

Internship Report
On
An Evaluation of Human Resources Practices
of BRAC Bank Limited

Prepared By

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ID: 171-14-730

Program: MBA

Major: Human Resource Management

Daffodil International University



Daffodil International University

Date of Submission: 11th November, 2018

Internship Report
On
An Evaluation of Human Resources Practices
of BRAC Bank Limited

Supervised By
Mohammad Shibli Shahriar
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Letter of Transmittal

Mohammad Shibli Shahriar
Head Department of Innovation and Entrepreneurship
Faculty of Business and Economics
Daffodil International University

Subject: Submission of the Internship Report

Dear Sir,

With great pleasure I submit this Internship Report titled “Human An Evaluation of Human Resources Practices of BRAC Bank Limited. This report is prepared by performing 3 months internship in Brac Bank Limited to fulfill the requirement of MBA Program at Daffodil International University Bangladesh.

I earnestly believe & hope that this internship would help me in the long run and also enrich my managerial capabilities. I am indebted for your valuable suggestions and humble cooperation. I have tried of my best to go deep into the matters and make full use of my capabilities in making the study meaningful, although there may be some mistakes and shortcomings.

I also want to thank you for your support and patience with me and I appreciate the opportunity provided by Daffodil International University and Brac Bank Limited to work on this wonderful project. Now I have placed this report before you for your kind approval. For Any kind of queries, I would be available at your convenience.

Yours Sincerely,



(Nurunnaher)

ID: 171-14-730

MBA Program

Department of Business Administration

Daffodil International University.

Acknowledgement

At the very beginning I would like to express my deepest gratitude to almighty Allah for giving me the strength and the composure to finish the task within the scheduled time. At the beginning of this report, I deem it is my duty to record my appreciation & gratitude to few persons who made my journey smooth and helped me to prepare this report in many ways. I am deeply grateful to our supervisor Mohammad Shibli Shahriar for his whole-hearted supervision to me during the preparation of the report. His suggestions and comments to make the report a good one was really a great source of spirit for me.


I would like to express my deep gratitude to the Daffodil International University for arranging such an interpretive practical field related study to overcome the deficiency of experience. For this reason all credit of this report titled “An Evaluation of Human Resources Practices “of BRAC Bank Limited goes to the MBA department of Daffodil International University.

I am grateful to Mr. Shakhwat Hossain, Senior Manager of BBL for his support throughout my internship period on this project and provide me with necessary instructions.

Finally I want to convey special message of gratitude to all the faculties & admin people for always being there with me and for his whole hearted cooperation. In addition, I would like to thank all of the remaining executives, officers & staffs of BBL Limited, for their kind co-operation.

Last of all, I would like to thank from bottom of my heart to my friends and well wishers for helping me every moment that encourage me to make this study successfully. Despite of my hard works & my efforts, all errors, of course, remain to me and I seek excuse for that.

Yours sincerely,



(Nurunnaher)

Student Declaration

I do hereby declare that the work presented in this Internship Report has been carried out by me and has not been previously submitted to any other University/ College/ Organization for an academic certificate/degree.

I'm, Nurunnaher, ID: 171-14-730 MBA declare that the presented internship report on "An Evaluation of Human Resources Practices" of BRAC Bank Limited submitted as a requirement of fulfillment of MBA degree at Daffodil International University was prepared by me.

The work I have presented does not breach any existing copyright and no portion of this report is copied from any work done earlier for a degree or otherwise.

I further undertake to indemnify the damage arising from breach of the foregoing obligations.



(Nurunnaher)

ID No: 171-14-730

Major in HRM

MBA

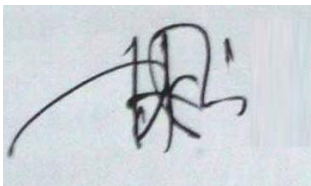
Department of Business Administration

Daffodil International University

Certificate of Supervisor

This is to certify that the Internship Report titled “An Evaluation of Human Resources Practices” of BRAC Bank Limited for the completion of degree of the Master of Business Administration (MBA) major in HRM from Daffodil International University, carried out by Nurunnaher, **ID# 171-14-730** under my supervision. I certify that:

- (1) She has carried out internship under my direct supervision and guidance (for three months) and that the manuscript of the report has been scrutinized by me.
- (2) No part of this internship report has been submitted for any degree diploma, title, or recognition before.
- (3) The final composed copy of this, which is being submitted to the **Daffodil International University**, has been carefully checked by me for its material and language.



Mohammad Shibli Shahriar
Head Department of Innovation and Entrepreneurship
Faculty of Business and Economics
Daffodil International University

Abstract

The title of this internship report is “An Evaluation of Human Resources Practices” of BRAC Bank Limited. The report is the result of three months internship program with Brac Bank Limited of Bangladesh . Theoretical knowledge will be little important unless it is applicable in the practical life. So, we need proper application of our knowledge to get some benefit from our theoretical knowledge to make it more fruitful. The internship is designed to have a practical experience while passing through the theoretical understanding. This report consists of five chapters i.e. Introduction of the Study, Company Profile of BBL, Human Resource Management Practices of BBL, Findings, Recommendations and conclusion , bibliography and following appendices.

Firstly the initial words about the report were described in the first segment titled “Introduction “which contains the basis of the study. In this part Origin, Rationale, Objectives, Methodology and limitations are included. Both primary and secondary data and information have been used in preparing this report. The limitations that have been faced during the data collection, organization & preparation of the report have been stated. The prime objective of the report is to relate and highlight the human resource management policies and practices of Brac Bank Limited.

The Human Resource Department of Brac Bank Limited is an ideal place for learning Human Resource Management Practices. Human Resource Management Policies and Practices of Brac Bank Limited are discussed. Here, HRM Functions, HRM objectives, Human Resource Planning (HRP), Strategies of HRP, Techniques of Designing Job by Brac Bank Limited, Recruitment, Alternatives to Recruitment, Selection process, Training and Development, on the job training methods, off the job training methods, Performance Appraisal, performance appraisal process, appraisal methods, Motivation Function, Reward, Reward System, Payment System have been discussed.

The effectiveness and achievements largely depends upon the ability and efficiency of Human Resource Department (HRM) of an organization. Recruitment in BBL 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. For experienced officials basically job experience and special training are given more emphasis rather than his educational qualification. Selection process of BBL is composed of number of steps. The Candidates either send their CVs in application for a specific vacancy, or they send unsolicited CVs for any suitable position. Usually the HR division is occupied in the short listing. 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. Brac Bank Limited has an interview panel consisting of HR professionals and top level management to conduct biasfree and smooth interview session.

Performance Appraisal method of BBL may be called as a traditional one. Usually, BBL follows Graphic Rating Scale method for evaluating the performance of the employees. There is not any well developed feedback system. For Job Analysis, BBL follows Interview method in case of emergency redesigning of an existing job or creating a new job. Otherwise, it follows Questionnaire method to collect the information. Brac Bank Limited provides excellent opportunities for training and development of employees. Several on the Job and off the job training methods are followed to train the employees. Usually class room lecture, arranging seminars, management game, audiovisual training, job rotation, executive coach, case study etc methods are being followed. Sometimes, they provide training to their employees in their training institute or send them to BIBM which is one of the reputed institutions for the bankers to be trained up. Regarding compensation, there is a well designed compensation structure but in some cases where it is required some existing policies are found backdated.

Chapter four is the analysis and findings part. Here, SWOT analysis has been discussed in perspective of Brac Bank Limited. Findings have been explained in this part. BBL has some problems in Human Resource Management Practices. BBL takes time for necessary approval to go through recruitment process. Possibilities of biasness when the collected CVs are sent to the concerned department are existing. The selection process is time consuming process. The interview is unstructured in nature. The orientation program is not conducted on a regular basis. Same format is used for all departments. There is no feedback system on the basis of the evaluation. Evaluation system is not used to design the pay plan that concerns employees less. Training need assessment and post

training evaluation is not properly done. The company does not have professional trainer. Employees are not considering the training for the development of the organization

Recommendations and Conclusion have been discussed in this chapter. This study recommends formal and updated recruitment process. Possibilities of bias should be reduced. BBL's HR planning can be made more effective if it is revised more often according to the change in this fast moving industry. Biasness & nepotism should be avoided during recruitment. In the Selection Process, the structured interview should be employed. The orientation program should be conducted on a regular basis. For compensation, there should be a general incentive scheme which would be carefully designed to meet the requirement and criterion of all employees. Keeping Achievement Record in personal file for reference is a good practice. Like public organization Gratuity, Life, Disability, & Health Insurance should be introduced formally so that people would feel much comfortable to work with the organization.

Human Resource Management (HRM) is a device by which one gets maximum output from a minimum input. Again, the Quality of service of a Bank depends on the competence and the quality of the employees of the organization. Human Resource Management Practices of Brac Bank Limited is promising. 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. This Internship Report tries to deal, though not comprehensively, with both the theory and practice of HRM section as an attempt to satisfy the need of fresh students who should have some knowledge of HRM with employees as well as the respective customers.

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ACRONYMS

A/C	Account
AD	Authorized Dealer
BB	Bangladesh Bank
BIC	Bank Identifier Code
BR	Branch
CC	Cash Credit
CIB	Credit information Bureau
CRM	Credit Risk Management
CCS	Consumer Credit Scheme
CRG	Credit Risk Grading
BG	Bank Guarantee
KYC	Know Your Customers
L/C	Letter of Credit
LIM	Loan Against Imported Merchandise
LTR	Loan Against Trust Receipt
LRA	Lending Risk Analysis
PAD	Payment Against Document
SBL	Small Business Loan
BBL	Brac Bank Limited
MTB	Mutual Trust Bank
EPB	Export promotion Bureau
HO	Head Office

Chapter One

Introduction

Origin

Internship program is a prerequisite for achieving MBA degree. Before fulfilling of the degree, every student must pass through the internship program.. Internship program is a great opportunity for the graduates to have an experience of the real corporate world before starting their career Entry level position program is an incredible open door for the alumni to have an ordeal of the genuine corporate world before beginning their profession. Entry level position in the advanced business world causes understudies to show bias and skill from their managed understanding and furthermore empowers them to exhibit development and worthy expert, individual and relational conduct. As the classroom dialog alone can't make an understudy impeccable in taking care of the genuine business circumstance, consequently it is an open door for the understudies to get acclimated with the genuine circumstance through this program. To fulfill this requirement I was worked as an intern in **Brac Bank Ltd, Uttara, Dhaka for three months**. This not only fulfils the requirement of the program but also facilitates the dissemination of knowledge in the banking arena of Bangladesh and helps me a lot to compare theoretical knowledge with practical experience. As internship student I have tried my level best to cover the HRM Practice of Brac Bank Limited in this report.

1.1 Rationale

The report is assigned by Prof. Mohammad Shibli Shahriar a part of our MBA program. The topic of the report is “An Evaluation of Human Resources Practices” of BRAC Bank Limited. By conducting this study we can enhance our knowledge and skill to apply various research methods in professional life or higher educational life. The report has given us a chance to raise our quality in developing knowledge and its applications. By doing so, we can boost our acceptability in job market and develop our real life knowledge.

1.2 Objectives

1.2.1 Broad Objectives:

The main objective of this report is to describe Human Resource Management Policies and Practices of Brac Bank Limited. There are other specific objectives are also included here. The following are the other objectives of the title of the report, which are also attained in this study.

1.2.2 Specific Objectives

In order to attain the basic objective, following are the specific objectives:

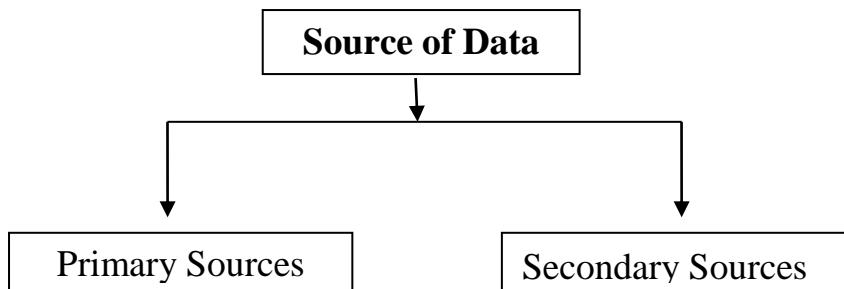
1. To analyze the human resources practices of BRAC Bank Limited
2. To find out some problems of those practices of the bank
3. To make some suggestions to overcome those problems

1.3 Scope

The study would focus on “Credit Policy and Operations of Brac Bank Limited”, Procedure for different credit facilities, and Portfolio (Loan or advances) management of Brac Bank Limited, Organization structures and responsibilities of management. The impact of different external and internal factors on the credit risk management has been also showed in this report.

1.4 Methodology

To make the report more meaningful and presentable, both primary & secondary sources of data and information were used widely.



Primary Sources: The primary sources of data are:

1. Primary data for this report had been collected through the conversation & discussion of different officers.
2. Informal conversation with the clients.
3. Study of the relevant files as instructed as instructed by the officers concerned.

Secondary Sources: The secondary sources of data are:

1. Annual Report & Internal publication of Brac Bank Limited.
2. Website of Brac Bank Limited.
3. Several books and periodicals related to the banking sector.
4. Bangladesh Bank Report & Bangladesh Bank Credit Policy.

1.5 Limitations

I did my best and there has no dearth of sincerity on my part to make the report. But, I had some limitations also. These are:

1. This report only considers Credit Operation of BBL Limited.
2. Time frame for the research was very limited.
3. In many cases, up to date information is not published.
4. Getting Relevant papers and documents were strictly prohibited.
5. Due to lack of practical experience, some errors might be occurred
6. Anything, which adversely affects the image of the bank, could not be disclosed.

**Chapter
Two**

Overview on BBL

2.1 BRAC Bank Limited – An Overview of the Organization

Company Background

BRAC Bank Limited is a planned business manage an account with full administration. It has both neighborhood and International Institutional investor. The bank is principally accompanies a perspective of making openings and seeking after the market specialties that not customarily meet by customary banks. BRAC Bank has been give "best-in-the-class" administrations to its clients and spread the nation over under an on-line managing an account framework.

At present, BRAC Bank is one of the driving too quickly developing banks in the nation. With the end goal to help the arranged development of its appropriation, system and its different business portions, BRAC Bank presently at present searching for amazing vision situated, energetic, people for different business tasks.

The bank needs to fabricate a gainful and socially mindful monetary foundation. It deliberately tune in to the market and business possibilities, It is likewise helping BRAC and partners to construct a dynamic, sound, fair and neediness free Bangladesh. It helps make networks and economy of the nation more grounded and to enable individuals to accomplish their monetary objectives. The bank keeps up an abnormal state of guidelines in everything for our clients, our investors, our colleagues and our networks upon, which the future fortune of our organization rests..

According to the Half-Yearly Financial Statement of 2010- the number of Employees including contractual engaged for the whole year or part there of (who received a total yearly remuneration of Tk. 36,000 or above) were 6,306 where as the total number of employees were 7,075 as the same period of pervious year. The Company started its banking operation and entitled to carry out the following types of banking business:

- (i) All types of commercial banking activities including Money Market operations.
- (ii) Investment in Merchant Banking activities.
- (iii) Investment in Company activities.
- (iv) Financiers, Promoters, Capitalists etc.
- (v) Financial Intermediary Services.
- (vii) Any related Financial Services.

The Company (Bank) operates through its Head Office at Dhaka and 62 branches and 14 SME Service Centers. The Bank carries out international business through a Global Network of Foreign Correspondent Banks.

The Registered Office of the Bank is:

Brac Bank Ltd.

Head Office

1 Gulshan Avenue

Gulshan -1

Dhaka 1212

www.bracbank.com

E-mail: enquiry@bracbank.com


Phone

+880-2-885 9202

Fax

+880-2-986 0395

Brac Bank Ltd. at a glance (Fig-I)

SL.N0	Key Point	Particulars
01	Name of the Bank	Brac Bank Limited
02	Logo of the Bank	
03	Date of Incorporation	4 July 2001
04	Status	private commercial bank
05	Chairman	Sir Fazle Hasan Abed KCMG
06	CEO & Managing Director	Mr. Selim RF Hussain
07	Listed with Dhaka Stock Exchange	23 September 2006
08	Number of Branches	36
09	SME Service Centres	458
10	ATM Booth	350+
11	Total Manpower	8000
12	Earning Per Share	46.46
13	Total assets	52,774.77
14	Capital	3,969.33
15	Paid Up Capital	1,766.32
16	Growth Rate	38%
17	Profit	820.61
18	Total Assets	52,774.77
19	Total Deposits	45846.31
20	Total Loans & Advances	39676.12
21	Corporate Head Office	26 Gulshan Avenue, Gulshan 1, Dhaka-1212, Bangladesh.
22	SWIFT	BBL BD DH
23	Corporate Website & E-mail	www.bracbank.com E-mail: enquiry@bracbank.com

2.2 Mission, Vision, Core Values

Corporate Vision

Building productive and socially dependable money related foundation concentrated on Market and Business with Growth potential, in this way helping BRAC and partners to fabricate a simply, edified, sound majority rule and neediness free Bangladesh.

Corporate Mission

1. Sustained growth in ‘Small & Medium Enterprise’ sector
2. Continuous low-cost deposit growth with controlled growth in retail assets
3. Corporate Assets to be funded through self-liability mobilization. Growth in assets through syndications and investment in faster growing sectors
4. Continuous endeavor to increase non-funded income
5. Keep our debt charges at 2% to maintain a steady profitable growth
6. Achieve efficient synergies between the bank’s branches, SME unit offices and BRAC field offices for delivery of remittance and Bank’s other products and services
7. Manage various lines of business in a fully controlled environment with no compromise on service quality
8. Keep a diverse, far flung team fully motivated and driven towards materializing the bank’s vision into reality

Core Values

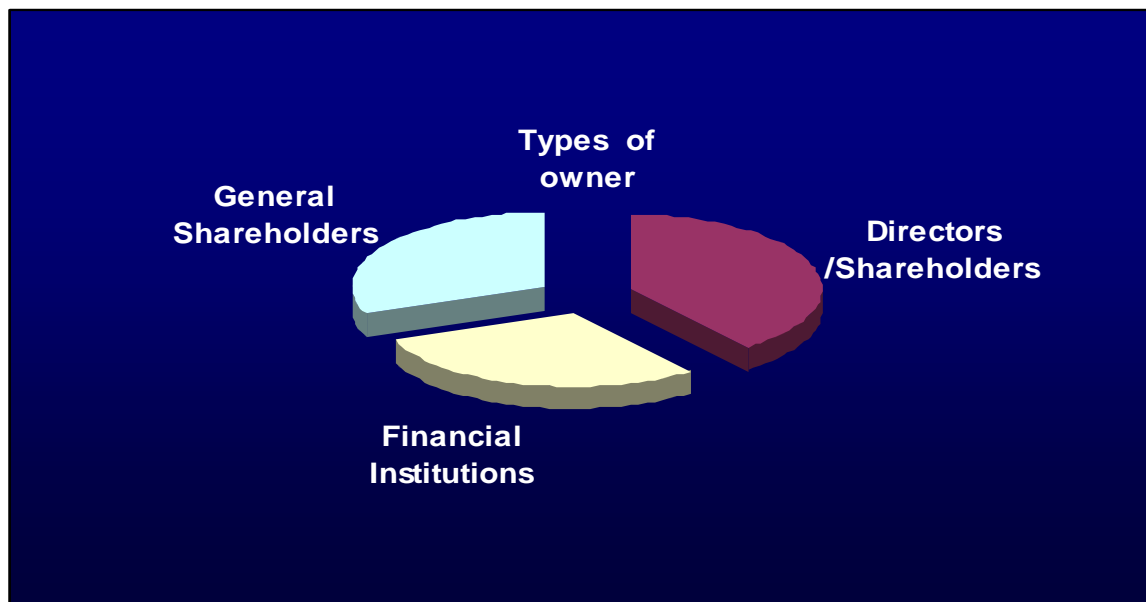
1. Value the fact that we are a member of the BRAC family
2. Creating an honest, open and enabling environment
3. Have a strong customer focus and build relationships based on integrity, superior service and mutual benefit
4. Strive for profit & sound growth
5. Work as team to serve the best interest of our owners
6. Be relentless in the pursuit of business innovation and improvement
7. Value and respect people and make decisions based on merit
8. Base recognition and reward on performance

2.3 BBL Ownership Structure

Ownership Structure (Table-I)

SL.NO.	Type of Owners	No. of Shares	Percentage(%)
1	Directors/Shareholders	8,355,801	39.422%
2	Financial Institution	6,239,382	29.437%
3	General Shareholders	6,600,637	31.141%

Ownership Structure (Fig-2)



2.4 Board of Directors

The Board of Directors of Brac Bank consists of 13 Directors which includes a Chairman and a Vice Chairman.

BBL Board of Directors

Sir Fazle Hasan Abed, KCMG	Chairman
Shib Narayan Kairy	Director
Tamara Hasan Abed	Director
Dr. Hafiz G.A. Siddiqi	Director
Zahida Ispahani	Director
Nihad Kabir	Nominated Director
Kazi Mahmood Sattar	Independent Director
Selim R. F. Hussain	Managing Director and CEO

Management Committee

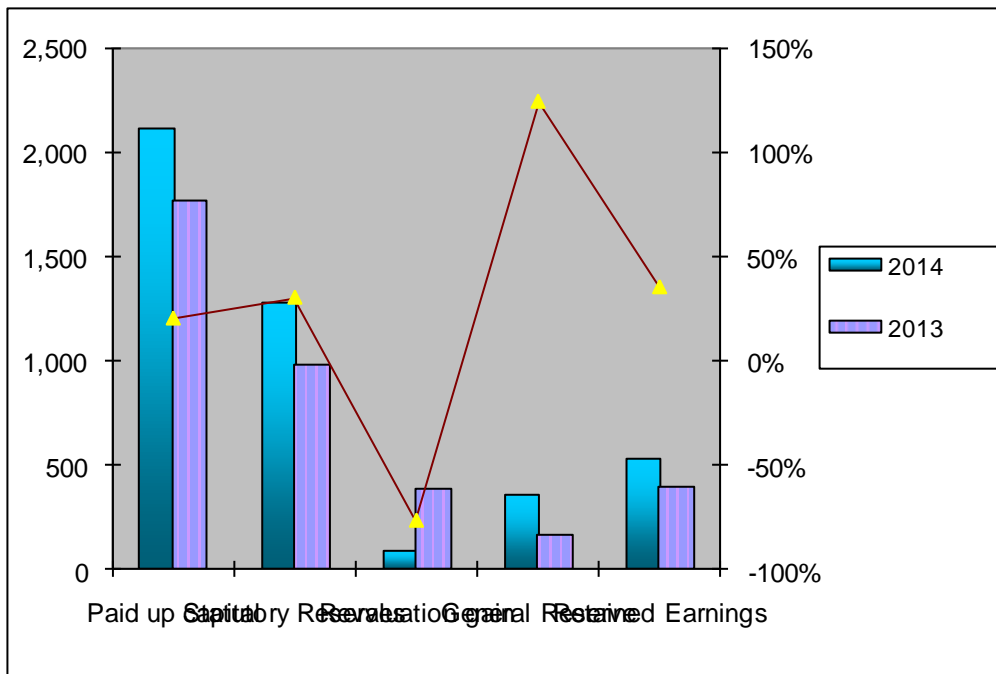
Mohammad Mamdudur Rashid	Deputy Managing Director
Ishtiaq Mohiuddin	Deputy Managing Director
Rais Uddin Ahmad	Group Company Secretary, Head of Legal & Regulatory Affairs and CAMLCO
Nabil Mustafizur Rahman	Chief Risk Officer
Firoz Ahmed Khan	Head of Retail Banking
Mahmoodun Nabi Chowdhury	Head of Corporate Banking
Syed Abdul Momen	Head of Small Business
Md. Shaheen Iqbal	Head of Treasury and Financial Institutions
Parvez Sajjad	Chief Financial Officer
Zara Jabeen Mahbub	Head of Communication & Service Quality

2.5 Capital and reserves

Capital & Reserve (Table-II)

Particulars	Amount outstanding(BDT Million)		(%Change)
	Year 2015	Year 2014	
Paid-up capital	2,120	1,766	20%
Statutory Reserves	1,278	980	30%
Revaluation gain	90	384	-77%
General Reserve	362	162	124%
Retained Earnings	529	392	35%

Capital & Reserve (Fig-III)



2.6 Organization Hierarchy

Managing Director
Deputy Managing Director
Senior Executive Vice President
Executive Vice President
Senior Vice President
Vice President
Senior Asst. Vice President
First Assistant Vice President
Assistant Vice President
Senior Principal Officer
Principal Officer
Senior Officer
Officer
Probationary Officer
Junior Officer
Trainee Asst. Officer/Trainee Asst. Cash Officer

Fig-IV: Organization Hierarchy

2.7 Correspondent Banking

The objective of our correspondent banking operations is to strengthen our existing relationships with foreign banks and financial institutions around the globe as well as exploring new relationships. In addition to that, we provide assistance in marketing the products of the correspondent banks. At

present BBL is maintaining relationships with 30 (thirty) foreign correspondents and the number is growing everyday. Currently the bank has 18 (eighteen) NOSTRO A/Cs with large foreign banks abroad. The bank is a "SWIFT" member and its Bank Identification Number or BIC is '**BBL BDDH**'.

List of Major Foreign Correspondent Banks

srl.	Name of Bank	Country
1.	AMERICAN EXPRESS BANK LTD.	Globally
2.	ARAB BANGLADESH BANK LTD.	Mumbai Branch, India
3.	A.B.International Finance Ltd.	Hong Kong
4.	ABN AMRO Bank NV	London, U.K.
5.	AL-BARAKA BANK	SUDAN
6.	BANK OF TOKYO MITSUBISHI, LTD.	Singapore, Tokyo, Japan.
7.	BANK AUSTRIA CREDITANSTALT (HVB Group)	AUSTRIA and CEE Countries.
8.	THE BANK OF NOVA SCOTIA	Globally
9.	CITI BANK NA	Globally
10.	COMMERZBANK AG	GERMANY
11.	DUESTCHE BANK AG,	GERMANY
12.	DANSKE BANK A/S.	Denmark
13.	Fortis Bank	Belgium
14.	FIRST BANK & TRUST	Lakewood, California, U.S.A.
15.	Bayerische Hypo-und Vereinsbank AG (HVB Gr.)	GERMANY (Cover entire Europe)
16.	Habib Bank AG- Zurich	Switzerland and Deira Dubai-UAE
17.	H.S.B.C.	Globally
18.	H B Z Finance Ltd.	Hong Kong
19.	Habib American Bank	New York, U.S.A.
20.	J.P.Morgan Chase Bank	New York
21.	LIYODS TSB BANK PLC.	LONDON, UK
22.	MASHREQ ASIA LTD.	Globally
23.	NEPAL BANGLADESH BANK LTD.	Kathmandu, Nepal
24.	RUPALI BANK LTD.	Karachi, Pakistan

25.	SONALI BANK (U.K.) LTD.	London
26.	SONALI BANK	Kolkata Branch, India
27.	STANDARD CHARTERED BANK	Globally
28.	SEB (Skandinaviska Enskilda Banken)	Stockholm, SWEDEN
29.	U.B.A.F.	France
30.	Vereins Und Westbank (HVB Group)	Northern Germany

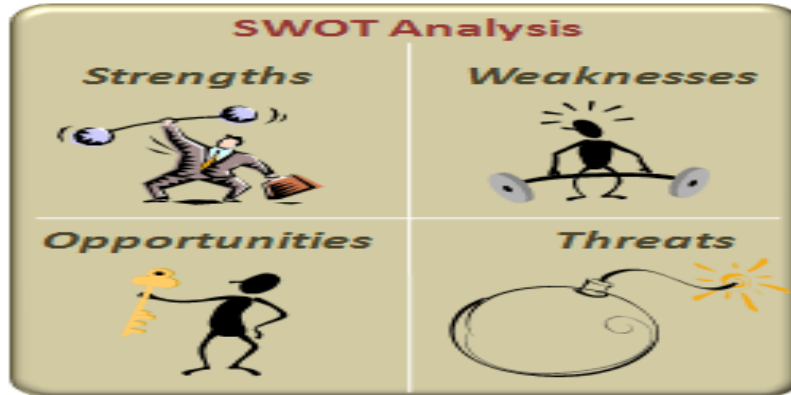
2.8 District-wise Branch Distribution:

District Name	Number of Branches
Dhaka Division	30
Chittagong Division	18
Rajshahi Division	05
Sylhet Division	03
Rangpur Division	02
Barisal Division	04

Others	Number of Branches
SME Branches	10

2.9. Analysis

SWOT Analysis of BBL:



Strengths

- 1. Innovative Products:** Brac Bank Limited has offered different sorts of store plots by which individuals have chance to spare their little cash and bank can acquire more for themselves for their customers. Relatively BBL offers more number of store plans to clients.
- 2. Efficient Administration:** Brac Bank Limited has a productive organization. The work is done in an opportune and orderly way for which the effective organization is dependable. There is cozy connection between the representatives and administration however the hierarchy of leadership is kept up entirely.
- 3. Capital Adequacy:** Brac Bank Limited is maintaining a strong capital base. By the end of December 2013, this bank stands with a good position.
- 4. Database:** Well maintained CV database. All the CVs are stored in monthly basis so it is easy to find out the CVs when it is needed.
- 5. Motivation:** Better employee motivation generation through internal recruitment opportunity. So employees try to put their utmost effort to get a higher position.

Weaknesses:

1. **Technology:** One of the major weaknesses of Brac Bank Limited is the shortage of man power with the experience of technology. With the change of time, technological advancement is essential to survive in the competition.
2. **Promotion:** When an employee gets a promotion to the next level, he/she gets more compensation. Brac Bank Limited is regular in giving promotion but the employees get later effect of this promotion.
3. **Training:** Brac Bank Limited has its own training department to strengthen the capabilities of human resources. However, there is a lack of specific training for specific jobs. As a result, the employees have to learn things from the job by doing it practically.
4. **Online system:** Online recruitment system is not upgraded.

Opportunities:

5. **Branch Expansion:** Brac Bank Limited is becoming rapidly everywhere throughout the nation. Other than growing in the urban territories, Brac Bank Limited has prospects to open more branches that will in the end upgrade the administration's exertion at getting the provincial economy and also contacting more individuals by better administration.
6. **Banking Software:** Quality service providing is a major goals of Brac Bank Limited. Though is still lagging behind in upgrading their software system, the bank has the prospect to select high quality banking software, which will make the banking operations easier and smooth.

Threats:

7. **Level of Competition:** As of late, the quantity of private bank is expanding. These banks dependably represent a risk for others by thinking of new product offering, imaginative innovation, quality administrations, and so forth. Along these lines, the level of rivalry rises and makes dangers for Brac Bank Limited.
8. **Technological Advancement:** With time innovation is getting headway and the vast majority of the private banks are overhauling their working framework to make due in the business. Brac Bank Limited is lingering behind in this division and still generally subject to manual work as opposed to innovation.
9. **Reference:** Reference control on policy is common situation of Bangladeshi organization.

**Chapter
Three**

Human Resource Management Practices of BBL

3.1 Recruitment and Selection of Process

3.1.1 Recruitment

Successful HR planning and Fruitful HR arranging ought to recognize the requirements of human asset. When the necessities are distinguished, we can accomplish something to meet them. The subsequent stage is the procurement capacity of human asset administration. Enrollment shape is the primary phase of securing capacity. This is the way toward finding potential contender for choice. Enrollment is likewise the way toward finding and drawing in proficient candidates for business. It is the finding of potential possibility for real or foreseen hierarchical opening..

3.1.2 Objectives of Recruitment Policy:

- I. To ensure that the availability of Human Resource with requisite skills, expertise knowledge and abilities is at par with the Bank's demand for the same.
- II. To ensure that the continued operation of the Bank goes smoothly with rights number of Human resources of right quality.
- III. To ensure that the most promising and best qualified candidates are selected for filling up organizational vacancies.

3.1.3 Basis of Recruitment:

Recruitment in all grades will be need based. While ascertaining need for human resources, the following factors, among others, will be taken in to consideration:

- IV. Growth in Business of the Bank
- V. Possible expansion of branch network.
- VI. Addition of new responsibilities due to change in regulatory framework.
- VII. Vacancies arising out of promotion / retirement/ dismissal / termination / resignation / death , etc
- VIII. Succession requirement

3.1.5 Written Test:

Recruitment of Probationary Officers will made every year through advertisement is national Dailies. Written Test for selection of Probationary Officers shall be conducted by BIBM or IBA, DU. In case of non availability of service of BIBM or IBA, DU, any other competent organization may be entrusted with the responsibility of conducting the written test.

3.1.7 Authority for Recruitment:

Approval of recruitment as per 'Recruitment Policy' in all Grades will be made as per norms/ guidelines of Bangladesh Bank.

3.1.8 Background Checking:

Back ground Checking will mean checking the academic and professional background and other necessary particulars of employees at the time of their entry in Bank's service and/ or during their tenure of service with the Bank.

3.1.9 Objectives of Background Checking Policy:

- IX. To ensure that the updated service record of employee are available at any point of time for perusal of Management
- X. To ensure compliance of directives of regulatory authority/ Board pertaining to human resources of the Bank.

3.1.10 Background Checking from & Maintenance:

The following 'Background Checking From' will be maintained & completed by Human Resource Division, Head Office, Dhaka as a tool for background checking.

Background Checking Form:

SL NO	Components	Please tick		
		Yes	No	N/A
01	Whether the employee has put his/her signature and date on the 'Appointment Letter' for acceptance of the terms and conditions of the same by him/her?	✓		
02	Whether the employee has provided document / paper evidencing his/ her permanent citizenship of Bangladesh?	✓		
03	Whether the employee has Provided certificate evidencing his/ her age?	✓		
04	Whether the employee has provided medical certificate regarding his/her physical and mental fitness?	✓		
05	Whether the employee has provided required photographs ?	✓		
06	Whether the employee has provided attested copies of all certificates relating to his/ her academic / Professional qualification ?	✓		
07	Whether the original certificates provided by the employee apparently seem to be genuine and tally with the attested copies?	✓		
08	Whether the employee has provided character certificate from 2 (two) respectable persons?	✓		
09	Whether the employee has provided reference of (two) respectable persons acceptable to the Bank?	✓		
10	Has the employee provided 'Release Order' from his previous employer (for lateral entrant only)	✓		
11	Has the employee provided attested copy of 'Service Book' after verification of the with the original one?	✓		
12	Has the employee executed the 'Declaration of Fidelity and Secrecy' From?	✓		

13	Has the employee executed the 'Agreement From'?	✓		
14	Has the employee executed the 'Declaration of Ethics' in observance of Code of Ethics/ Conduct in Brac Bank ?	✓		
15	Has the 'Service Agreement' executed between the employee and the Bank been obtained? (for employees on 'Contract only)	✓		
16	Has the employee executed 'Security Bond'? (for P.O/OG-II/ Cash Officer only)	✓		
17	Whether the employee has submitted joining report?	✓		
18	Has the employee completed 'membership From' of Insurance Company for inclusion of self and spouse's names as 'Insured under the contract'?	✓		
19	Has the employee completed 'Nomination Forms' for Provident Fund, Gratuity, Group Insurance and Welfare Fund?	✓		
20	Has the available information of the employee been recorded in the PMIS Software' and Registers'?	✓		

Reasons for NO/N/A:

Officer (Joining & Insurance), HRD

Officer (HRIS), HRD

3.1.11 Verification of certification:

Management of the Bank may, if necessary, verify, the genuineness of any Certificate or all Certificates/ Testimonials submitted by any employee from any education Board / University/ Institution

In the event of submission of any forged Certificate/ Testimonial by any employee, Management of the Bank shall take administrative action including termination /dismissal /removal against the concerned employee, considering the nature of each case.

3.1.12 Verification of past service Records, Etc of Lateral Entrants:

Management of the Bank may, if felt necessary, enquire into the past service records of a lateral entrant or verify the authenticity of any certificate or all certificates/ testimonials submitted by any lateral entrant regarding his/ her experience or qualification shall make him/her liable for punishment as per Brac Bank Employee (Discipline & Apparel) Rules-2003.

3.1.13 Disqualification for Recruitment:

HR Department will consider the following as disqualifications for employment:

- I.A person less than 18 years of old shall not be recruited.
- II.A person mentally unfit, incapable etc.
- III.A person, who has been forced to retire or dismissed or removed from government services or from the services of any organization as a result of disciplinary action taken in pursuance of relevant rules or regulations in force.

3.1.14 Re-Employments:

A former employee may be re-employed through a new recruitment without having any relation to his/her prior employment.

Former staff may be considered for re-employment through open competition, if they have been retrenched or if they resigned due to personal problem. The personal confidential file to be reviewed to ensure that the person under consideration for re-employment has not been marked as '**DO NOT REHIRE**'. In both cases re-employment will be competitive and not automatic.

However, in case of retrenchment and again re-employment in the same job, the employee's previous salary will be taken to consideration.

Certain types of resignation circumstances also prohibit an individual from being re-employed, including:

1. forced resignation
2. protest resignation
3. resigned during probationary period and
4. Poor performing staff who resigned.

3.1.15 External Sources:

A) CANDIDATE SEARCH:

The Human Resources function will source candidates and provide a shortlist for review by Line Management. Company can hire employee through various external sources, Depends on companies needs. To source candidates the following methods should be considered:

- I.Data Company of CVs
- II.Advertisements (Local and International press)
- III.Online job circular
- IV.Referrals.

B) Liaison with Sources of Supply Of Labor And Newspaper Announcements:

Notifications about vacancies will be circulated widely in daily newspapers or online jobsite or Recruitment agency or University campus and other media depending on necessities. It may be circulated in one or two or all the media at a time, Management has sole rights to take decision regarding this.

C) Quality Control of Advertisement:

The advertisement will be reviewed against the standard format. HRM must ensure that BRAC BANK LIMITED external image is maintained properly, and so that consistency between projects is achieved.

3.1.16 Minimum Notice Period:

The minimum notice period between advertisement and competition closure is normally 7 working days, but HR dept will take final decision regarding this.

3.1.17 Cost Associated With Interview of Candidates:

Brac Bank Limited. no longer pays expenses of candidates for attending interviews.

3.1.18 Composition of the Recruitment Board:

The recruitment Board must consist of more than one employees including one representative must from HR Department. It may represent diversity in terms of gender. While it is vital that at least one member of the Board have adequate knowledge about the job and have specific skills and competencies of the position being interviewer (generally the line manager can do this),it is equally important that others bring a broader perspective about what Brac Bank Ltd does to the recruitment process.

3.1.19 Screening of Applications:

After receiving applications HRM will count/check against the HRIS as the initial screening process. HRM must ensure careful handling of applications at all stages of the process to ensure that no applications are misplaced. HRM must also ensure the eligibility of the candidates applying.

After completing all the screening process the short listed CVs will be sent to the Head of the employing unit/department.

3.1.20 Compile a recruitment board:

For short-listing, written test and viva voice, the recruitment board will be compiled as follows, ensuring that all members are at least one Grade above that of the position.

- I. Short-listing-is generally done by one HR Representative.
- II. Written Test- is conducted by –one person from other department and one HR Representative.
- III. Viva voice- is conducted by at least 3 persons, Manager of concerned Dept, one HRM representative and one person from another Department.

3.1.21 Interview:

Interview questions should center around regions applicable to the execution of the activity. A similar least arrangement of inquiries must be asked of applicants, despite the fact that the board may make extra inquiries at their attentiveness.

Any inquiry, situation or circumstance given to applicants amid composed or oral tests must bear a pertinence to the required aptitudes or capabilities for the position. Question must present a constructive expert picture of BBL and will not provide reason to feel ambiguous about the trustworthiness or limit of any individual or unit inside BBL or in another association.

Amid meeting time there ought to be pursue a hopeful evaluation frame to look the review the applicant.

3.1.22 Short-Listing of application:

Before starting, responsible person(s) shall fix up strategy on the basis of number of positions & number of applications received, it may be reduced through primary initial screening a standard qualitative screening tool may be utilized to ensure transparency. Criteria should relate to competencies defined for the position and evidence of Brac Bank Limited requirements for employees.

3.1.23 On-Discrimination:

Brac Bank Limited believes in equal employment opportunity. BBL will not discriminate against a candidate's religion, culture, physical handicap, age, etc., unless such aspect is directly related to requirements of the job. However, consideration in a positive sense may be given to a person's religions, sex, and ethnicity to promote gender and diversity.

3.1.24 Disqualification of repeat applicants:

The candidates who are called for final selection or finally selected for joining but not joined or already joined the organization and left at training period are disqualify from further consideration.

3.1.25 No Objection from Current Employer:

Candidates must create abdication acknowledgement t and discharge arrange in unique structures from his or her former association earlier a meeting with Brac Bank Limited The first duplicate of the acquiescence acknowledgment and discharge arrange on authority letterhead must be confirmed first by HR. Division before marking an arrangement letter. A checked duplicate of the 'No Objection' endorsement, alongside instructive and encounter testaments will be kept up in the Personal Confidential File.

3.1.26 Other Interest outside Employment:

Before starting the job employee should inform the HR Department if he or she maintains other income-sources.

- a) Other income-sources (legal or illegal): Management of BBL does not give permission to employees other income-sources while he is a member of the organization.

3.1.27 Salary Negotiation: Once the candidate is selected, **the Human Resources Department will negotiate the salary to be offered.** The employing department should be kept fully briefed of the status and any problems that may develop.

The negotiation will take into account the Following

1. Availability of the skill/s in the market.

2. Candidate's current compensation package.
3. The market rate for the job.
4. Internal parity vis-à-vis employees in similar jobs with equivalent experience levels and skills should be maintained.

Reference Checks:

Once the selection is completed, Human Resources Department will carry out reference checks on the candidate. These reference checks will include

1. Background check/Reference investigation: Reference checks to verify factual information previously provided by the applicant and to uncover damaging information such as criminal record, suspended driving license etc.
2. The actual background investigation and reference can take many forms or any single form depends on situation.
3. Management must try to verify an applicant's current (or former) position and salary with his or her current (or former) employer by phone. (Assuming doing so was cleared with candidate).
4. Management may call applicant current or previous supervisor to try to discover more about the person's motivation, technical competence and ability to work with others.

3.1.28 Internal Recruitment Process:

- a) **Search :** Internal candidates will be given first preference for all vacancies unless the job is such that specialized skills are required, which are not available within the Company. The methods of sourcing internal candidates would be :

Identified candidates within the Company as per succession plan.

Identification of candidates within the Company with required profile and experience.

b) Screening of Applications

The initial screening of applications would be done by Human Resources Department and the immediate manager of the position being recruited. Initial interviews of the short listed candidates would also be done jointly.

c) Selection

The final shortlist of candidates will be interviewed by the HR manager / department head. Based on this, a final decision to select the most appropriate candidate will be made by the head of the department.

All candidates who had applied to the internal advertisement should be informed on the final selection decision within a week of completing the selection exercise.

3.1.29 Terms & Conditions of Employment:

3.1.29.1 Working Hours:

Office hours are from 10.00 a.m. to 6.00 p.m. on Sunday through Thursday.

A lunch break of 1 (one) hour between 1.30 p.m. to 2.30 p.m. will be facilitated.

The working hours and schedules of other activities are set in line with business needs and will be based on a 48 hours working week.

3.1.29.2 Probation:

All Bangladeshi permanent employees are required to undergo a probationary period of 1 year. If the performance of an incumbent is not found suitable during the first 1 year; the probation period may be extended for another 6 months with clear targets. The duration of the probation period may be varied at the discretion of the Company.

3.1.29.3 Confirmation:

HR will inform the Line Managers two weeks in advance from the date of their subordinate's confirmation. All Line Managers will evaluate their employees in the prescribed Probation Appraisal form and rate their performance during the probation period. Based on the performance ratings; HR may adjust the salary level for employees.

No confirmation letter will be issued until a Probation Appraisal form is completed and duly signed by the Line Manager and Department Head.

3.1.29.4 Transfer:

The Company at its absolute discretion may transfer an employee from one job to another or one location to another or from one department to another, one Head Office entity to another, within and

outside Branch office should it be required for business requirements or training & development purposes or any other business requirements. The transfer will be communicated through Head office. A copy of the transfer letter duly authorized will be handed over to the employee only if there are changes in the terms and conditions of employment.

3.1.30 Promotional Policy:

3.1.30.1 Promotion:

Promotion will be considered as “Vertical elevation in organizational hierarchy usually with enhanced pay, allowances and status”

3.1.30.2 Objectives of Promotion Policy:

1. Giving chances of headway and a vocation way to the Bank's workers especially the individuals who by methodicalness of their exhibited legitimacy and execution show momentous potential for acceptance of higher obligations adding to Bank's advancement.
2. Giving due significance to justify/execution/probability of representatives.
3. Holding great entertainers in the administrations of the Banks.
4. Empowering and rousing the normal entertainers to improve the situation.
5. Giving due acknowledgment to status and in addition up degree of scholarly and expert capability of representatives amid administration period.
6. Advancing based on need of the Bank i.e. business extension/branch development and future development potential.

3.1.30.3. Promotion Factors:

1. Academic as well as professional qualification
2. Knowledge of banking rules & regulations
3. Job performance as evident from performance Appraisal Reports.
4. Length of service or seniority in the grade.
5. Powerful for development and contribution to the growth and development of the Bank.
6. Clean service record.
7. Smartness.

3.1.30.4 General Guidelines to be followed:

- i) Promotion cannot be claimed as a matter of right or on the basis of seniority alone.
- ii) Promotion will be considered subject to requirement/ vacancy/ suitability and shall be under taken once in every year.
- iii) Management reserves the right to consider accelerated or special promotion of candidates having outstanding performance any time during the year.
- iv) All promotions from one grade to another grade shall be made as per “ Promotion Policy and Criteria”
- v) Promotion exercise will be under taken every year based on APAS of the preceding 03 (three) years an/ or written test or interview, as applicable.
- vi) One increment will be given during fixation of pay on promotion of employees.
- vii) The Managing Director may, if necessary, constitute a Committee for the purpose of promotion/ moderation of Annual Performance Appraisal Reports.
- viii) Authority for promotion will be exercised by the Managing Director as per norms/ guidelines of Bangladesh Bank and as per Bank’s “Promotion Policy”
- ix) Promotion to the rank of SEVP will be approved by the Board of Directors as per recommendation of the Managing Director.
- x) Candidates under suspension and/ or candidates against whom disciplinary cases are pending will be eligible for promotion and their promotion, if awarded, will be released with retrospective effect only upon disposal of disciplinary cases/ withdrawal of suspension order.
- xi) Employees who will be awarded any minor or major penalty as per Brac Bank Employees (Discipline & Appeal) Rules-2003 as a disciplinary measure will not be eligible for immediate next promoting exercise.
- xii) Employees who will be on Study Leave will not be eligible for promotion.

3.2 Termination of Employment:

Termination:

During the probation period, the company at its absolute discretion may terminate the employment without assigning any reasons whatsoever by giving 1 days notice in writing or payment in lieu thereof. The employee can also terminate his or her employment by providing 7 (seven) days notice in writing.

After confirmation of services, the company at its absolute discretion may terminate the employment without assigning any reasons whatsoever by giving 1 (one) month's notice in writing or payment in lieu thereof.

After confirmation of services, the employee can terminate his or her employment by providing 2 (two) month's notice or by paying 2 (two) month's gross salary in lieu thereof. The Company reserves the right not to accept the surrender of salary in lieu of notice.

Exit Process:

All permanent employees who have rendered resignation will have to complete the Company exit process as per the following:

If an employee decides to resign, s/he will have to provide notice as per the terms of individual employment. The exit date will be discussed and agreed with the Line Managers and the employee will be issued written confirmation from HR on the separation/termination of services.

Prior to formal release from the company, an exiting employee will have an Exit Interview session (if deemed required) conducted by HR. The content of the exit interview will be kept strictly confidential. Except from HR no other function will have access to the completed form. This information will be retained in will be kept in the personal file for the purpose of analyzing attrition rate.

Once the date of exit is agreed the departing employee will have to complete the Clearance Form in order to obtain official release from HR. The employee shall be responsible to return all company property, as per the following (which includes but no limited to):

1. All company documents (electronic or paper format)
2. Keys of office, building, lockers etc
3. Company vehicle (if any)

4. Computer access authorization codes, pen-drive and other computer accessories.
5. Telephone and/or Mobile set, including SIM cards
6. Corporate credit card (if any)
7. Financial information/outstanding dues
8. Any other company property
9. Leave status and any dues

The incumbent must close all financial dealings with third party made during employment.

Dismissal:

An employee can be dismissed by the Company if an allegation of misconduct is proved against him or her. The accused will get the opportunity to defend himself/herself. If the allegation is proved the employee may be summarily dismissed without any notice. No long term benefits will be paid to the dismissed employee. The list of misconducts is given below:

Following acts or omissions will be treated as misconduct. They are the following (which includes but not limited to):

1. Willful insubordination or disobedience.
2. Theft, fraud or dishonesty in connection with the Company business.
3. Taking or giving bribes on any illegal gratification in connection with the employees or any other employees' employment.
4. Habitual breach of any law or rule or the Company procedure.
5. Riotous or disorderly behavior in the Company premises or any act subversive of discipline.
6. Falsifying, tampering with, damaging or causing loss of Company's official record.
7. Any act or omission in violation of the Code of Business Ethics; issued and updated by Head office time to time.
8. Immoral or anti social activities or sexual harassment.

9. Employed or engaged in any other establishment for an office of profit without prior approval of the Company.
10. Engaged in a business directly or indirectly without prior declaration to the Company.
11. Divulging confidential information of the Company to unauthorized/external person(s).

Discharge:

An employee may be discharged on medical grounds for a prolonged sickness of 9 (nine) months (continuous or intermittent) or if s/he becomes incapable of continuing the service because of illness

3.3 Disciplinary Action:

An Employee shall comply with the Company's Code of Business Ethics, rules, regulations, policies, standing orders and instructions as issued by the Organization from time to time. The Bank may take disciplinary action against employees who violate any of the rules, regulations, standing orders and instructions of the Company.

Administration of Discipline:

Disciplinary action will be based upon a sound evaluation of all relevant facts. Only after the facts are known it is possible to determine the nature of the offence and whether or not mitigating circumstances exist. The Company may take disciplinary action against any employee in the event of misconduct, indiscipline or inefficiency. Depending on the nature of misconduct, indiscipline or inefficiency, the Company will take necessary actions.

Disciplinary Procedure:

If and when necessary the company will issue First Warning Letter to the employee. After that; based on the requirement a Second and Final Warning Letter will be given to the Employee. If the employee does not pay proper attention to the suggested changes the company may dismiss him or her.

First Warning Letter:

If the conduct or the performance of an employee does not meet acceptable standards, the Line Manager will discuss the matter with the Functional/Department Head. The functional head will then proceed with the first warning letter to be issued by Human Resource Department. This letter will contain advice on how the problems should be remedied with a clear deadline i.e. 2 months. It should be made clear that this is a formal stage of the disciplinary procedure. The employee concerned will sign and return a copy of the letter as an acknowledgement.

Second and Final Warning Letter:

Even after issuing the first warning letter; if the conduct or the performance of an employee does not meet acceptable standards, the Line Manager will discuss the matter with the Functional/Department Head. The functional head will then proceed with the Second Warning Letter to be issued by Human Resource Department. This letter will highlight the remedies/recommendations suggested in the first warning letter contain advice on how the problems should be remedied with a clear deadline i.e. 1 month. It should be made clear that this is a formal and the final stage of the disciplinary procedure. The employee concern will sign and return a copy of the letter as an acknowledgement.

Dismissal:

Even after issuing the second and final warning letter; if the conduct of an employee does not improve, the Line Manager will discuss the matter with the Functional/Department Head. The functional head will then consult the matter with HR and finally dismiss the employee.

Exceptions:

The Company reserves the right to dismiss any employee without following the aforesaid steps depending on the nature and the gravity of the misconduct.

3.4 Employee Selection:

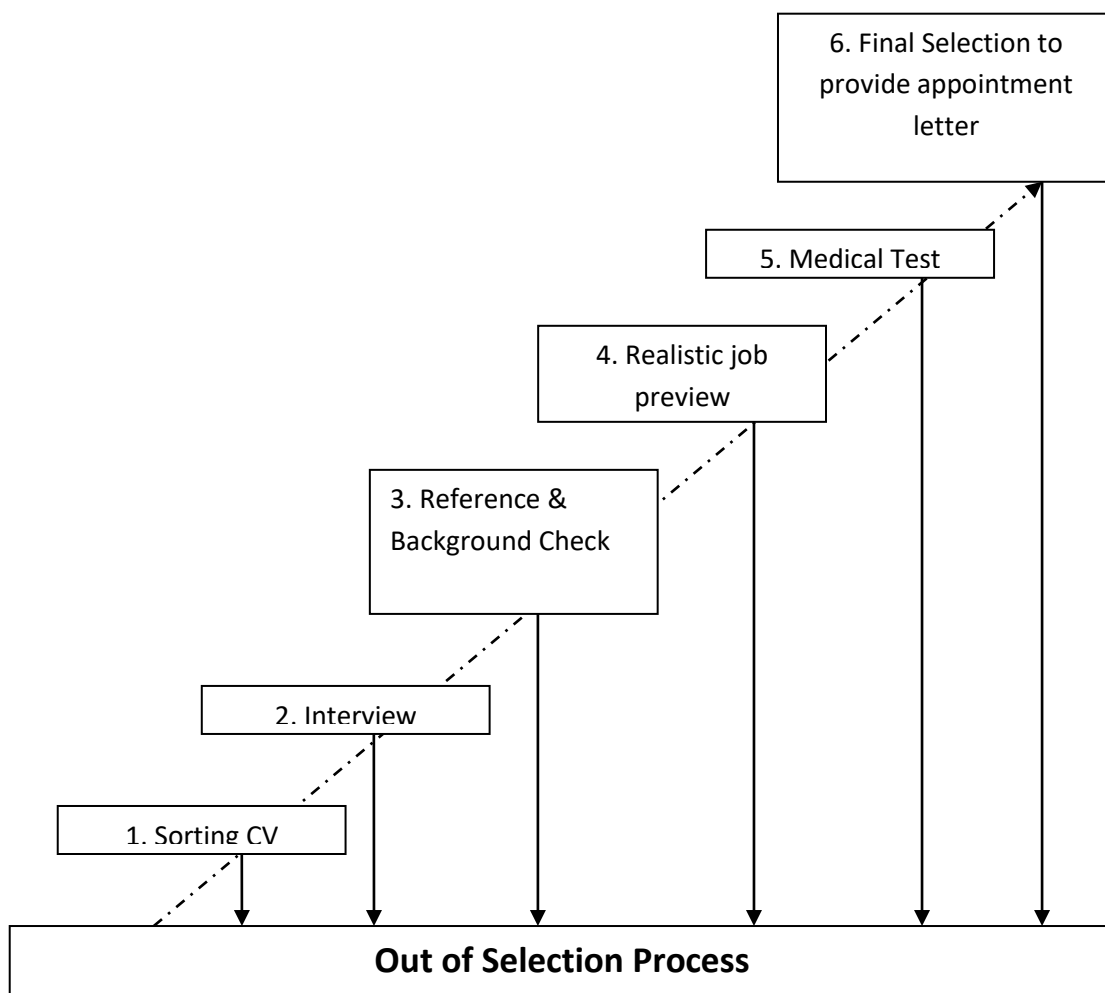
3.4.1 Selection:

Recruitment and choice are not synonymous. Enrollment implies declaring openings for work to the general population so that a decent number of appropriate candidates will apply for them. When a pool of appropriate candidates is made through enrolling, the way toward choosing candidates starts. Determination implies browsing those candidates who are destined to prevail in the new activity. Enrollment is the way toward drawing in a pool of contender for an empty position, and determination is the system of picking another individual from the association from the accessible hopefuls. The destinations of determination process are to choose a hopeful whose achievement likelihood in the activity is the most elevated, and persuade right contender to select opportunity by legitimate introduction of the association to the potential applicants. Cost of determination is another critical

perspective. It ought to be the undertaking of the association to limit the expense. Cost is acquired in commercial, calling for meetings, masterminding meeting, and tests.

Job analysis information provides the description of the jobs, the human specifications and the performance standards each job requires. Human resources plans tell employment managers what job openings are likely to occur. These plans allow selection to proceed in a logical manner. Finally recruits are necessary so that the employment manager has a group of people from which to choose. These three inputs largely determine the effectiveness of the selection process.

3.4.2 Selection Process Step



3.4.3 Selection Process

Selection is a decision making process. A process is a number of interrelated activities. The selection process is a series of steps through which applicants pass. A well-designed selection process involves the following steps BBL:

1. Reception of application
2. Screening
3. Application Blank
4. Employment tests
5. Interview
6. References
7. Medical examination
8. Hiring decision or employment

3.5 Screening:

This progression may include two exercises: screening applications and screening interviews. Screening applications is the confirmation of uses against the foreordained necessities of occupation given in expected set of responsibilities and employment detail. In light of such correlation, numerous candidates can be screened out for their failure to meet the criteria determined in occupation detail. Screening interviews is directed in which the hopeful is approached to introduce himself for elucidating certain focuses, which are not unequivocal from his application.

Job Application Blank:

1. The occupation application clear gathers data about enlisted people in a uniform way. The application clear normally contains such data as::
2. Personal information (name, address, telephone number, place of birth, sex, race, religion, national source, wellbeing, stature, weight)..
3. Employment status (kind of work looked for, position looked for, date accessible for
4. Education capability and preparing.
5. work history or past experience,
6. Expectation of pay.
7. Memberships.
8. Awards and hobbies. .

3.6 Employment tests: These tests are devices that assess the probable match between applicants and job requirements. These tests are conducted in order to improve the selection decisions. Tests are a screening device. Some are paper-and –pencil tests; others are exercises that stimulate work conditions.

1. **Tests should be valid:** Validity means that the test scores significantly relate to job performance. It measures how successful is selection technique is in predicting the future performance of the job occupant. When scores and performance are unrelated, the test is invalid and should not be used for selection.
2. **Selection interview:** Interviews are most widely used device for selection. It summarizes and integrates all information concerned with the candidate.
3. **Types of Interview:** There are different interview formats. Following are the types:
 1. Structured (questions are predetermined and sequenced).
 2. Unstructured (non-planned and non-formatted).
 3. Mixed (a combination of structured and unstructured).
 4. Problem solving or stress producing.
1. **Medical evaluation:** The selection process may include a medical evaluation of the applicant before the hiring decision is made. The criteria for medical examination vary with the nature of job and type of organization. For example, high standard of health is specified for defense services. Normally the evaluation is a health checklist that asks the applicant to indicate the health and accident information.

2. Appointment

After finishing all the selection procedure duly approved by the Managing `Director or Board the Appointment offer is made. Appointment offer consists of joining open period, particulars of salary, position etc. with the employment offer the required documents and pre-medical tests report are asked by the HR to bring in the day of joining.

3.7 Training & Development policy of BBL:

BBL has its own training institute (Brac Bank Training Institute) to strengthen the capabilities of human resources. However, there is a lack of specific training for specific jobs. As a result, the employee has to learn things from the job by doing it practically.

3.7.1 Categories of Employee Development Training:

There are two categories Employee Development Training

1. Internal Training.
2. External Training.

3.7.2 BIBM Training:

Bangladesh Institute of Bankers Management learners are required on arranged premise to build up a group of youthful potential crisp alumni to create them as future pioneers of the bank. The quantities of determination decided each year relying upon the adjustments in business and turnover. The determination procedure is done through a hardened contending strategy. The competitors are relied upon to be with high scholarly execution. All workers should take BIBM Training.

3.7.3 Consumer training:

The Bank believes that appropriate forms of training and enabling opportunities contribute to Human Resources Development (HRD) by way of upgrading the job skills, existing potentials. When the employees take consumer training than easier to banking works.

3.7.4 Overseas Training:

This will refer to those events and interventions that will enable further growth and development of employees and may require travel out of the country. This will be coordinated and arranged by Head of HR and its budget will be located in the HRD Budget and approved.

3.7.5 Training Evaluation

The HR Division & BIBM (Bangladesh Institute of Bankers Management) arrange test about the training for evaluating training. The test will be held after 7 days and 15 days and marking to the relevant position.

3.7.6 Training Report

Upon fruition of preparing a worker must present an entire Training Report to the branch director with a duplicate to HR. This incorporates interest in workshops, courses, meetings, any abroad visit (preparing, workshop, class, nation program visits etc).The substance of this report will incorporate just the primary purposes of the preparation. Whenever asked by the branch supervisor, an itemized visit report for field trips, and particularly visit to different banks or money related foundations in nation or outside the nation, ought to be submitted. Any senior representative who takes an interest in meeting, workshops, and dialog session will impart to every other worker on come back to their office. All representatives ought to present their report in English. All Offices/Units/Departments will give information of their worker who have finished preparing on a yearly premise to HR to refresh the Human Resources data in the representative's close to home document.

3.7.7 Training Analysis:

The Brac Bank training categorized into several classes. There are BIBM training, Foreign exchange training Management, IIR training, International finance & credit (Loan & Advances, Recovery), Money laundry, Account opening training, Consumer training, Environmental behavior Mannerism. The company employee must be train to ensure their performance.

Bank believes that appropriate forms of training and enabling opportunities contribute to Human Resources Development (HRD) by way of upgrading the job skills, existing potentials and growth which benefit employee and the organization. For this purposes, the Bank helps employees to develop their skill and knowledge therefore improving their contribution to the Bank. It is recommended that each employee should have opportunity to upgrade their knowledge and skill through HRD interventions which could include training, workshops, exposures, exchange visits and any other form of development opportunity provided by the Bank.

Line managers are responsible for coaching, resources, and performance. The participants are those who actually undergo the processes. The facilitators are Human Resource Management staff. And the providers are specialists in the field. Each of these groups has its own agenda and motivations, which

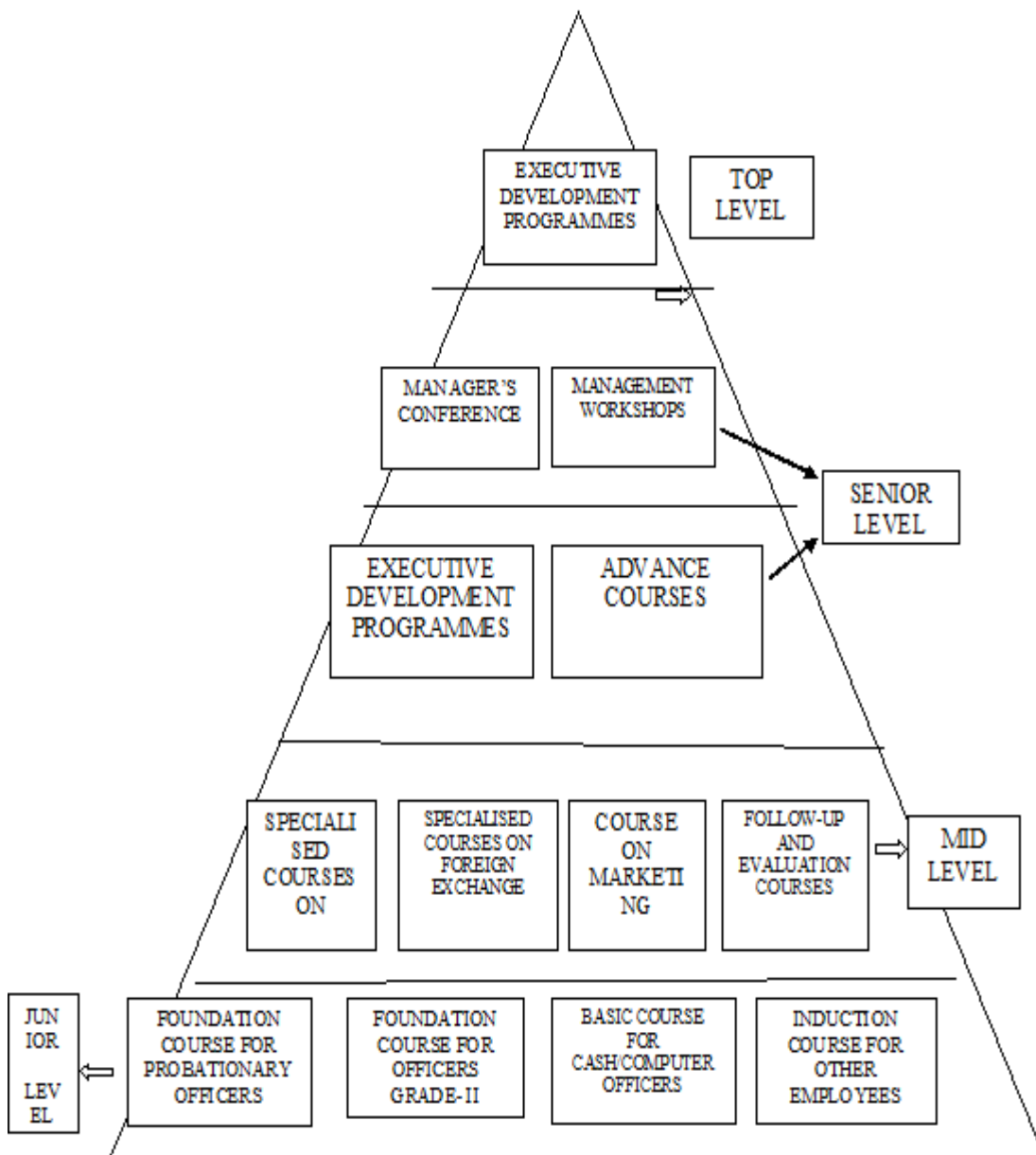
sometimes conflict with the agendas and motivations of the others. Research has shown specific benefits that an organization receives from training and developing its workers, including.

- I. Increased productivity
- II. Reduced employee turnover
- III. Increased efficiency resulting in financial gains.

3.7.8 Importance of Training and Development:

1. Brac Bank Ltd. should use all the process of training.
2. Training materials should be modified with the various changes.
3. To reduce the cost of the organization can follow some other training method.
4. To achieve the training objectives organization must have to follow the procedure.
5. To motivate the trainees provide them the various opportunities.
6. Increase the technological structure and facilities.
7. Maintaining a good relation between upper level to lower level position and trainers and trainees.
8. Finally, must maintain the monitoring and evaluating the whole performance.

Conceptual frame of Brac Bank training program:



3.7.9 On the Job Training:

Foundation courses have two parts: theoretical training in the academy and job rotation. The officers on probation are required to undergo both in a period of one year. During this period, three-phased training programmed is effective. On theoretical training say, general banking, the officers are required to undergo rotation in general banking activities under the supervision of HRD.

3.7.10 Off the Job Training:

Class Room or lecture is best use to create make comprehension of a point or to impact demeanors through instruction about a theme. In its easiest frame the address is only informing somebody concerning something.

Video Presentation allows the trainee and enables the learner to be set into a genuine activity circumstance, take care of a particular issue, and get quick criticism as to powerful of the choice made. This preparation can be as basic as giving some decisive or procedural information, or unpredictable as instructing how to finding or enhance relational abilities.

Laboratory Training designed the interpersonal skills, Research center Training outlined the relational aptitudes, which can be help for future occupation duties; its principle frame is affectability preparing which expands a man's affectability to other..

Case Study attempt to simulate decision making situation and Contextual investigation endeavor to reproduce basic leadership circumstance that learner may discover at work. The student must make certain judgment and recognize conceivable answer for the issue. This preparation is particularly vital for best administration representatives. By this preparation they find out about the genuine theoretical conditions.

3.8 Faculty of BBL training program:

The academy has built up a pool of knowledgeable within the bank. In addition to permanent and professional trainers, speakers are drawn from operational side so that on the job experience may be exchange and shared. Over and above, speakers from Central Bank, professional training institutions, universities, research organizations and Govt. organizations are also invited to share views and experience. Senior and retired bankers are also regularly to enhance effective of training.

3.9 Salary and Benefits:

- **Salary:** Salaries are the payable to the clerical, supervisory and managerial employees by the employer in exchange of their performance.

Name	Basic Salary	House rent	Medical Allowance	Convince	Utility	House Maintenance	Gross Salary
Mr. Istiak U. Ahmed (AVP)	49500 100%	24750 50%	12375 25%	3000	14850 30%	9900 20%	111675
Md. Hafizur Rahman (FAVP)	44000 100%	22000 50%	11000 25%	3000	13200 30%	8800 20%	101000
Mr. Sharmin Sultana (SEO)	40400 100%	20200 50%	10100 25%	3000	12120 30%	8080 20%	93900
Mr. Ilias Ahmed Chowghury (SEO)	40400 100%	20200 50%	10100 25%	3000	12120 30%	8080 20%	93900
Md. Faruk Hossain (EO)	34000 100%	17000 50%	8500 25%	3000	10200 30%	6800 20%	79500
Ms. Rezwana Akram Nomi (EO)	30000 100%	15000 50%	7500 25%	3000	9000 30%	6000 20%	70500
Md. Abdullah – All-Hasan(EO)	34000 100%	17000 50%	8500 25%	2000	10200 30%	6800 20%	78500
Md. Subarna Kamar (FEO)	25800 100%	12900 50%	6450 25%	2000	7740 30%	5160 20%	60050
MS. Mosammat Hasina Akter	24000 100%	12000 50%	6000 25%	2000	7200 30%	4800 20%	56000

(FEO)							
Ms. Falguni Dev (FEO)	24000 100%	12000 50%	6000 25%	2000	7200 30%	4800 20%	56000
Md. Subarna Kamar Pal (FEO)	24000 100%	12000 50%	6000 25%	2000	7200 30%	4800 20%	56000
Md. Alamgir Kabir (FEO)	24000 100%	12000 50%	6000 25%	2000	7200 30%	4800 20%	56000
Md. Mohammad Arifur (FEO)	24000 100%	12000 50%	6000 25%	2000	7200 30%	4800 20%	56000
Ms. Shanjida Khatur (OFFICER)	14000 100%	7000 50%	3500 25%	2000	4200 30%	2800 20%	33500
Md. Shahad Uddin Officer(CASH))	14000 100%	7000 50%	3500 25%	2000	4200 30%	2800 20%	33500
Ms. Dilruba Sultana Officer(Cash)	18000 100%	9000 50%	4500 25%	2000	5400 30%	3600 20%	43500
Ms. Shefali Akther Officer(Cash)	18000 100%	9000 50%	4500 25%	2000	5400 30%	3600 20%	43500

3.9.2 Salary Analysis

Brac Bank Limited is a highly capitalized new generation Bank. Their salary standard is highly basic. The Company employees get (First Executive Officer) 50% house Rent, Provident Fund (Bank contribution) 10% of basic pay & Medical Allowance 3000, Conveyance Allowance 1000, Utility Charges 2000, Leave Fair Assistance 3000. There is some deduction that is Provident Fund (Bank contribution) 20%, Income tax on salary, Revenue Stamp 5.00, ESSF Fund 100.00, Leave Fair Assistance 3000. The management will ensure that the payment of wages will be made at a time for the workers within 28th of every month and the management will also ensure that all workers are given pay slips prepared in native language showing all necessary breaks up prior to the disbursement of their wages.

3.9.3 Other Benefits:

Employee gets two festival bonuses in a year. They also get loans including house loan, car loan.

1. Maternity leave:

According to the govt. rule this leave is applicable for BBL employees & the officials enjoy this leave.

2. Sick leave:

The sick leave is granted when an employee is unable to perform his duties on account of his/her sickness. In case of BBL, it is maximum 10 days.

3.9.4 Loans against Salary:

To meet the financial needs for any acceptable purpose, this loan can be given.

Table: Features of Loan against Salary

Features	Description
Loan Amount(Min)	8 times if gross salary where the organization of the applicant would have Memorandum of Understanding with BBL subject to highest Tk. 3, 00,000. 6 times of gross salary where the organization of the applicant would have Memorandum of Understanding with BBL subject to highest Tk. 3, 00,000.
Rate of Interest	16%
Tenor	3 years (max).
Down payment	N/A
Repayment method	Monthly equal installment
Disbursement mode	Client's savings account or sometimes cash disbursement.
Other charges	1% on the loan amount or Tk. 1000 whichever is
Risk fund	N/A
Penalty Charge	N/A
Stamp Charge	Tk. 320
Early Settlement	At any time with no penalty charge
Criteria for application (Age)	Any Bangladeshi citizen of 21-65 years at the time of
Minimum service length	Minimum service length of 1 year and must be a
Minimum Monthly Income	N/A
Guarantors	N/A

3.10 Car Loan:

For purchasing of non-commercial, new and reconditioned vehicles, this loan is given for personal use of the individual.

Table: Features of Car Loan

Feature	Description
Loan Amount(Min)	Tk. 4,00,000(For both new and reconditioned car)
Loan amount(Max)	Tk. 20, 00,000 or 90% of the vehicle price.
Rate of Interest	16%
Tenor	6 years (max) for brand new cars and 5 years (max) for
Down payment	10% of the loan amount
Repayment method	Monthly equal installment
Disbursement mode	Pay order directly issued in the name of respective car
Other charges	1% on the loan amount or Tk. 1000 whichever is
Penalty Charge	2% of the installment overdue
Stamp Charge	Tk. 475
Early Settlement	At any time with no penalty charge
Criteria for application(Age)	Any Bangladeshi citizen of 25-60 years at the time of
Minimum Monthly Income	Tk. 20,000 for salaried individuals
Guarantors	Two persons.

3.11 Travel Loan:

To meet the financial needs for travel purpose, this loan can be given. Features of this loan are following:

Table: Features of Travel Loan

Feature	Description
Loan Amount(Min)	Tk.20,000
Loan amount(Max)	Tk. 2,00,000
Rate of Interest	16%
Tenor	3 years (max).
Down payment	10% of the loan amount
Repayment method	Monthly equal installment
Disbursement mode	Clients' savings account or sometimes cash
Other charges	1% on the loan amount or Tk. 1000 whichever is
Risk fund	1% on loan amount.
Penalty Charge	2% of the installment overdue
Stamp Charge	Tk.320
Early Settlement	At any time with no penalty charge
Criteria for application(Age	Any Bangladeshi citizen of 25-65 years at the time of
Minimum service length	Minimum service length of 2 year and must be a
Minimum Monthly Income	Tk. 12,000 for salaried individuals and Tk. 25,000 for businessmen(For rented people) Tk. 10,000 for salaried individuals and Tk. 15,000 for businessmen(for those who are residing in his/her own or family residence) Tk. 10,000 for Govt., Semi-Govt and autonomous bodies'
Guarantors	Two persons.

3.12 Performance Appraisal:

Performance appraisal is an important phenomenon of any organizations. Different organizations follow different types of performance appraisal and promote, transfer give rewards. Brac Bank Limited follows the under noted procedures for evaluate their employees:

3.12.1 Methods of Performance Appraisal:

There are various methods that are followed by different organizations for effective performance appraisal of their employees. These methods are as follows

1. Ranking Method
2. Graphic Rating Scale Method
3. Paired Comparison Method
4. Forced Distribution Method
5. Anchored Rating Scales
6. Management by Objectives (MBO) Method
7. Mixed Methods

3.12.2 Analysis the Performance Appraisal (PA):

Once the workers have been chosen prepared and persuaded, they are then evaluated for their execution. Dad is where the administration discovers how powerful it has been at enlisting and putting representatives. On the off chance that any issues are recognized, steps are taken to speak with workers and to cure them.

Associations require predictable levels of superior from their workers with the end goal to make due in an exceedingly focused condition. Most associations have a few types of execution examination of their representatives. Assessment of worker is a standout amongst the most widespread practices of administration. It is connected formally or casually to all representatives. It implies numerous things to numerous individuals. It is an estimation procedure; it is an activity in perception and judgment; it is an input procedure. It is a control gadget, or, in other words the association to achieve their foreordained objectives. Execution alludes to a worker's achievement of appointed errands. Execution implies completing an occupation viably and effectively.

Dad is a procedure of assessing a representative's execution of work as far as its prerequisites. Execution examination is the way toward assessing the execution of representatives, offering that data

to them and hunting down approaches to enhance their execution. It gives the premise to evaluation of representative commitments, instructing for enhanced performed and appropriation of monetary prizes. It alludes to the result of the conduct of representatives. Hence execution examination implies choosing the estimation of work done by a person. It is a procedure by which associations assess singular employment execution. Rating is given numerically to enable an average score to be computed and compared for each employee.

1. Knowledge of the job
2. Reliability
3. Cooperation
4. Initiatives
5. Quality of work
6. Sense of responsibility
7. Productivity
8. Punctuality

3.12.3 Common elements of performance appraisal process:

Performance appraisal is a process involving such steps as:

1. Setting performance standard,
2. Communicating performance expectations to employees,
3. Measuring actual performance,
4. Comparing actual performance with the standards,
5. Discussing the appraisal results, and
6. Initiating corrective actions, if necessary.

The appraisal process begins with The evaluation procedure starts with foundation of execution principles as per the association's vital objectives. Examination frameworks require execution principles, which fill in as benchmarks against which execution is estimated. To be powerful benchmarks should identify with the coveted consequences of each activity. Occupation investigation reveals particular execution principles by breaking down the execution of current workers. To consider workers responsible, a composed record of the benchmarks should exist and representatives ought to be instructed with respect to those models previously the assessment happens. On the off chance that execution benchmarks are not work – related, the assessment can prompt off base or one-sided results; hurting the troughs' association with their representatives and damaging equivalent business opportunity decisions. Execution assessment additionally requires solid execution measures,

the appraisals used to assess execution. To be useful, they should be anything but difficult to utilize, be dependable and give an account of the basic practices that decide execution. Execution estimates likewise might be emotional or objective.

3.12.4 Qualities of a Good performance appraisal System:

The performance appraisal system

1. Is an organizational necessity?
2. Is based on well-defined, objective criteria.
3. Is based on careful job analysis.
4. Uses only job related criteria.

3.12.5 Uses or Benefits of performance appraisal:

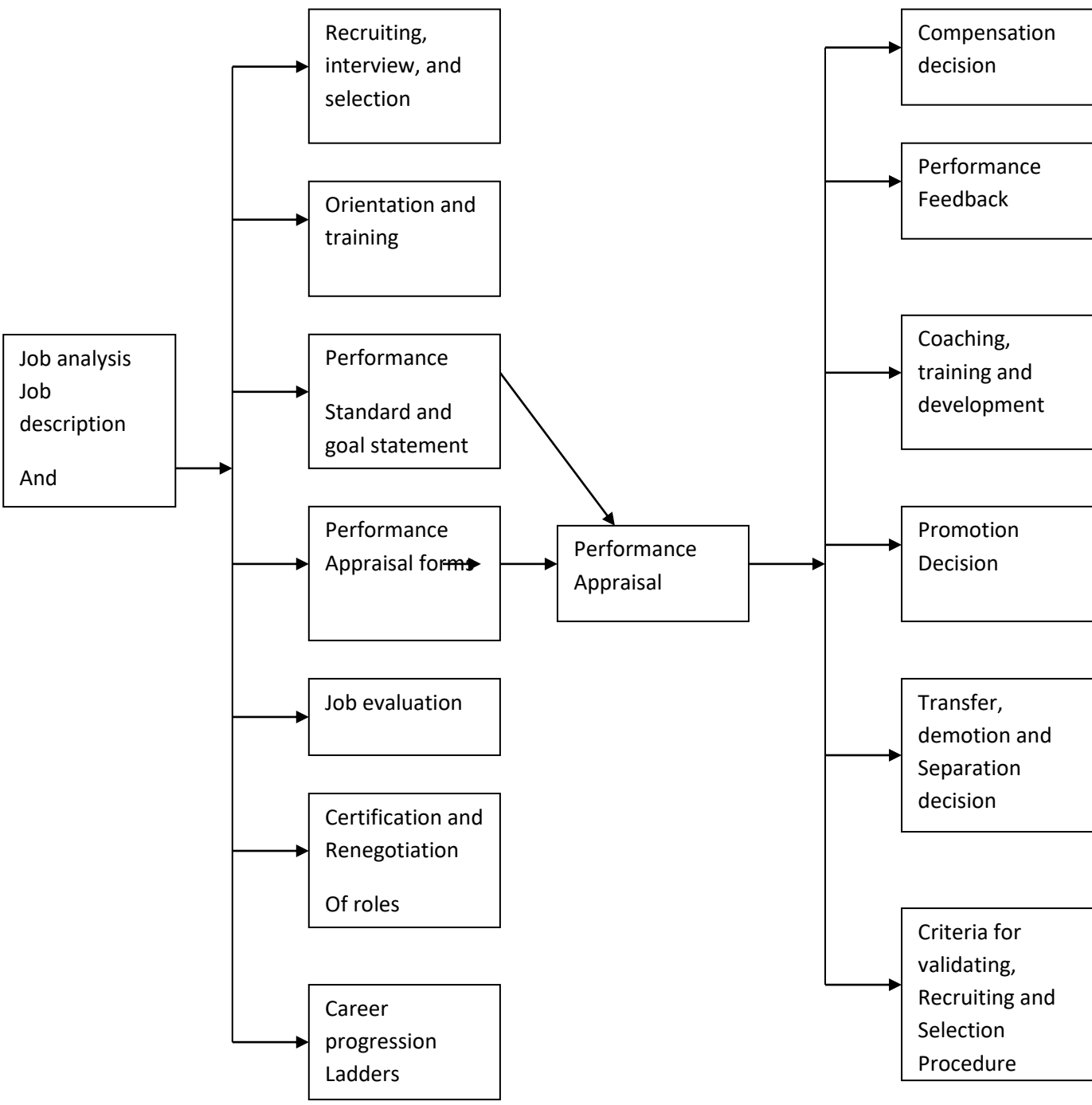
Performance appraisals are about employee performance and accountability. In a globally competitive world, companies need high performance. At the same time, employees need feedback on their performance as a guide to future behavior. Appraising employee performance is useful for development and administrative purposes. Performance appraisals have many uses, such as

1. Motivating and allocating rewards employees such as promotion and salary increases.
2. Allocating resources in a dynamic environment.
3. Identifying areas where development efforts are needed. Performance appraisal is a major tool to identify employee skill and knowledge deficiencies.
4. Coaching and developing employees.
5. Giving employee feedback about their work.
6. Maintaining fair relationships within groups.
7. Appraisal systems are necessary for proper management and for employee development. It serves to stimulate and guide employee development.

3.12.6 Rating scales:

It requires the rater to provide a subjective evaluation of an employee's performance along a scale from low to high (from poor to excellent). The evaluation is solely based on the opinion of the rater. In most cases, the criteria are not directly related to job performance. Rather evaluation is based on traits- qualities that employee shows in his work. He is judged on such things as knowledge of the job, reliability, initiative and sense of responsibility. The rater rates the subordinates by marking a letter or figure on a scale. Immediate supervisor usually completes this form.

3.12.7 Performance Appraisal system as an extension of job design:



3.12.8 Performance tests and observations:

With a limited number of jobs, performance appraisal may be based on a test of knowledge and skills. The test may be of paper- and- pencil variety or an actual demonstration of skills. The test must be reliable and validated to be useful. Practicability may suffer when cost of test development is high.

3.12.9 Ranking method:

Under this method the rater places each employee in order from best to worst. All the personnel department knows is that certain employees are better than others are. It does not know by how much. This method is subject to halo and regency effect, although rankings by two or more raters can be averaged to help reduce biases.

3.12.10 Point allocation method:

It requires the rater to allocate a fixed number of points among employees in the group. The rater allocates 100 points to all employees according to their relative worth. The employee with the maximum point is the best employee. Good performers are given more points than poor performers. The rater can recognize the relative differences between employees.

3.12.11 Necessity of the performance Appraisal System:

There is a need for performance appraisal system in every organization The underlying rationale of the system comes from the need for evaluating and recognizing employees job performance with request to job requirements and providing performance feedback/ counseling and allocation rewards/opportunities for future growth and development all of the respondents of the study unanimously expressed their viewpoints that there is a need for performance appraisal system in the organization All 100% respondents know that this process exists in the organization and the importance of the system is unquestionable to all respondents

Chapter Four

Findings

Findings

Findings:

As an organization the Brac Bank Limited has earned the reputation of top banking operation in Bangladesh. With a bulk of qualified and experienced human resource, Brac Bank Limited can exploit any opportunity in the banking sector. It is pioneer in introducing many new products and services in the banking sector of the country. Moreover, in the overall-banking sector, it is unmatched with any other banks because of its wide spread branch networking thought the country. But still, there are some problems in the Bank. These are in the following:

Problems in Appraisal System

Poor appraisal system is one of the major problems of Brac Bank Limited. Even, there is not any standard and effective feedback system. Higher salary is not the only thing that employees want, they also need appraisal to feel valued and affirmed in the organization.

Salary Structure:

Majority of the BBL of Gulshan employees are not satisfied with their salary. It is seen that their salary are not adjusted even though every year we are having at least 6% inflation. It means same money but the value of their money is less. They need to spend more money but they are not earning more. It makes them dissatisfied.

Absence of HR involvement with the Employees

The HR cannot play a significant role in ensuring the employees are treated right and are motivated. There is a lack of co-ordination between HR and other department which is creating more problems internally. HR involvement with the employee is very important in an organization.

Lack of Co-ordination with other related Division:

Brac Bank has maintains a few co-ordinations with the related divisions and departments. Lack of co-ordination caused a lot of suffer of the risk managers as well as the customers.

Absence of Skilled & highly educated staff:

Brac Bank requires skilled and highly educated staff. There is a deficiency of expertise people in HR department of this bank. Nowadays, there is large number of M.B.As who is unemployed. These young people have the knowledge and skill to compete in this competitive and dynamic environment of banking. Brac Bank should recruit new young professional.

Lack of Adequate Training & Development opportunity:

Proper training is very important issue for the employees of Financials organization. In Brac Bank proper training need requirement is not justified rather done by the employee's personal interest.

Biasness in recruitment in few cases:

Sometimes, recruitment is done on the basis of nepotism.. The employee referral minimizes recruiting cost or advertisement cost. But it often does not help the company to get the best lot in the market.

External Inequity

Brac bank compensation structure establishes organizational internal equity. But in case of fringe benefit. But in case of external equity the Bank is lagging behind. External as well as internal equity play an important role in an organization's design of its compensation structure. In this essay, it shall examine the total compensation plans for the Home Depot Corporation and IBM Global Services, focusing on internal as well as external equity.

**Chapter
Five**

Recommendations And Conclusion

5.1 Recommendations:

The report has been prepared on the basis of the practical experience and exposure in Brac Bank Limited for just three months. Banking sector is very vast and complex so it is not easy for me to recommend some issues which enhance the performance level of the organization. During my internship period I have found some shortcomings regarding operational and other aspect of banking. The followings are the recommendations to overcome the problems identified:

1. **Identical Human Resource Policy:** There should be a unique HR policy in the organization immediately; through the recognition of HR policy is under progress supervised by the Manager and the head of HR.
2. **Human Resource Development:** There should be all kinds' development activities as individual, career and organizational by the Human Resource Department for enhancing the employee's growth as well as achieve organizational hierarchy.
3. Ensuring **Training and Development:** BBL has all the potential capacities to make its representative more proficient and help being the future pioneer. Preparing is a typical practice for the representatives of any bank. This preparation ought to be composed by the human asset division just through need appraisals. It very well may be looks at through the execution assessment process by which HRD will figure out where he/she ought to have some more introduction.
4. **Proper Performance Appraisal System:** The current examination framework can be changed or adjusted and new framework could be produced which will explain the precise picture. The criteria of assessment should cover more skills of a worker. The framework could cover criteria as individual, social alongside the center business capabilities. The outcome can be utilized for preparing need evaluation and help taking legitimate improvement activities

5. **Linkage among Other Division:** A division like HRD can't perform in seclusion where Human Resource Department is in the center of all other office with the duties of amplifying the representative's advantages and also accomplishing authoritative destinations. For better administrations, HRD must build up a legitimate linkage inside the other useful divisions..
6. **Proper Reward and Recognition:** Only higher salary package cannot satisfy a self motivated and exposed employee in higher level. The employee wants recognition and reward for their self actualization. A proper reward system should be established on the basis of performance
7. **Establish Competitive Salary System:** The salary of the trainee officer should be increased then the employee's motivation will be strong.

5.2 Conclusion:

BRAC Bank plans to set measures as the market pioneer in Bangladesh. It exhibits that a privately claimed foundation can give proficient, inviting and present day managing an account benefit on a beneficial premise. Human Resource Department is the most secret office for any association and in addition Human Resources Division in BRAC Bank Limited. Here as an understudy, constrained data was gathered for setting up this report as a result of an excess of secrecy

It was a respect to fill in as an assistant in a rumored association like BRAC Bank Limited. The BRAC Bank Limited is a bank that affirms the best support of the clients and to the workers by Human Resource Division. BRAC bank Limited is the quickest developing Bank in Bangladesh. By working in HR Division the information was scholarly would be sufficiently useful to maintain with the genuine hierarchical condition.

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Appendices

- I. Balance Sheet
- II. Profit & Loss Account
- III. Statement of Cash Flow
- IV. Statement of Changes in Equity
- V. Liquidity Statement

BRAC BANK LIMITED

Balance Sheet

As at 31. December 2014

Note	2014 Taka			2013 Taka
	On-shore	Off-shore	Total	Total
PROPERTY AND ASSETS				
Cash	17,066,706,526	22,459,941	17,089,166,467	17,161,415,027
Cash in hand	7,558,012,102	-	7,558,012,102	8,525,477,864
(Including foreign currency)				
Balance with Bangladesh Bank and its agent Bank(s)	9,508,694,424	22,459,941	9,531,154,365	8,635,937,163
(Including foreign currency)				
Balance with other Banks and Financial Institutions	33,229,372,473	3,210,920,712	24,579,061,716	9,208,271,163
Inside Bangladesh	23,483,319,659	-	23,483,319,659	8,916,887,987
Outside Bangladesh	9,746,052,814	3,210,920,712	1,095,742,057	291,383,176
Money at call and short notice	-	-	-	-
Investments	23,898,595,008	-	23,898,595,008	21,298,625,661
Government	20,559,303,620	-	20,559,303,620	19,365,124,617
Others	3,339,291,388	-	3,339,291,388	1,933,501,044
Loans and advances	104,741,460,561	17,199,092,572	121,940,553,133	117,110,645,783
Loans, cash credit, overdrafts etc.	104,159,315,987	17,199,092,572	121,358,408,559	116,280,078,440
Bills purchased & discounted	582,144,574	-	582,144,574	830,567,343
Fixed assets including premises, furniture and fixtures	2,893,176,476	-	2,893,176,476	2,449,953,340
Other assets	13,946,856,453	258,984,795	14,192,518,925	12,483,828,281
Non-banking assets	-	-	-	-
Total Property and Assets	195,776,167,497	20,691,458,020	204,593,071,725	179,712,739,255
LIABILITIES AND CAPITAL				
Liabilities				
Borrowings from other banks, financial institutions & agents	3,254,991,468	16,081,441,000	7,475,201,000	11,701,711,750
Borrowings from Central Bank	2,387,403,892	-	2,387,403,892	1,437,826,249
Convertible Subordinate Bonds	3,000,000,000	-	3,000,000,000	3,000,000,000
Money at Call and Short notice	1,220,000,000	-	1,220,000,000	2,847,513,000
Deposits and other accounts	144,690,809,127	3,773,295,140	148,464,104,267	127,891,536,310
Current accounts & other accounts	49,378,335,339	3,123,611,066	52,501,946,405	42,216,497,018
Bills payable	1,035,003,538	-	1,035,003,538	991,931,891
Savings deposits	25,820,159,618	-	25,820,159,618	20,832,605,144
Fixed deposits	68,028,291,960	649,684,074	68,677,976,034	63,666,217,405
Other deposits	429,018,672	-	429,018,672	184,284,852
Other liabilities	23,919,964,806	383,323,987	24,289,966,469	20,951,049,374
Total Liabilities	178,473,169,293	20,238,060,127	186,836,675,628	167,829,636,683
Capital and Shareholders' Equity				
Paid up share capital	7,092,873,210	-	7,092,873,210	4,433,045,760
Share premium	3,622,522,880	-	3,622,522,880	1,406,000,000
Statutory reserve	3,470,350,332	-	3,470,350,332	3,281,594,097
Revaluation reserve	693,004,816	-	693,004,816	744,701,943
Surplus in profit and loss account/Retained Earnings	2,424,246,966	453,397,893	2,877,644,859	2,017,760,772
Total shareholders' equity	17,302,998,204	453,397,893	17,756,396,097	11,883,102,572
Total Liabilities and Shareholders' Equity	195,776,167,497	20,691,458,020	204,593,071,725	179,712,739,255

BRAC BANK LIMITED

Balance Sheet


As at 31 December 2014

Off Balance Sheet Items	Note	2014 Taka	2013 Taka
Contingent Liabilities			
Acceptances and endorsements		7,433,193,266	6,566,695,163
Letter of guarantees		4,250,216,847	6,383,222,685
Irrevocable letter of credits		17,331,651,842	11,572,885,095
Bills for collection		343,486,634	513,609,666
Tax liability	23.6	43,700,000	143,894,928
Other contingent liabilities		8,311,105,241	3,044,281,070
Total Contingent Liabilities		37,713,353,830	28,224,588,607
Other Commitments			
Documentary credits and short term trade related transactions		-	-
Forward assets purchased and forward deposits placed		-	-
Undrawn note issuance and revolving underwriting facilities		-	-
Undrawn formal standby facilities, credit lines and other commitments		-	-
Total Other Commitments		-	-
Total Off-Balance Sheet items including contingent liabilities	23	37,713,353,830	28,224,588,607

These Financial Statements should be read in conjunction with the annexed notes.


Managing Director & CEO


Hafiz G. A. Siddiqi
Director


Director


Chairman

Auditors' report to the shareholders
See annexed report of date

Dhaka: 16 March 2015


Hoda Vasi Chowdhury & Co
Chartered Accountants

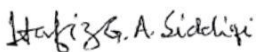
BRAC BANK LIMITED
Consolidated Profit and Loss Account
For the year ended 31 December 2014

	Note	2014 Taka	2013 Taka
Interest income	25.a	22,269,682,075	18,715,692,063
Interest paid on deposits and borrowing etc.	26.a	13,587,368,694	11,378,701,188
Net interest income		8,682,313,381	7,336,990,875
Investment income	27.a	2,486,217,457	2,766,048,421
Commission, exchange and brokerage	28.a	3,454,502,102	3,567,356,522
Other operating income	29.a	1,543,282,208	736,633,034
Total operating income		16,166,315,148	14,407,028,852
Salaries and allowances	30	3,477,501,367	3,375,600,927
Rent, taxes, insurance, electricity etc.	31.a	983,240,836	910,750,021
Legal expenses	32	161,353,121	87,527,967
Postage, stamps, telecommunication etc.	33.a	251,483,787	259,050,809
Stationery, printing, advertisement etc.	34.a	484,864,049	897,981,495
Chief Executive's salary & fees		13,783,916	12,954,750
Directors' fees & expenses	35.a	2,842,279	3,994,064
Auditors' fee	36.a	4,864,705	3,288,067
Impairment of goodwill		30,046,781	30,046,781
Depreciation on and repairs to bank's assets	37.a	1,314,617,113	1,266,468,354
Other expenses	38.a	2,159,053,553	1,418,161,304
Total operating expenses		8,883,651,507	8,265,824,539
Profit/(loss) before provisions		7,282,663,641	6,141,204,313
Provision for:			
Loans and advances		2,756,498,897	2,865,261,844
Diminution in value of investments		30,000,000	47,500,000
Off balance sheet items		102,732,266	20,941,567
Total provision	39.a	2,889,231,163	2,933,703,411
Profit/(loss) before taxes		4,393,432,478	3,207,500,902
Provision for Tax:			
Current tax expense		2,203,346,998	1,994,013,810
Deferred tax expense/ (income)		88,517,967	(125,864,238)
Total provision for Tax	40.a	2,291,864,965	1,868,149,572
Profit/(loss) after taxes		2,101,567,513	1,339,351,330
Appropriations:			
Statutory reserve		188,756,234	347,576,811
General reserve		-	-
		188,756,234	347,576,811
Retained earnings		1,912,811,279	991,774,519
Attributable to:			
Equity holders of BRAC Bank Ltd.		1,862,564,479	1,071,808,041
Minority interest		50,246,800	(80,033,522)
		1,912,811,279	991,774,519
Earnings Per Share (EPS)	41.a	3.13	2.51

These Financial Statements should be read in conjunction with the annexed notes.



Managing Director & CEO



Director



Director



Chairman

Auditors' report to the shareholders
See annexed report of date



Hoda Vasi Chowdhury & Co
Chartered Accountants

Dhaka: 16 March 2015

BRAC BANK LIMITED

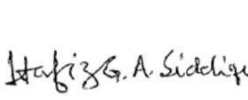
Profit and Loss Account

For the year ended 31 December 2014

Note	2014 Taka			2013 Taka	
	On-shore	Off-shore	Total	Total	
Interest income	25	16,313,450,494	785,062,299	16,794,142,526	18,134,401,924
Interest paid on deposits and borrowing etc.	26	8,979,615,402	516,906,043	9,192,151,178	11,283,195,221
Net interest income		7,333,835,092	268,156,256	7,601,991,348	6,851,206,703
Investment income	27	2,502,353,232	-	2,502,353,232	2,672,221,040
Commission, exchange and brokerage	28	2,752,676,356	21,031,447	2,773,707,803	2,600,915,515
Other operating income	29	737,560,827	686,043	738,246,870	531,017,393
Total operating income		13,326,425,507	289,873,746	13,616,299,253	12,655,360,651
Salaries and allowances		2,682,996,970	10,542,956	2,693,539,926	2,809,947,260
Rent, taxes, insurance, electricity etc.	31	898,093,948	994,121	899,088,069	854,546,531
Legal expenses		140,504,345	-	140,504,345	67,910,910
Postage, stamps, telecommunication etc.	33	219,193,903	172,367	219,366,270	200,248,690
Stationery, printing, advertisement etc.	34	267,166,514	182,280	267,348,794	274,024,811
Chief Executive's salary & fees		13,783,916	-	13,783,916	12,954,750
Directors' fees & expenses	35	671,831	-	671,831	523,862
Auditors' fee	36	955,000	-	955,000	955,000
Depreciation on and repairs to bank's assets	37	1,026,058,113	4,053,810	1,030,111,923	1,127,039,108
Other expenses	38	1,556,469,739	20,005,410	1,576,475,149	1,200,402,965
Total operating expenses		6,805,894,279	35,950,944	6,841,845,223	6,548,553,887
Profit/(loss) before provisions		6,520,531,228	253,922,802	6,774,454,030	6,106,806,764
Provision for:					
Loans and advances		2,449,358,822	28,567,387	2,477,926,209	2,862,636,844
Diminution in value of investments		30,000,000	-	30,000,000	47,500,000
Off balance sheet items		102,732,266	-	102,732,266	20,941,567
Total provision	39	2,582,091,088	28,567,387	2,610,658,475	2,931,078,411
Profit/(loss) before taxes		3,938,440,140	225,355,415	4,163,795,555	3,175,728,353
Provision for Tax:					
Current tax expense		2,029,868,973	67,606,624	2,097,475,597	1,797,698,269
Deferred tax expense/ (income)		(25,476,009)	-	(25,476,009)	(19,218,128)
Total provision for Tax	40	2,004,392,964	67,606,624	2,071,999,588	1,778,480,141
Total profit/(loss) after taxes		1,934,047,176	157,748,791	2,091,795,967	1,397,248,212
Appropriations:					
Statutory reserve		188,756,234	-	188,756,234	347,576,811
General reserve		-	-	-	-
		188,756,234	-	188,756,234	347,576,811
Retained earnings		1,745,290,942	157,748,791	1,903,039,733	1,049,671,401
Earnings Per Share (EPS)	41			3.19	2.47

These Financial Statements should be read in conjunction with the annexed notes.


Managing Director & CEO


Director


Director


Chairman

Auditors' report to the shareholders
See annexed report of date


Hoda Vasi Chowdhury & Co
Chartered Accountants

Dhaka: 16 March 2015

BRAC BANK LIMITED
Consolidated Cash Flow Statement
For the Year ended 31 December 2014

	Note	2014 Taka	2013 Taka
A. Cash flows from operating activities			
Interest receipts		19,420,351,790	21,260,173,657
Interest payment		(9,823,848,001)	(11,984,853,512)
Dividends receipts		64,704,573	71,728,547
Fees & commissions receipts		3,325,412,156	6,965,683,562
Recoveries on loans previously written off		627,674,270	454,365,129
Cash payments to employees		(3,321,110,135)	(6,742,347,549)
Cash payments to suppliers		(6,509,665,427)	(677,097,323)
Income tax paid		(1,354,492,187)	(1,754,340,910)
Receipts from other operating activities	43.a	6,769,650,666	496,694,785
Payment for other operating activities	44.a	(2,502,893,945)	(2,894,490,886)
Operating Cash flow before changes in operating assets and liabilities (i)		6,695,783,759	5,195,515,499
Increase/decrease in operating assets & liabilities			
Loans and advances		(5,243,730,381)	(5,679,405,609)
Other assets		(107,173,089)	1,551,752,179
Deposits from other banks/borrowings		(3,446,483,856)	1,484,434,225
Deposits from customers		13,802,614,148	(6,778,445,393)
Other liabilities		(2,022,931,550)	(2,655,693,302)
Cash utilised in operating assets & liabilities (ii)		2,982,295,273	(12,077,357,900)
Net cash (used)/flows from operating activities (i+ii)		9,678,079,032	(6,881,842,401)
B. Cash flows from investing activities			
Treasury bills		2,716,068,930	(2,417,715,154)
Bangladesh Bank Bills		2,059,520,259	4,908,105,325
Treasury bonds		(4,605,879,414)	(3,698,523,901)
Encumbered Securities		(1,413,994,704)	3,887,179,874
Sale/ (Investment) in shares		(190,124,877)	1,626,270,981
Investment in Bonds		(1,423,425,605)	-
Purchase of intangible assets		-	(7,453,748)
Acquisition of fixed assets		(1,301,339,560)	(581,103,789)
Disposal of Fixed Assets		18,703,679	6,871,331
Net cash used in investing activities		(4,140,471,292)	3,723,630,919
C. Cash flows from financing activities			
Proceeds from issue of ordinary shares		-	9,744,900
Proceeds from issue of right shares		2,216,522,880	-
Proceeds from issue of preference shares		4,097,000	-
Share Premium		3,063,935,708	919,440,568
Dividend paid		(435,247,946)	(214,272)
Net cash flows from financing activities		4,849,307,642	928,971,196
Net increase/decrease in cash		10,386,915,382	(2,229,240,286)
Cash and cash equivalents at beginning of the year		31,972,319,312	30,879,198,927
Cash and cash equivalents at end of the year	42.a	42,359,234,694	28,649,958,641
Cash and cash equivalents at end of the year:			
Cash in hand (including foreign currency)		7,560,169,362	8,526,841,263
Balance with Bangladesh Bank and its agents bank(s) (including foreign currency)		9,531,154,365	8,635,937,163
Balance with other banks and financial institutions		25,264,857,467	11,485,717,915
Money at call and short notice		-	-
Prize Bond		3,053,500	1,462,300
		42,359,234,694	28,649,958,641

BRAC BANK LIMITED

Cash Flow Statement

For the year ended 31 December 2014

Note	2014 Taka			2013 Taka
	On-shore	Off-shore	Total	Total
A. Cash flows from operating activities				
Interest receipts	18,547,128,746	745,949,258	18,988,707,738	20,550,286,228
Interest payment	(9,208,838,744)	(438,367,777)	(9,342,836,255)	(11,490,052,872)
Dividends receipts	63,201,789	-	63,201,789	70,514,316
Fees & commissions receipts	2,752,676,356	21,031,447	2,773,707,803	2,600,915,515
Recoveries on loans previously written off	627,674,270	-	627,674,270	454,365,129
Cash payments to employees	(2,519,569,223)	(10,542,956)	(2,530,112,179)	(2,732,890,078)
Cash payments to suppliers	(533,721,593)	(354,647)	(534,076,240)	(427,325,932)
Income tax paid	(1,191,087,716)	-	(1,191,087,716)	(1,680,639,996)
Receipts from other operating activities	43 74,562,767	686,043	75,248,810	254,128,212
Payment for other operating activities	44 (2,262,244,088)	(25,053,342)	(2,287,297,430)	(2,705,050,983)
Operating Cash flow before changes in operating assets and liabilities (i)	6,349,782,563	293,348,026	6,643,130,589	4,894,249,539
Increase/decrease in operating assets & liabilities				
Loans and advances to customers	(2,012,539,712)	(2,817,367,639)	(4,829,907,350)	(5,236,002,174)
Other assets	(47,034,668)	(179,764,096)	(213,476,441)	1,289,094,477
Deposits from other banks/borrowings	(4,860,962,063)	3,297,293,482	(4,863,229,859)	1,367,587,673
Deposits from customers	19,903,248,842	628,102,866	20,531,351,708	(6,794,454,412)
Other liabilities	(2,368,886,668)	63,653,761	(2,318,555,230)	(1,946,214,421)
Cash utilised in operating assets & liabilities (ii)	10,613,825,732	991,918,374	8,306,182,828	(11,319,988,857)
Net cash (used)/flows from operating activities (i+ii)	16,963,608,295	1,285,266,400	14,949,313,417	(6,425,739,318)
B. Cash flows from investing activities				
Treasury bills	2,716,068,930	-	2,716,068,930	(2,417,715,154)
Bangladesh Bank Bills	2,059,520,257	-	2,059,520,257	4,908,105,325
Treasury bonds	(4,605,879,413)	-	(4,605,879,413)	(3,698,523,901)
Encumbered Securities	(1,413,994,704)	-	(1,413,994,704)	3,887,179,874
Sale/ (Investment) in shares	36,209,656	-	36,209,656	1,580,714,494
Investment in Bonds	(1,442,000,000)	-	(1,442,000,000)	-
Acquisition of fixed assets	(1,015,586,443)	-	(1,015,586,443)	(441,279,366)
Disposal of Fixed Assets	18,683,679	-	18,683,679	3,571,331
Net cash used in investing activities	(3,646,978,038)	-	(3,646,978,038)	3,822,052,603
Cash flows from financing activities				
Proceeds from issue of right shares	2,216,522,880	-	2,216,522,880	-
Share Premium	2,216,522,880	-	2,216,522,880	-
Dividend paid	(435,247,946)	-	(435,247,946)	(214,272)
Net cash flows from financing activities	3,997,797,814	-	3,997,797,814	(214,272)
Net increase/decrease in cash	17,314,428,071	1,285,266,400	15,300,133,193	(2,603,900,987)
Cash and cash equivalents at beginning of the year	32,984,704,427	1,948,114,253	26,371,148,490	28,975,049,477
Cash and cash equivalents at end of the year	42 50,299,132,498	3,233,380,653	41,671,281,683	26,371,148,490
Cash and cash equivalents at end of the year:				
Cash in hand (including foreign currency)	7,558,012,102	-	7,558,012,102	8,525,477,864
Balance with Bangladesh Bank and its agents bank(s) (including foreign currency)	9,508,694,424	22,459,941	9,531,154,365	8,635,937,163
Balance with other banks and financial institutions	33,229,372,472	3,210,920,712	24,579,061,716	9,208,271,163
Money at call and short notice	-	-	-	-
Prize Bond	3,053,500	-	3,053,500	1,462,300
	50,299,132,498	3,233,380,653	41,671,281,683	26,371,148,490

BRAC BANK LIMITED
Consolidated Statement of Changes in Equity

For the year ended 31 December 2014

Amount in Taka

Particulars	Paid up share capital	Share Premium	Statutory Reserve	Revaluation Reserve	Share money deposit	Retained Earnings	Minority Interest	Total
Balance as at 01 January 2014	4,433,045,760	2,132,968,292	3,281,594,097	744,701,943	23,715,983	2,407,550,889	852,981,119	13,876,558,083
Adjustment for prior year (Note-21)	-	-	-	-	-	(156,546,494)	-	(156,546,494)
Adjusted opening balance	4,433,045,760	2,132,968,292	3,281,594,097	744,701,943	23,715,983	2,251,004,395	852,981,119	13,720,011,589
Net profit for the year	-	-	-	-	-	1,862,564,479	50,246,800	1,912,811,279
Statutory reserve	-	-	188,756,235	-	-	-	-	188,756,235
Right share issue	2,216,522,880	-	-	-	-	-	-	2,216,522,880
Bonus Share issue	443,304,570	-	-	-	-	(443,304,570)	-	-
Preference share capital of bKash Ltd.	-	-	-	-	-	-	419,329,285	419,329,285
Share Premium	-	2,648,703,423	-	-	-	-	-	2,648,703,423
Revaluation reserve	-	-	-	(51,697,127)	-	-	-	(51,697,127)
Cash Dividends for the year 2013	-	-	-	-	-	(443,304,582)	-	(443,304,582)
Balance as at 31 December 2014	7,092,873,210	4,781,671,715	3,470,350,332	693,004,816	23,715,983	3,226,959,721	1,322,557,204	20,611,132,981
Balance as at 31 December 2013	4,433,045,760	2,132,968,292	3,281,594,097	744,701,943	23,715,983	2,407,550,889	852,981,119	13,876,558,083

BRAC BANK LIMITED
Statement of Changes in Equity
For the year ended 31 December 2014

Amount in Taka

Particulars	Paid up share capital	Share Premium	Statutory Reserve	Revaluation Reserve	Retained Earnings	Total
Balance as at 01 January 2014	4,433,045,760	1,406,000,000	3,281,594,097	744,701,943	2,017,760,772	11,883,102,572
Adjustment for prior year (Note-21)	-	-	-	-	(156,546,494)	(156,546,494)
Adjusted opening balance	4,433,045,760	1,406,000,000	3,281,594,097	744,701,943	1,861,214,278	11,726,556,078
Net profit for the year	-	-	-	-	1,903,039,733	1,903,039,733
Right share issue	2,216,522,880	-	-	-	-	2,216,522,880
Bonus Share issue	443,304,570	-	-	-	(443,304,570)	-
Share Premium	-	2,216,522,880	-	-	-	2,216,522,880
Statutory reserve	-	-	188,756,235	-	-	188,756,235
Revaluation reserve	-	-	-	(51,697,127)	-	(51,697,127)
Cash Dividends for the year 2013	-	-	-	-	(443,304,582)	(443,304,582)
Balance as at 31 December 2014	7,092,873,210	3,622,522,880	3,470,350,332	693,004,816	2,877,644,859	17,756,396,097
Balance as at 31 December 2013	4,433,045,760	1,406,000,000	3,281,594,097	744,701,943	2,017,760,772	11,883,102,572

BRAC BANK LIMITED
Consolidated Liquidity Statement
(Asset and Liability Maturity Analysis)

As at 31 December 2014

Amount in Taka

	0-1 Month	1-3 Months	3-12 Months	1-5 Years	Above 5 Years	Total
Assets						
Cash in hand and Balance with Bangladesh Bank	7,633,331,828	-	-	-	9,457,991,900	17,091,323,727
Balance with other banks and financial Institutions (Including foreign currencies)	8,337,677,741	14,614,886,083	2,312,293,642	-	-	25,264,857,466
Money at call and short notice	-	-	-	-	-	-
Investments	3,897,877,724	68,239,970	2,457,775,573	7,316,766,439	10,484,844,815	24,225,504,521
Loans and advances	11,687,131,282	18,656,660,165	36,271,624,882	44,991,291,469	12,693,286,336	124,299,994,135
Fixed assets including premises, furniture & fixtures	17,590,258	23,453,678	286,227,115	812,759,357	2,412,376,086	3,552,406,495
Other assets	697,020,054	1,545,675,950	2,181,604,699	1,095,570,560	8,337,398,127	13,857,269,390
Non - banking assets	-	-	-	-	-	-
Goodwill	-	-	-	-	1,442,245,491	1,442,245,491
Total Assets	32,270,628,887	34,908,915,846	43,509,525,911	54,216,387,825	44,828,142,755	209,733,601,225
LIABILITIES						
Borrowings from Bangladesh Bank, other banks and financial institutions and agents	3,756,767,200	485,285,600	6,294,469,141	1,205,049,000	-	11,741,570,941
Convertible subordinated debts	-	-	-	3,000,000,000	-	3,000,000,000
Money at call and short notice	1,220,000,000	-	-	-	-	1,220,000,000
Deposits & other accounts	27,928,415,302	36,036,796,239	28,470,244,407	32,449,754,647	21,481,138,815	146,366,349,410
Minority Interest	-	-	-	-	1,322,557,204	1,322,557,204
Other Liabilities	2,544,823,180	2,728,015,632	5,347,776,179	8,437,047,845	7,736,885,055	26,794,547,892
Total Liabilities	35,450,005,682	39,250,097,471	40,112,489,727	45,091,851,492	30,540,581,076	190,445,025,450
Amount of net liquidity difference	(3,179,376,795)	(4,341,181,625)	3,397,036,184	9,124,536,333	14,287,561,679	19,288,575,777

Net result of the Liquidity Statement represents the 'Shareholders' Equity' of the Bank.

BRAC BANK LIMITED
Liquidity Statement
 (Asset and Liability Maturity Analysis)
 As at 31 December 2014

Amount in Taka

<u>Assets</u>	0 - 1 Month	1 - 3 Months	3 - 12 Months	1 - 5 Years	Above 5 Years	Total
Cash in hand and Balance with Bangladesh Bank						
Balance with other banks and financial Institutions (Including foreign currencies)	7,631,174,567	-	-	-	9,457,991,900	17,089,166,467
Money at call and short notice	8,239,861,717	14,680,000,000	1,659,200,000	-	-	24,579,061,716
Investments	-	-	-	-	-	-
Loans and advances	3,897,877,724	68,239,970	2,220,670,147	7,226,962,352	10,484,844,815	23,898,595,008
Fixed assets including premises, furniture & fixtures	11,687,131,282	20,188,462,640	32,380,381,405	44,991,291,469	12,693,286,336	121,940,553,133
Other assets	17,590,258	23,453,678	128,995,226	310,761,227	2,412,376,086	2,893,176,476
Non - banking assets	718,999,406	1,567,810,617	1,126,679,982	89,104,113	10,689,924,808	14,192,518,925
Total Assets	-	-	-	-	-	-
	32,192,634,954	36,527,966,905	37,515,926,760	52,618,119,161	45,738,423,945	204,593,071,725
<u>LIABILITIES</u>						
Borrowings from Bangladesh Bank, other banks, financial institutions and agents						
Convertible subordinated debts Money at call and short notice Deposits & other	3,756,767,200	485,285,600	4,451,752,092	1,168,800,000	-	9,862,604,892
accounts Other Liabilities	-	-	-	3,000,000,000	-	3,000,000,000
	1,220,000,000	-	-	-	-	1,220,000,000
Total Liabilities	24,596,385,506	34,680,123,361	35,256,701,937	32,449,754,647	21,481,138,815	148,464,104,266
	2,382,291,596	2,715,028,978	3,123,980,269	8,331,780,569	7,736,885,057	24,289,966,470
Amount of net liquidity difference	31,955,444,302	37,880,437,939	42,832,434,298	44,950,335,216	29,218,023,872	186,836,675,628
	237,190,652	(1,352,471,034)	(5,316,507,538)	7,667,783,945	16,520,400,073	17,756,396,097

