courses.
4. Keeping record of all the local and foreign training programs.
5. Sending Invitation to resource person.
6. Taking exams and making evaluation of the employees.
7. Keeping record of rejected training programs.



My Responsibilities in HR Division:

1. Conducting the Written test of Trainee Assistant (Cash) post.
2. Verifying the documents like academic certificates and other related papers, submitted by the Applicants.
3. Attending the written test for promotion form Senior Officer to Executive Officer.
4. Updating the database for newly recruited employees.
5. Short Listing of unsolicited CVs.

3.4 Critical Observation and Recommendation:

The responsibilities of mine as an intern in Prime Bank Limited were very significant. It was beyond my expectation. Apart from decision making job, the things I asked to do was bear some importance. It was a great pleasure for me to work with them. They helped me to learn many new things like maintaining protocol, letter writing, corporate culture, etiquette and manner, how to be a successful HR professional etc. which will help me in future to build my career.

CHAPTER 5

RECOMMENDATION AND CONCLUSION

ইলেকট্রনিক ফান্ড ট্রান্সফার-এ প্রাইম ব্যাংক এক ধাপ এগিয়ে



ইলেকট্রনিক ফান্ড ট্রান্সফার-এর মাধ্যমে মার্চেন্টরা পাচ্ছেন রিয়েলটাইম পেমেণ্টের অভাবনীয় সুবিধা। যে সকল মার্চেন্ট প্রাইম ব্যাংকের POS টার্মিনালে ক্রেতাদের কার্ডের মাধ্যমে কেনাকাটার সুবিধা দিচ্ছেন, তাদের মার্চেন্ট একাউন্টে প্রতিদিনের পেমেণ্ট পৌঁছে যাবে নিমিষেই। এখন মার্চেন্ট এর জন্য পেমেণ্ট কালেকশন হলো আরও দ্রুত, সহজ ও স্বামেলামুক্ত।

বাংলাদেশ ব্যাংকের আওতাধীন যেকোনো ব্যাংকের যেকোনো শাখায় অর্থের লেনদেন আরো দ্রুত ও সহজ করতে গ্রাহকদের জন্য রয়েছে নানাবিধ সুবিধা।

- প্রাইম ব্যাংকের যেকোনো শাখা থেকে নির্ভাবনায় মানি ট্রান্সফার
- যেকোনো ব্যাংকে দ্রুত ঋণের কিস্তি প্রদান ও ডিপোজিট স্কিমের টাকা জমা
- সারাদেশ জুড়ে নিজস্ব কর্মচারীদের দ্রুত বেতন প্রদান

* বিস্তারিত তথ্য জানতে আমাদের যেকোনো শাখায় যোগাযোগ করুন
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4.1 Recruitment and Selection Process of Prime Bank Limited

To know the future demand of human resources, the HR division of PBL usually provides all the other divisions and branches with a general form at the beginning of the year. From the information collected from these forms, the HR division gets an estimate of the human resource requirement for the year. No long term human resource forecasting is done in PBL. The following table illustrates the number of branches of the bank and manpower in different years:

Year	No. of Branches	No. of Employees
1996	10	239
1997	14	305
1998	18	362
1999	20	452
2000	21	518
2001	26	613
2002	27	730
2003	30	777
2004	36	894
2005	41	1024
2006	50	1172
2007	61	1400
2008	70	1551
2009	70	1839
2010	94	2139
2011	102	2292

Table 2



The main objectives of Prime Bank Limited are to attract and retain highly qualified people who will perform best in their particular positions. The bank not only tries to attract well-qualified candidates but also tries to identify and recruit people who are really interested to work in the bank for a certain period of time.

The recruitment philosophy of PBL is as follows:

- PBL usually follow internal recruitment but when the need arises they go for external recruitment to fill up the vacancies.
- PBL always likes to hire people for long period of time, bank give more emphasis on them who wants to get promoted to mid level positions.

The corporate culture of PBL is to treat employees with extraordinary employee not general employee. Together they form a family and they have a close bond which motivates them to work as a team.

4.1.1 Types of Recruitment:

PBL practices two types of recruitment

- Yearly recruitment: this is done each year, according to the HR plan
- Need-based recruitments: this is done when there is a sudden vacancy

4.1.2 Recruitment Sources and Methods:

PBL usually promotes from within the organization. But it also recruits from external sources.

The external sources are:

- Different universities
- Competitors and other organizations
- Unsolicited applicants

Recruitment form campus generally handled by the HR division and the planning for this has done based on the annual manpower plan. At first the respective department makes a shortlist of candidate. Prime Bank recruits from campus for entry level positions. The plan for campus



recruitment will have to tie up with the placement season of various universities that are targeted for recruitment. . The HR Division needs to identify a set of campuses based on the courses conducted there, any past experience of candidates from these campuses and the emerging requirements of the bank.

The HR Division will need to take a decision regarding the source of external recruiting considering variables like –

- Available Spread of candidates
- Cost Impact
- Time needed

And the external recruitment methods include:

- Advertising in newspaper and company website
- Employee referral
- Internship



4.1.3 Selection Process:

Different types of selection process are described in below.

Receipt of Application:

This is the first selection step to join PBL. Candidates either send their CVs in application for a specific vacancy, or they send unsolicited CVs for any suitable position. There is a box in front of the HR division where interested person drop their unsolicited CV. The HR division collects job applications against each job vacancy. In case of newspaper advertisements, the applicants are given at least 3 weeks to apply. After a specific period, each and every job is closed for applying.

Sorting out Applications:

The next step is the short listing of CVs. Usually the HR division is occupied in the short listing. But the HR division may hand over this step to the respective divisions to save time. To recruit experienced bankers, CVs may be sorted out from the collection of unsolicited CVs received. Or, another possibility is to find out experienced and competent bankers in other banks. Once potential candidates are thus found out, they are contacted and called for an interview.

Informing Candidates:

After short listing of the CV and choosing the suitable candidates, HR division inform the candidate over phone about written test (Entry level) or interview (Mid level). For written tests, the bank issues admit cards through courier services seven to ten days prior to the exam.

Written Test:

The employment test is generally aptitude test which measures candidates' verbal ability, numerical ability, reasoning ability. Generally PBL take written test for entry level position like Trainee assistant and for MT level. Sometime BIBM/IBA takes the written test on behalf of PBL.



Interview:

PBL has an interview panel consisting of HR professionals and top level management to conduct biasfree and smooth interview session. For selecting MT's basically MD, DMD and Head of HR conduct interview session. For recruiting experienced professionals several interviews may be conducted.

Final Approval by Competent Authority:

After the interview session the candidate are evaluated by the interview panel. The management team decides which one will be selected. After that an 'offer letter' is made for the candidate. Once the candidates accept the 'offer letter', they are given the 'Appointment letter'. Rejected candidates are not informed.

Physical Examination:

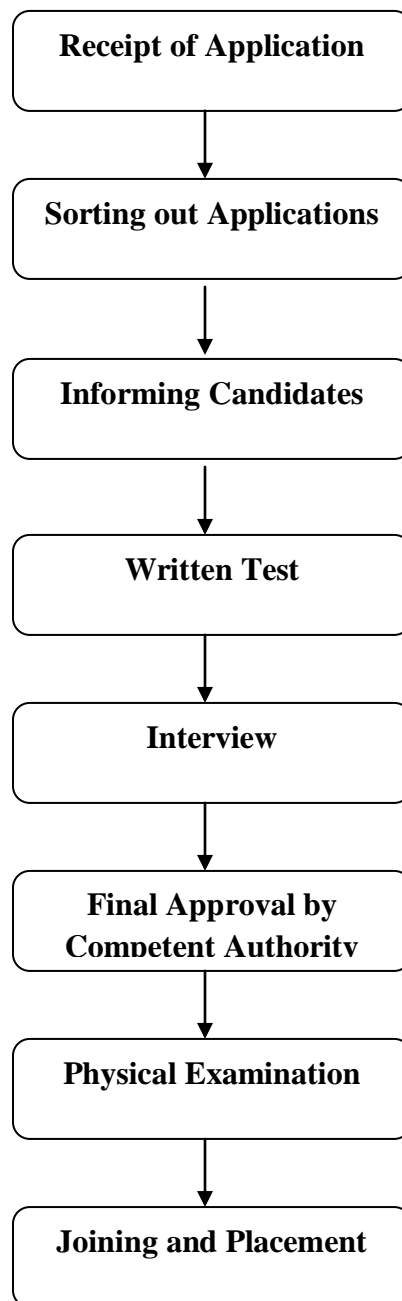
Like other bank PBL also take physical examination of the selected employees whether the applicant is fit for the job or not. PBL has contract with Popular Diagnostic Center and Chevron Diagnostic Center, The whole checkup is conducted by these two diagnostic centers.

Joining and Placement:

Once the candidate passed physical examination are given the joining and placement letter. The newly recruited employees are asked to report their respective joining place within one week.



4.1.4 Mode of Selection Process in Prime Bank Limited:





4.1.5 Characteristics to look for in different stages of recruitment:

In different steps of recruitment, the following characteristics should be looked for:

Techniques used to gather data	Characteristics to look for
Preliminary screening	Age, academic qualifications and performance record
Critical analysis test	Meets minimum standards of mental alertness
In-depth interview	Necessary innate ability, ambition, loyalty and interaction skills
Verifying biographical data from references	No unfavorable negative reports on past performance
Personal judgment	Overall competence and ability to fit into the job position and the organization

Table 3



4.2 Recruitment and Selection Policy of Prime Bank Limited:

Recruitment and selection policy are key things of recruitment appropriate employees. Progressive companies pay special attention to recruitment, selection, training, orientation, evaluation, promotion and compensation of Executives, Officers.

Recruitment Procedure:

Bank is service oriented organization. The success of a commercial Bank largely depends on the quality of services offering to the customers. Quality service are mostly depends on the officers and executives. PBL believes in paying competitive salary and different facilities to the employees to get maximum service out of them. Therefore, the authority of the Bank has to be careful in recruiting the right person for the right job.

Recruitment Category:

Recruitment in PBL for required post has to be approved by the board members at the beginning of each year either through inviting application from prospective candidate or through talent hunting.

As far recruitment policy, PBL recruit people through “Banking Cadre Service Model”. This model is divided into three parts. These are-

4.2.1 Core Banking Service Cadre (CBSC):

This program starts from recruiting people at MT (Management Trainee) to mid level management posts. Bank seeks fresh and talented people for these posts. Core banking service means core banking works, like in the departments and Head offices. These people are directly commanded by the head of department or managing directors. There are some criteria for recruiting people at these posts. These are like-

- Management Trainee (MT) is the high potential fresh graduates/post graduates to be recruited in the bank management cadre service within policy.
- MT is the future leaders to move up to different leadership positions with gaining of experience & competence.



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- People containing high potential and take pressure of managerial position are mostly recruited as MT in Prime Bank.
- Prime Bank used to take MT from listed universities in Bangladesh like Dhaka University, BRAC, and North South University. Only BIMB students are directly recruited as MT.

Employees in Core Banking Cadre with professional competences and background may move to Banking Support Cadre service.

4.2.2 Banking Operation Service Cadre (COSC):

Banks need lot of people to operate banking operations. Banking operation means works which are done in branches at routine basis and mostly clerical nature, like in Cash, credit, general banking department. For this post PBL recruit Trainee Assistant (General) and Trainee Assistant (Cash). These two posts are entry level post in PBL. Prime Bank recruits TA in a regular basis under COSC model. There are some characteristics of this model. These are-



- It is routine base work and mostly clerical in nature, so bank looks for people who have ordinary potential.
- Only employee with extraordinary performance may be promoted to higher posts. According to banks policy, those who score VG (very good) and E (Excellent) for consecutive 3 (three) years are get promoted to managerial posts like SO/EO.

4.2.3 Banking Support Cadre Service (BSSC):

BSSC is basically those departments which are formed to help banking operations. Prime Bank Limited has some departments which are helping the whole core and operations services of the bank. The departments are- LSSD, IT, Legal etc. Under this model PBL recruit executive officials like SO, EO. Junior level recruitment starts from Trainee Assistant posts. In some cases PBL recruit Probationary officers for entry level posts. Senior vice president is the head of these departments.

There are two segments of jobs in BSSC. They are-

- Operation Jobs: Starting from TA to EO level where employees will be limited in terms of potential.
- Executive Jobs: Starting normally with potential 'Junior Officer' with requisite job requirement & competence fresh from the recognized & listed Universities. MT at times will be recruited sourced through the recruitment process in the 'Core Banking Services Cadre' within policy.
- External Recruitment for Executive jobs: For executive posts Bank also recruit from the market, candidates having required professional experience, competence & background as well as through internal transfer of professionals from the 'Core banking Cadre Service' depending on the availability of resources.
- Inter-transfer both in executive and operation jobs would be considered
- Normally no transfer from BSSC to CBCS would be considered. However, executives having core banking professional competence may be transferred to CBCS in the event positions are available in job grade ladder and the bank management considers it fit and appropriate to do so in the interest of business.

➤ High potential executives may move up to SEVP level / functional heads in BSSC

The following chart will summarize the recruitment pattern in different cadre services:

Recruitment Profile	Core Banking Jobs	Banking Operation Jobs	Banking Support Jobs
MT (Fresh)	√ Normal Regular	No	√ Functional Needs
TA (Fresh)	No	√ Normal Regular	√ Functional Needs (Occasional)
Exp. Professionals Outside Bank	√ Occasional Needs	No	√ Functional Needs (Occasional)

Table 4

Given the Banking Cadre Services structure as above, for Prime Bank, recruitment should be made in the following three Categories:

- 1) Trainee Assistant
- 2) Management Trainee
- 3) Experienced Officer



4.2.4 Trainee Assistant Recruitment

Trainee Assistants (TA) is the entry level position in PBL. Generally Bank does not seek very talented people for this position. People having ordinary result and talent are mostly recruited. TA will be recruited in two categories:

- a. Trainee Assistant (General)
- b. Trainee Assistant (Cash)

Trainee Assistant shall be recruited either through:

- (a) **Press Advertisement:** Advertisement under the captioned “Career Opportunity” should be published in at least 2 (two) national dailies or internet.
- (b) **Direct Recruitment:** Every candidate who applies in response to the press advertisement shall have to appear at a written test & appear before the Selection Committee for an interview. Candidates who are selected by head hunting will have to appear before the Selection committee for evaluation.

Candidates must not be over 30 years of age and should have minimum 8 points based on educational qualification & no 3rd class/division in any examination. The candidate should also have minimum Computer knowledge on the following:

- Operational system : Windows
- Word Processing : MS Word
- Spread Sheet : Excel

Typing speed: 40 words per minute (For Type/Telex/Computer - MS Word) & 25 for other categories of Computer operation.

4.2.4.1 Written Test and Interview Model for TA:

Content for the written test (100 marks) should be as follows:

- Ability to write both in Bengali & English

- General arithmetic
- General knowledge
- Test organized by bank management or outsourced (IBA/BIBM/Others)
- 60% marks will qualify a candidate to appear before interview/viva.

In the face-to-face interview, the following are taken into consideration:

- Verbal communication
- Appearance
- Spoken English (moderate)
- Attitude
- Etiquette & mannerism
- Family background & need
- Reference personnel
- willingness to stay longer in routine operation job /cash
- 60% will qualify a candidate for primary selection and medical test before formal offer is made in written.

4.2.4.2 Interview Committee and Rating Sheet:

An interview committee not less than 4 members consisting of executives SVP & above will conduct the face to face interview / Viva for final selection of TA.

Interview evaluation sheet in respect of each candidate will be in place considering all the factors above and will be put on record.

4.2.4.3 Probationary Period and confirmation of services as TA:

Newly recruited TA has to complete a probation period for 1 (one) Year. After completing the probation period successfully, he/she may be recruited to Junior Officer.

- TA has to get G+ rating at final assessment or his job will be terminated.



4.2.5 Management Trainee Recruitment:

Management Trainee is a higher level post for any organization. Management Trainees are directly related to decision banking posts.

Management Trainee shall be recruited either through:

- 1) Recruitment through Press/Online Advertisement: MT must go through a written test. The subject matter of are general knowledge, Arithmetic, English, Economics/ Banking as may be decided by the Management from time to time. For this purpose Prime Bank Limited sometime take the help of outside experts for setting the questions, supervising the examination work and marking the scripts. A candidate must secure minimum 60 % mark in written Test to be eligible for VIVA/interview as Management Trainee.
- 2) Direct Recruitment: Beside general process of recruitment, PBL also go through direct recruitment. Student of Bangladesh Institute of Bank Management holding high CGPA get recruited directly as Management Trainee at Prime Bank.

Written Test will not be required for the following:

- MBA/ MBM from IBA & BIBM with minimum CGPA 3.00.
 - BBA/MBA from Bank's other approved universities, i.e., NSU, EWU, BRAC University, IUB & AIUB with minimum CGPA 3.25/
- i. They used to be recruited based on performance in interview with the Selection Committee.
 - ii. Directly from amongst the interns (business graduates/post graduates) at Prime Bank studying in our listed Universities. But currently they have stopped recruiting among the interns.

Educational/Other Qualifications for both direct and indirect MT recruitment:

- The candidates for the post of Management Trainee must not be over 30 years of age on the date of application.
- In addition to CGPA as mentioned above, the candidates must have at least two first divisions in their academic feat in public examination
- No 3rd Class/Division/CGPA less than the standard as shown in the above chart

➤ Have minimum computer knowledge of the following:-

Operational system : Windows
 Word Processing : MS Word
 Spread Sheet : Excel

4.2.5.1 MT Category, Requisite Qualifications and Placement Status:

There will be two categories of MT recruitment and placement profile:

- a) Graduate MT cadre and
- b) Post Graduate MT cadre

The structured profile of Graduate and Post-Graduate MT is as follows:

(a) Graduates:

Qualification	CGPA	Listed Varsities	Placement after 2 years probation
BBA ONLY	3.00	IBA	Senior Officer
	3.25	Other listed	

(b) Post Graduate:

Qualification	CGPA	Listed Varsities	Placement after 2 years probation
MBA, MBM, ECONOMICS, MASTERS IN FINANACE & ACCOUNTING	3.00	IBA	Executive Officer
	3.25	Other listed	



4.2.5.2 Period of Probation:

The probation period for MT is 1 year and on successful completion of probationary period they will be confirmed in service according to category as shown above-

4.2.5.3 MT Exposure on the Job and Performance Evaluation:

Newly recruited MT basically receive 2 – days long orientation program at Training and Development Center after joining which covers briefing on company overview, background, service rule as well as functions of different divisions/department/branches. Upon placement, MT used to go through 12 months traineeship period in the following portfolios in the manner as follows besides training and monthly counseling in group:

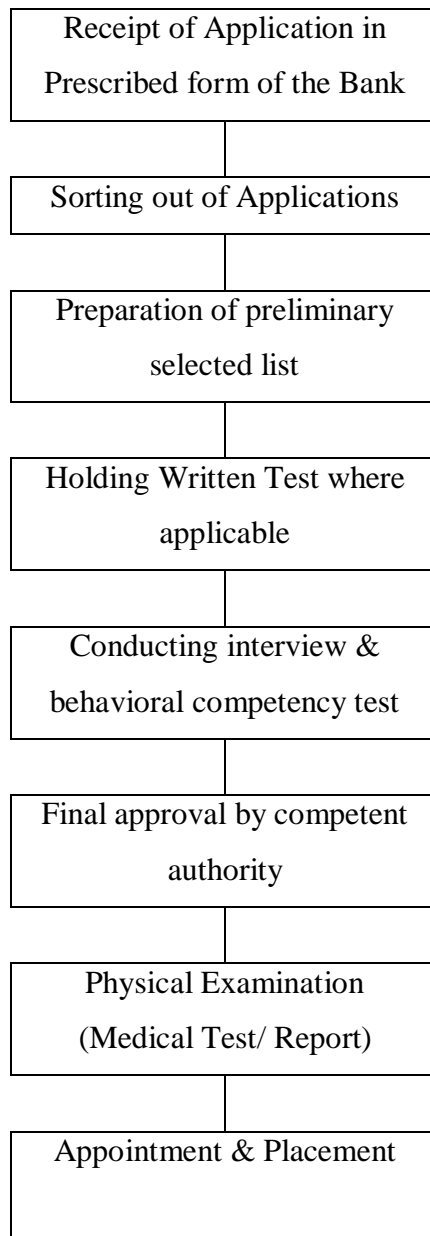
- General Banking Management : 04 months
- Credit Management : 04 months
- Foreign Exchange Management : 04 months

4.2.5.4 Confirmation in Service:

Performance appraisal and interview by the management committee is being conducted at least a month before completion of 12 months and only VG and E rated trainees will be confirmed in substantive positions approved by MD within policy framework.



4.2.5.5 Flowchart of Recruitment of Management Trainee:





4.2.6 Recruitment of Experienced/Executive Officials

Prime Bank used to focus attention to develop its own manpower through training process. Some time its costs high because there is a lot difference between armature and professional. In many cases newly recruited/trained employee quit the job. This brings huge financial loss for the organization. To overcome this situation PBL recruit experienced officials from other banks. As per requirement of the bank, executive officials may be appointed from time to time. In most of the cases PBL does not take written test for this kind of positions. The selected applicants are directly gone through interview session with management committee. For experienced officials basically job experience and special training are given more emphasis rather than his educational qualification. The cases of selected candidates will be placed before the competent authority for approval. Executive official does not get any probation period; they can directly start their work at their respective places.

4.2.6.1 Recruitment Criteria:

Prime bank prepare “Job Profile” against each job available in the job grade ladder covering three service cadres in functional areas and all recruitments used to be made according to the respective job profile

The basis to be followed for calculation of points in respect of educational qualification is given below:

Examination	First Division (CGPA 3.00 and above out of 4.00)	Second Division (CGPA 2.75 to 2.99 out of 4.00)
SSC	3	2
HSC	3	2
Hons.	3	2
Masters	3	2
MBA/Higher Professional Degree	4	3



4.2.6.2 Criteria to be followed for Executive/Officials:

Sl. #	Name of The Posts	Requirement/Criteria	
		With minimum qualifications B.A. / B.Com. / B.Sc.	With higher qualifications
1.	DMD	5 years as GM or equivalent position in any scheduled Bank & minimum length of service 28 years.	4 years as GM or equivalent position in any scheduled Bank & minimum length of service 25 years
2.	SEVP	4 Years as GM or equivalent position in any scheduled Bank & minimum length of service 25 years	3 years as GM or equivalent position in any scheduled Bank & minimum length of service 22 years
3.	EVP	7 Years as DGM/3 years as GM or equivalent position in any scheduled Bank & minimum length of service 22 years	5 years as DGM/2 years as GM or equivalent position in any scheduled Bank & minimum length of service 20 years
4.	SVP	5 Years as DGM/1 year as GM or equivalent position in any scheduled Bank & minimum length of service 20 years	3 years as DGM/1year as GM or equivalent position in any scheduled Bank & minimum length of service 18 years
5.	VP	2 years as DGM/5 years as AGM or equivalent position in any scheduled Bank and minimum length of service 18 years	1 year as DGM/3 years as AGM or equivalent position in any scheduled Bank & minimum length of service 16 years
6.	SAVP	3 years as AGM or equivalent position in any scheduled Bank &	2 years as AGM or equivalent position in any scheduled Bank & minimum



Sl. #	Name of The Posts	Requirement/Criteria	
		With minimum qualifications B.A. / B.Com. / B.Sc.	With higher qualifications
		minimum length of service 16 years	length of service 14 years
7.	AVP	2 years as AGM/4 years as SPO or equivalent position in any scheduled Bank & minimum length of service 14 years	1 year as AGM/3 years as SPO or equivalent position in any scheduled Bank & minimum length of service 12 years
8.	FAVP	3 years as SPO or equivalent position in any scheduled Bank & minimum length of service 12 years	2 years as SPO or equivalent position in any scheduled Bank & minimum length of service 10 years
9.	SEO	3 years as PO or equivalent position in any scheduled Bank & minimum length of service 10 years	2 years as PO or equivalent position in any scheduled Bank & minimum length of service 8 years
10.	EO	3 years as SO or equivalent position in any scheduled Bank & minimum length of service 8 years	2 years as SO or equivalent position in any scheduled Bank & minimum length of service 6 years
11.	PO	4 years as Officer in any scheduled Bank & minimum length of service 6 years	3 years as Officer in any scheduled Bank & minimum length of service 5 years
12.	SO	3 years as Officer in any scheduled Bank & minimum length of service 4 years	2 years as Officer in any scheduled Bank & minimum length of service 3 years



Sl. #	Name of The Posts	Requirement/Criteria	
		With minimum qualifications B.A. / B.Com. / B.Sc.	With higher qualifications
13.	Officer	2 years as Junior Officer in any Scheduled Bank & minimum length of service 3 years.	2 years as Junior Officer in any Scheduled Bank & minimum length of service 3 years.

Table 5

CHAPTER 4

FINDINGS AND ANALYSIS

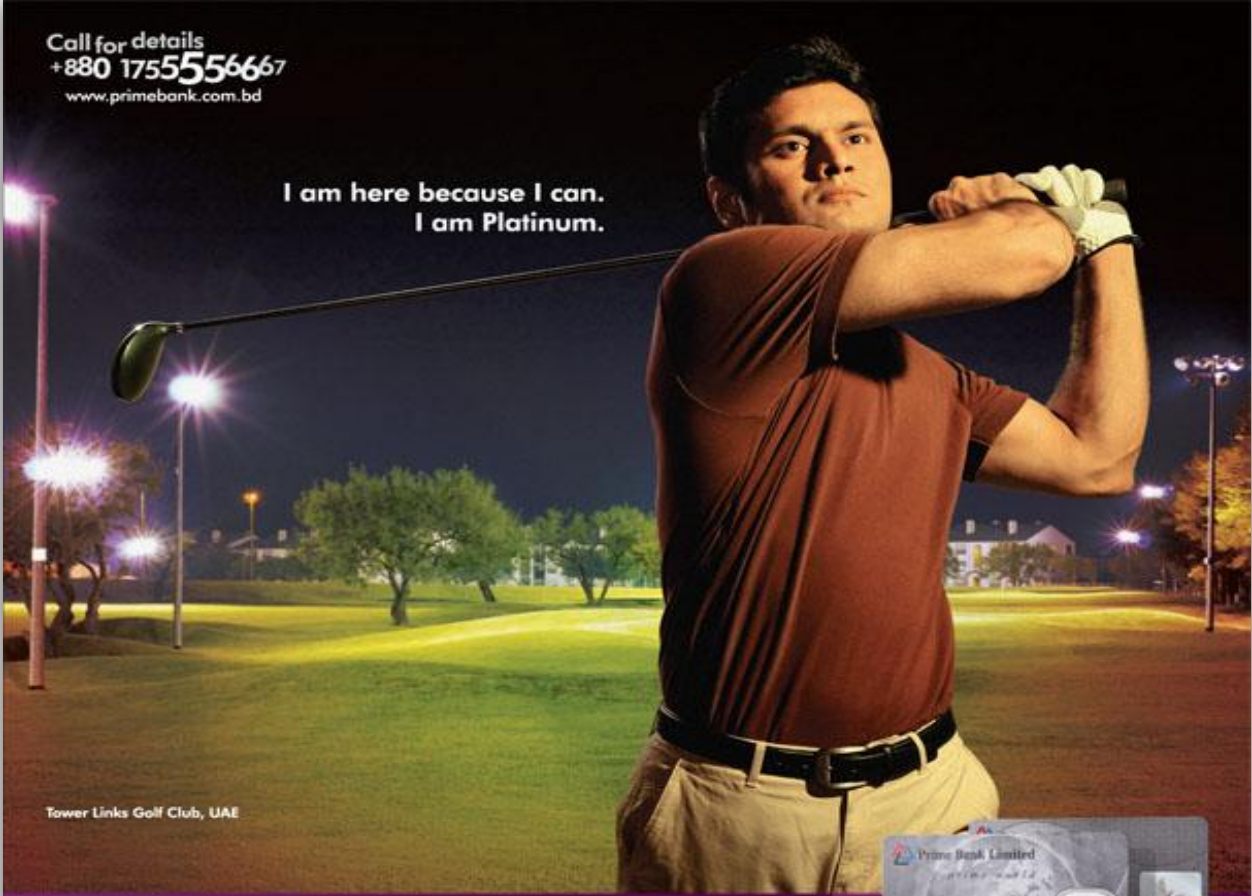
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The strength of recruitment and selection process of Prime Bank Limited:

- i) The management of PBL cares for the quality of service as well as the quality of its human resources.
- ii) The recruitment and selection is quite fair and square. Everyone at the HR Division is honest and impartial which promotes the environment of accountability.
- iii) Internal growth creates an attachment between the employees and the organization. Moreover, internal growth has increased the recruitment and selection efficiency of the HR Division, since it has better knowledge about the applicants' knowledge, skills, abilities and other qualifications.
- iv) The recruitment and selection process of PBL emphasizes more on who fits the organization, rather than who fits the job. Thus, it has created a unique organizational culture and the whole HR Division has ensures a friendly and caring working environment.

The weakness of Recruitment and Selection Process of Prime Bank Limited:

- i) PBL's HR planning can be made more effective if it is revised more often according to the change in this fast moving industry.
- ii) Statistical measures such as correlation analysis and regression analysis are not applied to predict and analyze the recruitment and selection requirements more precisely.
- iii) Quantitative methods are not practiced in determining utility in recruitment and selection. There is no feedback system established to find out the efficiency of the system and correct its drawbacks.
- iv) No study is conducted to justify the effectiveness of the recruitment tests.
- v) Regret letters are not sent to the candidates who are not selected after joining of the finally selected candidates.
- vi) PBL does not always check references properly, which may lead to a grave problem for the organization.



5.1 Recommendation:

1. **Starting online application:** PBL should create an online job server, which provides online application facility. This will ease the hassle of sending hard copy of CV to office. This will also provide bank to ask the applicants whatever they wants to know. This will add value to select the participants.
2. **Maintaining a Database of CVs:** The bank should maintain a database of CVs of all applicants, which would be easier if applying online is encouraged. PBL may also maintain a separate database of candidates who have been selected. From this database it will be evident after a while, which university graduates are more suitable for the jobs in PBL. Because, it can clearly be seen which graduates are doing better during the recruitment and selection process of the bank. From then on, PBL can target and advertise only in those universities and institutions for candidates.
3. **Short-listing of CVs:** A proper and objective guideline should be set before the initial short listing is done:
 - I. The CVs received through the sourcing process is firstly screened by the HR Division to determine a fit against the job specification. Screened and short-listed applications should then be forwarded to functional heads to draw a short list for the recruitment exam or interview.
 - II. A final short list should be drawn up by the functional units/departments and forwarded to the HR Division; enclosing short-listed and rejected CVs. Rejected CVs of possible future interest could be sorted in a database. But this is not done in PBL. Once a CV is rejected, no record of it is kept.
 - III. Based on the short list received by the HR Division, letters to the short-listed candidates should be issued specifying a date and time for the interviews. Instead, the candidates are called on the phone for the interview. Although this



probably saves cost, it has other disadvantages, e.g., it is very time consuming.

The practice of sending letters to the candidates should be started.

- 4. Testing the Validity of the Written Exams:** Currently, the validity of the written exams is not being tested. PBL should find out whether their written exams are valid, that is, whether the tests measure what they claim to measure. The written exams for the entry level positions are usually cognitive aptitude tests which measure a candidate's verbal ability, numerical ability, reasoning ability etc. But such tests do not assess an applicant's ability to perform his/her job properly, that is, whether he/she has an understanding of the duties and responsibilities of the position for which he/she is applying. That's why 'job knowledge tests' may be used along with the existing aptitude tests.
- 5. Introducing Job Knowledge Tests:** A primary advantage of a job knowledge test is that it is by definition job-related. A test for any specific organizational job can be designed based on the data gathered from an in-depth job analysis. These tests may require written responses; they may also be orally administered exams. These tests should usually consist of a few key questions that would distinguish the qualified from the unqualified.
- 6. Introducing Assessment Centers:** An assessment center is a selection technique for identifying management potential. In assessment centers, potential candidates are subjected to different exercises constructed to simulate the job for which they are applying. Candidates participate in a series of activities similar to those they may be expected to encounter in the actual job. These activities may include management games, leaderless discussion groups, mock interviews and other simulations. A team of assessors observe and evaluate the participants. Both Job knowledge tests and assessment centers can evaluate how a candidate will perform in the actual job. PBL should think about introducing assessment centers as one of its selection tools.
- 7. Realistic Job Preview:** Many candidates have unrealistic expectations about a prospective job or employer. These wrong perceptions can have negative consequences later for an organization if such candidates are hired, e.g., job dissatisfaction, absenteeism and turnover. To correct this situation, PBL should provide a clearly written job description to the candidates as well as a realistic job preview before recruitment so that the candidate can have a clear picture about the job he/she is going to take and the



organization he/she is going to work for. A realistic job preview should convey both positive and negative aspects of the job and the organization objectively and in an unbiased manner.

- 8. Background Investigation:** Reference checks should be done only for candidates who have been approved by the recruitment panel for the job. Reference checks should be carried out for all potential permanent employees. This is important in order to verify information and ensure that the organization is aware of any serious problems in the candidate's past. There are several different background checks that can be done on potential candidates.
- 9. Interviews:** The interviews need to be made more structured, which would contain only job related questions and each question will have a specific answer. This way, the interview will be more reliable, objective and fair. Also, it is a common practice in PBL for the MD and DMDs to be present in the interview board even for interviewing candidates for MT or TA. This wastes their valuable time. The fresh candidates can be interviewed by more junior level executives.
- 10. Interviewer Training:** Lack of training is a serious interviewing problem. PBL does not provide any interviewing training for its managers. Because of this lack of training, goals are not set for the interview, the wrong questions are asked. , the right information is not secured, biases are not controlled, poor selections are made etc. PBL should start training its managers on better interviewing techniques.
- 11. Stop Policy Violation:** There has been policy violation of the recruitment and selection policy in terms of criteria and procedure violation. For example, it is against the policy to recruit interns from universities that are not in the list given in the policy. But the graduates of such universities that are not listed in the policy are being recruited as interns. Also graduates from listed universities but not having the required CGPA are also recruited as interns sometimes. These sorts of policy violations occur as a result of requests of high officials. An example of procedure violation has been going on for quite some time. That is there were no written exams being held for recruiting TAs until very recently.



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Conclusion

The success of a commercial bank depends largely in the quality of service rendered to the clients. Quality of service depends on the competence and the quality of the employees of the organization. Therefore, the authority of PBL has to be careful in recruiting the right person for each job. As has been seen, the recruitment and selection process of PBL has rooms for improvement. The policy and process should be revised. So although the process they have been adopting so far has been somewhat effective, to adapt to the changing times, the process should be revised and streamlined.



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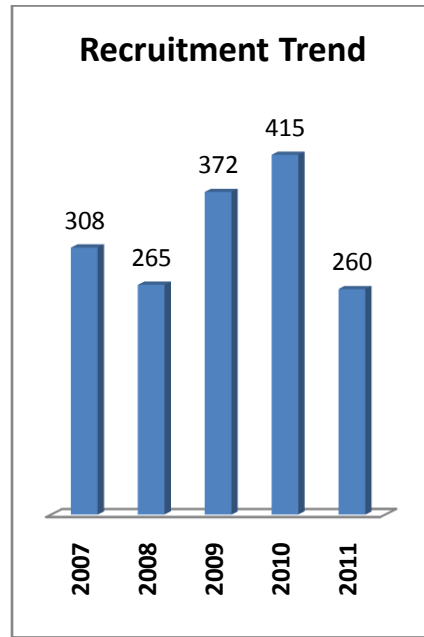
Appendix

1. Number of people recruited from 2007 to 2011:

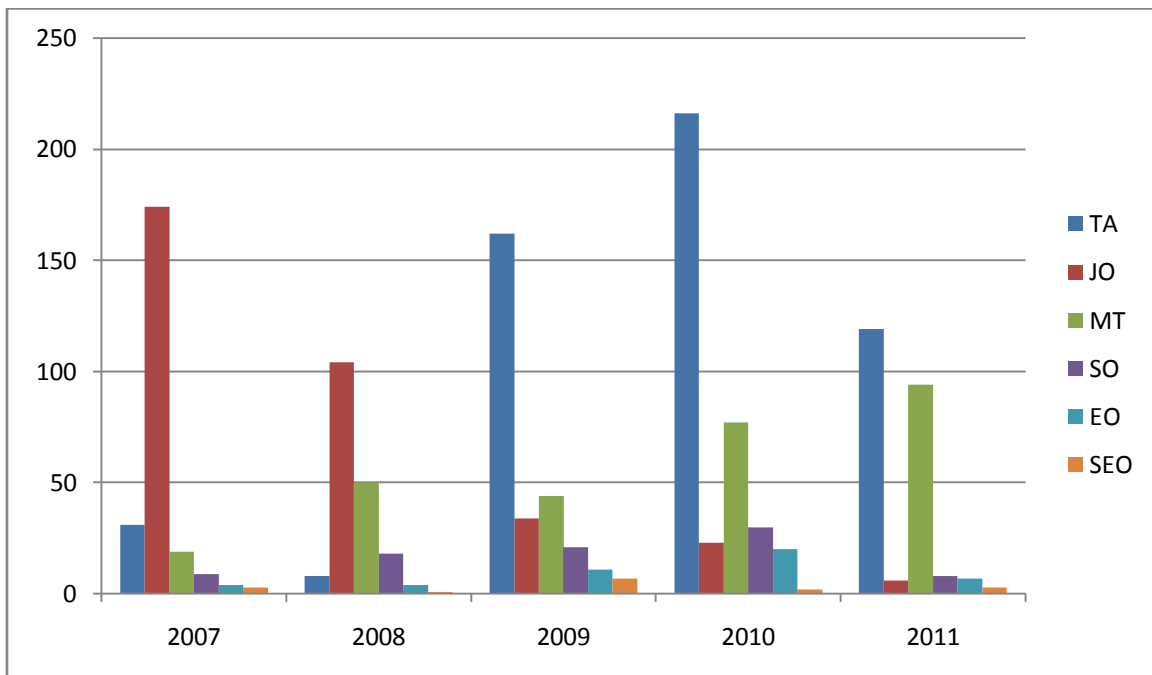
	Joining Designation	2007	2008	2009	2010	2011
Mid Level	01. MD		1			1
	02. AMD					
	03. DMD	1	1			1
	04. SEVP			3		1
	05. EVP					1
	06. SVP	2	1	2		1
	07. VP	3		2		1
	08. SAVP	3	2			1
	09. AVP	1	3	2	1	2
	10. FAVP	9		2	3	2
	11. SEO	3	1	7	2	3
Junior Level	12. EO	4	4	11	20	7
	13. PO	6	9	19		
	14. SO	9	18	21	30	8
	15. Officer	27	36	40	42	12
	16. JO (Old)	16	20	23		
	17. JO	174	104	34	23	6
Fresh	18. MT	19	50	44	77	94
	19. TA	31	8	162	216	119
	20. DRIVER		7			
	21. Project Manager				1	
	22. Adviser					
	Total	308	265	372	415	260



2. Recruitment Trend from 2007 to 2011:



3. Recruitment Trend of Entry level to Mid Level Officials:





4. Recruitment Trend of Management Level:

