A
Thesis Paper
On

Recruitment and Selection Process of Sonali Bank Limited

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Letter of Transmittal

12 May, 2022

To.
Farjana Yeasmin Chowdhury
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Subject: Submission of Dissertation Paper.

Sir,
With due respect, I state that, I have completed the internship report named "Recruitment and Selection Process of Sonali Bank Limited". I consider myself lucky for getting the chance of submitting the dissertation report which I have been assigned by you as a part of my EMBA program at Sonargaon University.

I have found the study to be quite interesting, beneficial & insightful. I have tried my level best to fulfill all the requirements to make my report according to your expectation. Without the sincere co-operation and proper guidance of you, it was not possible for me to prepare the report.

So, I would like to request you to accept my dissertation report that is enclosed with this application for your kind consideration.

Sincerely yours

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Certificate from the Supervisor

This is to certify that the report on "Recruitment and Selection Process of Sonali Bank Limited" is done by Md. Ruhul Amin as a partial fulfillment requirement of "Executive Master of Business Administration (EMBA)" degree from the Department of Business Administration, Sonargaon University, Bangladesh.

Farjana Yeasmin Chowdhury
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Student Declaration

I do thereby that, the report on entitled “Recruitment and Selection Process of Sonali Bank Limited” has been prepared by me for the partial fulfillment of EMBA.

I also declare that this proper is the outcome of my sole work and prepare for academic purpose which a part of EMBA and paper may not be used in the market or business purpose.

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Executive Summary

Sonali Bank Limited is the largest nationalized commercial bank in Bangladesh. Every person must have seen a branch of Sonali Bank in his/her local area. It is a service- oriented company and providing different customer services to its clients through its various operations. The management of the bank is aware that without providing qualified services the bank will not be able to survive in this competitive business arena. By providing qualified customer services the bank will be able to retain its existing customers and attract new customers. It is the quality that determines the position and prospective of the bank. The objective of this report is to reveal features of recruitment and selection practices of Sonali Bank Limited and find out the weak areas in order to develop recommendations to recover those.

The study requires a systematic procedure from selection of the topic to preparation of the final report. To perform the study, the data sources were to be identified and collected, to be classified, analyzed, interpreted and presented in a systematic manner and key points were to be found out. The primary data was collected through face-to-face interview, observation, and by participation in the recruitment and selection process. The secondary information collected from website, magazine, annual reports, journals, books and some other relevant sources.

As an academic, my scope was very limited and restricted. I had maintained some official formality for the collection of data for my report. The main limitation of the study was the collection of information, because most of the information was not available. Collection of data was also very time-consuming and the website of the bank was less informative.

An effective recruitment and selection practice plays an important role for the overall success of an organization with other HR functions like, performance management, training and development, compensation and benefits etc. Sonali Bank Limited has lots of scope to improve in Human Resource department as they have some competitive advantages as the largest commercial bank in Bangladesh.

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Chapter 1

INTRODUCTORY PART

1.1 Introduction

Since World War II and the growth of modern management science, solid business planning has become the key differentiator enabling competitive success. It seems unnecessary to point out that planning for a businesses' most critical resource is essential. As we move through the 21st century where a globalized workforce is the basis of competition, we find that the principles of human resource planning and development are of prime importance. The success of a business or an organization directly linked to the performance of those who work for that business. Under achievement can be a result of workplace failures. Because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles et al, 1980).

People are individuals who bring their own perspectives, values and attribute to organizational life, and when managed effectively, these human traits can bring considerable benefits to organizations. One of the most significant developments in the field of organization in recent times is the increasing importance given to human resources. More and more attention is being paid to motivational aspects of human personality, particularly the need for self-esteem, group belonging, and self- actualization. This new awakening of humanism and humanization all over the world has in fact enlarged the scope of applying principles of human resource management in organizations. The development of people, their competencies, and the process development of the total organization are the main concerns of human resource management (Mullins, 1999).

Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009). Thus, recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Selection then begins when the right caliber of candidates is identified. Selection is thus the process through which organizations make decisions about who will or will not be allowed to join the organization. The selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Walker, 2009).

Following the initial selection of incumbents, they are likely to again be chosen to develop their further interest in the organization and later to encourage them to apply for other jobs. Using appropriate techniques, the suitable candidates are thus, able to be recruited and selected during their career development. It has been argued that in

order for the firm to build and sustain the competitive advantage, proper staffing is critical Recruitment and selection is a major HRM function as it encompasses all organizational practices and decisions. Recent technological advances, globalization, social trends and changes within organizations have brought new challenges for recruitment and selection (Hax, 2001).

According to Dessler (2003), there has been a significant amount of research examining what skills and qualities employers' value most in job applicants. Qualifications, work experience and communication or interpersonal skills are the most frequently identified qualities. Work experience and qualifications are measures of competence in relation to an applicant's technical skills, whereas the concept of communication skills appears to be a generic term incorporating many different specific skills. Indeed, communication in the workplace encompasses team skills; leadership skills; an ability to negotiate with or persuade others; problem solving skills; organizational skills; crisis management skills; and presentation skills. Other communication competencies include cultural adaptation, social competence and language proficiency. An applicant's success with job seeking is related to their ability to describe their experiences, skills and knowledge through a range of media. Thus, effective communication is an essential competency required by all job applicants.

To manage a diverse workforce effectively, an organization must hire and promote the most capable candidate for a job, while being mindful of the necessity to build a workforce that is representative of the greater business community. This may be achieved through using more appropriate and inclusive recruitment and selection strategies. Despite a recent increase in published literature discussing recruitment and selection practices, there has been little change in the types of methods used to recruit and select employees (Kelly, 2006).

Better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent. In Bangladesh and other parts of the world, recruitment and selection processes are practiced to some extent even though job placements in both public and private organizations are more or less affiliated to networking and political inclinations. It is vital that organizations select people with the quality essential for continued success in this competitive global village of today. The only means of achieving this success is through proper recruitment and selection practices.

Recruitment and selection process is vitally important to any organization desirous of attracting and appointing qualified personnel. Getting the right people in the right place at the time doing the right job is an essential element of recruitment and selection process in organizations. In order for the process to meet desired goals, it must be valid and measurable, with minimum adverse impact.

The challenge for many researchers then has been to demonstrate how scientifically derived recruitment and selecting practices add value to organization's performance. Recruitment and selecting staff is expensive both in terms of time and money, and it is therefore important that the process is carried out smoothly and efficiently and results in the appointment of a person who fits the job.

Organizations exist not because of their desire to be benevolent but to also make profit. Though their initial concern may be that of image building and winning the goodwill of the public, but the ultimate goal is the achievement of the organizational goals. This means that there is the need to plan strategically to cater for the short-, medium- and long-term growth of the organization.

1.2 Rationale and Scope of the Study

The success of organizations in this modern business environment depends on the caliber of the manpower that steers the day-to-day affairs of the organizations. The process of recruiting and selecting all categories of employees into both private and public companies has been a matter of concern to many and needs attention. Even though it is the wish of every organization to attract the best human resource in order to channel their collective effort into excellent performances, unconventional selection practices can mar any business plan.

A bank is a financial institution which deals with deposits and advances and other related services. It receives money from those who want to save in the form of deposits and it lends money to those who need it. The bank has to satisfy the requirements of different customers belonging to various social groups. The banking business has therefore become complex & requires specialized skills. Therefore, the recruitment and selection decision is of prime importance to obtain the best possible person-to-job fit which will, when aggregated, contribute significantly towards the banks effectiveness. It is also becoming increasingly important, as a bank evolves and changes, that new recruits show a willingness to learn, adaptability and ability to work as part of a team.

This report **"Recruitment and Selection Process of Sonali Bank Limited"** deals with the recruitment and selection process in terms of theoretical point of view and the practical use. The study will help to learn the practical procedures followed by this leading banking organization in Bangladesh. Moreover, the study will help to

differentiate between the practice and the theories that direct to realize how the organization can improve their recruitment and selection process.

1.3 Objectives of the Study

The objectives of the study are:

1. To identify the recruitment and selection practices of Sonali Bank Limited.

2. To assess the challenges associated with the recruitment and selection practices of Sonali Bank Limited.

3. To identify factors that will improve recruitment and selection practices at Sonali Bank Limited.

1.4 Methodology of the Study

In the preparation of this report, data has been collected from both primary and secondary sources. In-depth interviews of some of the employees of the HR Division of Sonali Bank Limited have been conducted to gather necessary information. Also, the Recruitment and Selection Policy of SBL has been consulted in preparing this report. Moreover, text books, the internet, the annual report of Sonali Bank Limited etc. have been used to collect information.

1.5 Limitation of the Study

This report is subject to a number of limitations. These are:

- Lack of Information: As management systems and all employees are not clearly disclosed in a separate title in the annual reports, there is lack of sufficient information for analysis. For this reason it is difficult to analyze current situation of these reporting.
- Confidentiality of data: confidentiality of data is another important barrier that was faced during the preparation of this study. Every organization has their own secrecy that is not revealed to others. While collecting data on Sonali Bank limited, employees did not disclose enough information for the sake of confidentiality of the organization.
- Non-discloser: I have also information limitations because the people I have interviewed they did not disclose information as I needed. Moreover, the

  skipped much information technically like- internal and external recruitment budgeting process.
- Unavailability of adequate resources: Adequate book, publication and journals were not available regarding the recruitment practices in banking sector of Bangladesh..

Chapter 2

PROFILEOFTHESONALIBANK LIMITED

2.1 Overview of the Bank

Sonali Bank Limited is a state-owned leading commercial bank in Bangladesh. It is the largest bank of the country. The bank was established in 1972 under the Bangladesh Banks (Nationalization) Order, through the amalgamation and nationalization of the branches of National Bank of Pakistan, Bank of Bahawalpur and Premier Bank branches located in Pakistan until the 1971 Bangladesh liberation.

As a fully state-owned institution, the bank had been discharging its nation-building responsibilities by undertaking government entrusted different socio-economic schemes as well as money market activities of its own volition, covering all spheres of the economy.

The bank has been converted to a Public Limited Company with 100% ownership of the government and started functioning as Sonali Bank Limited from November 15 2007 taking over all assets, liabilities and business of Sonali Bank. After corporatization, the management of the bank has been given required autonomy to make the bank competitive & to run its business effectively.

In order to develop in the field of international banking, Sonali bank established a full subsidiary company in United States of America; named Sonali Exchange Company Incorporate (SECI). At present it has 9 branches of its own. Also in 2001 Sonali bank successfully started its banking activity in United Kingdom as Sonali Bank (UK) Limited. This bank was established by joint ownership of Sonali bank and Bangladesh government. At present it has 6 branches in all over UK.

2.2 Vision and Mission

Vision

Socially committed leading banking institution with global presence.

Mission

Dedicated to extend a whole range of quality products that support divergent needs of people aiming at enriching their lives, creating value for the stakeholders and contributing towards socio-economic development of the country.

2.3 Corporate Profile

Name of the Company	Sonali Bank Limited
Registered Office	35-42, 44 Motijheel Commercial Area, Dhaka, Bangladesh
Genesis	Emerged as a Nationalized Commercial Bank following the Bangladesh Bank (Nationalization) Order No. 1972 vide President's Order No. 26 of1972.
Legal Status	Public Limited Company
Date of Incorporation	03 June, 2007
Vendor's Agreement	15 November, 2007
Banking License obtained	05 June, 2007
Authorized Capita	BDT 60,000.00 Million
Paid up Capital	BDT 45,300.00 Million
Chairman of the Board of Directors	Mr. Ziaul Hasan Siddiqui
CEO & Managing Director	Mr. Md. Ataur Rahman Prodhan
Head of Risk Management	Mr. Md. Zakir Hossain
Head of ICC	Mr. Md. Zahidul Haque
Chief Financial Officer	Mr. Subhash Chandra Das, FCMA, FCA
Chief Information Technology Officer	Mr. Omar Farooq Khandaker
Chief Audit Officer	Mr. Md. Golam Kibria, FCA
Company Secretary	Mr. Tauhidul Islam
No. of Branches	1222
No. of Overseas Branches	02
No. of Employee	19,609
Fax 8	88-02-9561410, 88-02-9552007
Email	sblho@sonalibank.net.bd, sbhoitd@sonalibank.net.bd sbhoitd@bttb.net.bd sbhoid@bdmail.com
Website	www.sonalibank.com.bd

2.4 Organogram

The Board of Directors is the top of Management in the organogram which is constituted in teams of the Bangladesh Bank's Nationalization Order 1972. Management hierarchy of Sonali Bank is given blow: given blow:

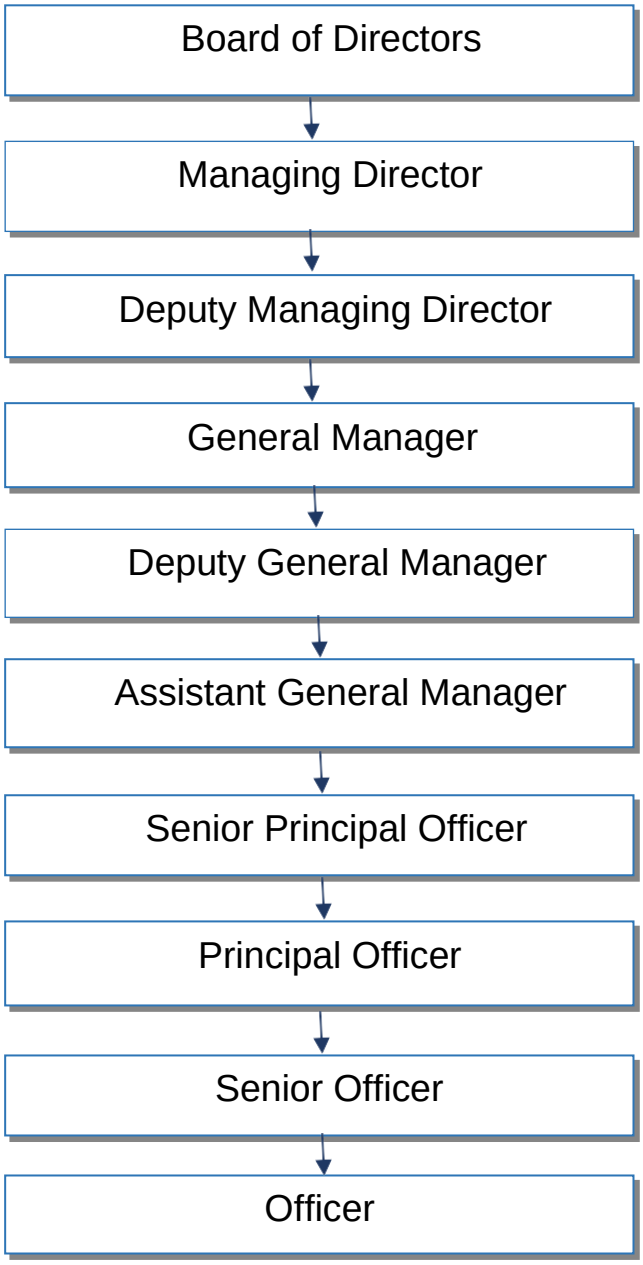


Figure 1: Organogram of Sonali Bank limited.

2.5 Functional Structure

The corporate head quarter of the bank is located at Motijheel, Dhaka, Bangladesh, the main commercial center of the capital. It has eight GM offices in 6 Divisional Headquarters and 26 Principal Offices and 32 Regional Offices. The principal office is headed by DGM and each department is headed by AGM.

Principal office Headquarter has the jurisdiction over the entire area of a district. The regional offices are under the control of the principal office. Regional heads exercise control and supervision over all the branches within their jurisdictions and keep the head of the principal office informed.

Functional hierarchy of Sonali bank is given below:

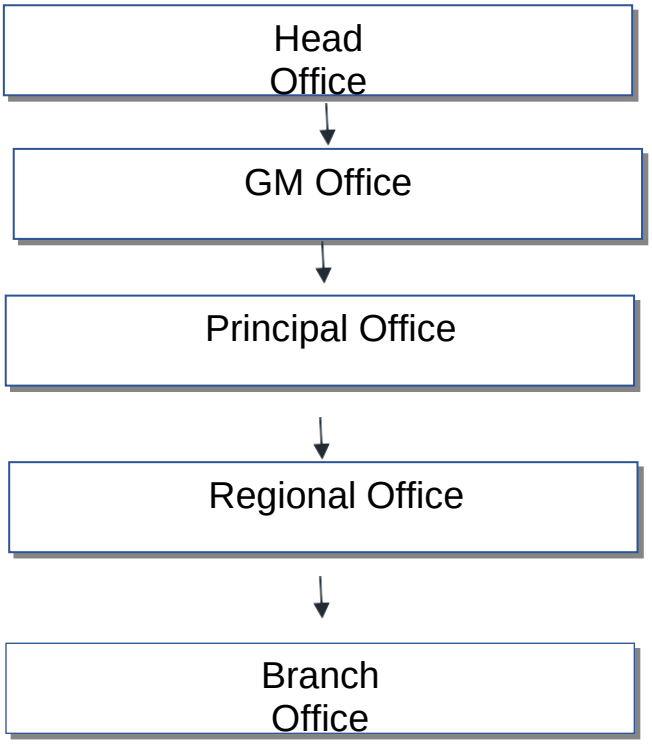


Figure 2: Functional hierarchy of Sonali bank Limited.

2.6 Strategic Significance

As a commercial bank, Sonali Bank has some core responsibilities towards customers, management, shareholders and other business organizations. The bank is responsible for sound customer satisfaction through quality and timely services.

Like every commercial bank this bank has some common goals to be met. In the present world, security is a common talk in wealth preservation. This bank helps clients to securitize their wealth through secure banking system. Sonali Bank helps the regional development of Bangladesh by the expansion of loan portfolio to the business, agro-sectors, industry.

A unique feature of Sonali bank is that it works in favor of Bangladesh bank by settling commercial transactions among commercial bank known as clearing house. It has expanded its online services maintaining competition with others commercial banks such online checking customers account, issuing visa and master card to support online transactions, online settlement of customers account etc.

The bank does some social services to create positive image in the country such as acceptance of scraped money, providing scholarship facility to meritorious students. Finally, the bank is serving society and more responsive to the environment through innovation and challenges.

2.7 Functions of the Bank

Main functions of Sonali Bank are:

1. Deposit collection from customers.
2. Cash transactions through client's current account.
3. Attending bills of exchange and draft of customers.
4. Loan sanction
5. Provide online services to the customers
6. Money transfer
7. Collecting different charges, interest dividends, rents, pension etc.
8. Acts as an advisor
9. During the food scarcity they provide food to the government
13. They provide the Govt. employees salary as a representative of the government.
14. They distribute pension to the retired workers.
15. They distribute different public grants, special loans as a representative of the government.

2.8 Social Services

1. Old age allowances.
2. Widows, divorcees and destitute women's allowances.
3. Freedom Fighters' allowances.
4. Rehabilitation allowances for acid survival women.
5. Maternal allowances for poor women.
6. Disability allowances.
7. Prize Bonds.
8. Wage Earner's Development Bonds.
9. US Dollar Premium & Investment Bond.
10. Lottery tickets of different Semi-Govt. And Autonomous Bodies.
11. Sanchaypatra.
12. Exchange of soiled / torn notes.
13. Local Governance Support Project.

2.9 Performance Indicators

The Implementation Support Mission of the World Bank visited the Bank recently on and review the overall progress of implementation of the project with particular focus on the sustainability of banking reforms and placed its comment as follows:

A significant achievement under this project has been the improvement in the financial condition largely due to the Management Team that have been hired under this project. The Management Team have not only turned the bank into operationally profitable organization, but have also: improved customer services; introduced new products; developed policies and manuals for effective and efficient operations of the bank; revised the organizational structure of the bank; embarked on a comprehensive training program for staff; introduced incentives for better staff performance; and are going ahead with the computerization of the bank’s operation.

The bank has maintained an increasing trend in deposits, loans, income, operating profits and net worth. Remarkable achievements have been made in recovering bad and doubtful loans and reducing the ratio of non-performing loans to total loans. Moreover, the Management Team is successfully meeting most of the Key Performance Indicators (KPIs) agreed for the bank.

Chapter 3

THEORETICAL DISCUSSION

3.1 Meaning of HRM

Management and human resource management are one and the same. They should never be separated. Management is personnel administration. Management has three jobs, two of which are directly related to personnel managing, a business, managing managers and managing workers and work. The word management has three syllables Manage-Men-T. If T is taken for tact, then etymologically management means how to manage men with tact. Management is the process of efficiently getting things done with and through other people. HRM deals with the design of formal systems in an organization to ensure the effective and efficient use of human talents to accomplish organizational goals.

There are many definitions about human resource management (HRM). One of the well-known definitions is offered by Michael Jucious (1984). He defined human resources management or personnel management ―as the field of management involves planning, organizing, directing and controlling the function of procuring, developing, maintaining and motivating a labor force.‖ It is the process of acquiring, retaining, terminating, developing and properly using the human resources in an organization. The acquisition function begins with planning. It includes the recruitment, selection and socialization of employees. Through HR planning, managers attempt to anticipate forces which will influence the future supply of demand for employees.

The development function includes employee training, management, development and career development. As jobs evolve and change, ongoing retraining is necessary to accommodate technological changes. Encouraging development of all employees is necessary to prepare organizations for future challenges. Career planning identifies paths and activities for individual employees as they develop within the organization.

The motivation function begins with the recognition that individuals are unique and the motivational techniques (job satisfaction, employee performance appraisal and compensation) must reflect the needs of each individual. Assessing how employees perform their jobs is the focus of performance appraisal. Compensation rewards people for performing organizational work through pay, incentives and benefits.

3.2 Recruitment and selection process

Recruitment is concerned with accomplishing, attracting, and ensuring a supply of qualified personnel and making out selection of requisite manpower both in their quantitative and qualitative aspect. It is the enlargement and maintenance of adequate man- power resources. This is the first stage of the process of selection and is finalized

with placement. In simple words, the term recruitment refers to discover the source from where potential employees may be chosen.

The scientific recruitment process leads to higher efficiency, better wages, high morale, reduction in labor turnover and enriched reputation. It stimulates people to apply for jobs as it is a positive process. On the other hand, the process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria. Certain employment laws such as anti-discrimination laws must be obeyed during employee selection as it is a negative process.

Recruiting has often been patented as more art than science. It‘s a communicative discipline where people skills, intrusive interviewing and character instincts are critical to doing a good job. Recruiting is a lot more science than we give it credit for, especially if the organization is doing it correctly. Because it‘s not just a predicting game anymore. Instead of trying to hire more candidates every year and hoping it works, companies today have more tools and information at their disposal to make strategic adjustments to their hiring programs.

Management is an organization's commitment to recruit, hire, retain, and develop the most talented and superior employees existing in the job market. So, talent management is a useful term when it describes an organization's assurance to hire, manage, develop, and retain talented employees. The components of talent management: Strategic employee planning, Talent acquisition and retention, Performance management, Learning and motivating, Compensation, Career Development, and Succession Planning.

Acquisition is the process of attracting and recruiting the best talent available to confirm that an organization has the right people, with the right skills, who are in the right job, and are employed against the right requirements. This contains elements of employment branding, outreach, networking and relationship building with potential candidate communities to continually build and enrich the talent pool for an organization. When used in the perspective of the recruiting and HR profession, talent acquisition usually refers to the talent acquisition department or team within the Human Resources department. Talent Acquisition professionals realize that each talent has something of value to offer. They also maintain relationships with the best of the talent that lead to more successful networking, more referrals, more business and an amazing give and take of expertise, knowledge and information.

3.3 Differences between Recruitment andTalent Acquisition

- ☑ Recruiting is a short-term, strategic effort to fill vacancies with active candidates. Talent acquisition is a long-term, tactical effort to seek out qualified people, foster relationships, and convince them to bring their unique skills to the company. A talent acquisition strategy is designed to attract the best and brightest people to work for the company-regardless of specific open positions.

- ☑ Recruiting proceeds tremendous effort. Talent acquisition takes efficient and fruitful processes which are easy to use and candidate centric.

- ☑ Recruitment is a linear process, where employers source candidates for the current vacancies presently available. This approach is reactive in its nature, thus leads to enlarged time-to-hire and cost-to-hire. At times organizations compromise even on quality in order to handle cost and time.

  On the other hand, Talent Acquisition is ongoing cycle of process that start by building employer brand, communication of Employee, value proposition and continuous relationship with targeted Talent segments. This approach leads to the development of talent pools and talent pipelines eventually generating sustainable talent supply chain. This leads to more strategic nature of the approach and momentous improvements across all Recruitment KPIs.

3.4 Importance of Recruitment and Selection

Many businesses are realizing just how important the process of acquiring talent actually is. Effective talent acquisition is vital for any business and here are the crucial reasons:

- ☑ **Get the right people:** Talent acquisition proceeds a long-term view. Those engaged in acquiring talent are much more involved in finding the best candidate for the job. This means that everything from skills to future development to cultural fit is deliberated when a candidate is _acquired ‘rather than recruited.
- ☑ **Realize a competitive advantage**: The biggest asset of an organization is its employees as they have the ability to make the differences. When the right people are not placed rightly, the business may face struggle. By contrast, when the right people are in place, the business will achieve an edge in the market.

The right people have the abilities to ensure that work is being completed properly and on time. They are also be more motivated and more productive in the workplace which interprets to an advantage in the market.

- ☑ **Invest in the future:** The most vital thing about talent acquisition is that it is forward looking. The key personnel may be looking toward retirement or may move on to opportunities with other firms and other employees are equally inevitable. Replacing them with an external candidate may be a lengthy and costly application and there is no assurance that the hired person will fit with the corporate culture. Talent acquisition looks to ensure that the hiring people have the skills to develop into the key personnel. Since candidates are already screened so thoroughly in the time of hiring, the personnel know that they are the right fit for their current positions and they have the potentialities on the future roles.

- ☑ **Save time and money:** One last reason effective talent acquisition is so essential is that it ultimately saves time and money. Though acquiring talent can be a much more involved process, going through the process in the first place can save from spending resources for the long.

3.5 Recruitment and Selection Strategies

The strategic elements of talent recruitment and selection as follows:

- ☑ **Talent Acquisition Planning & Strategy**: This confirms business alignment, examines workforce plans, entails an understanding of the labor markets, and looks at global considerations.

- ☑ **Workforce Segmentation:** It entails an understanding concept of the different workforce segments and positions within these segments, as well as the skills, competencies, and experiences necessary for success.

- ☑ **Employment Branding:** This includes activities that help to expose, articulate and define a company‘s image, organizational culture, key differentiators, reputation, and products and services. Employment branding can help spread the market position of organizations, attract quality candidates and represent what it is truly like to work for that organization.

- ☑ **Candidate Relationship Management:** This contains building a positive candidate experience, handling candidate communities, and continuing relationships for those candidates who are not selected at present against a particular skill set, but have few more skills.

- ☑ **Metrics & Analytics**: It is the endless tracking and use of key metrics to drive continuous improvement and to make better recruitment decisions, to ultimately advance the quality of hire. Modern recruiting tools are moving to magnitude long-term metrics like performance, retention, and overall fit. Armed with that data, HR professionals can forecast future success at the company based on the qualities of past high performers.

- ☑ **Working with Other Departments to Integrate Talent Acquisition:** Good recruiting can never happen in an emptiness. Working with other departments can influence the skills of hiring team in the talent acquisition process. For example, a marketing manager can assist the recruiter with the employer branding: innovative ways to freshen up print and digital recruiting materials to attract more candidates, film a video that highlights the company culture or a
  ―day in the life‖ of a certain role, convey the value of the company to life on social channels, in search results, and wherever else top talent might be looking.

  The HR personnel can also work with accounting, analytics, or other data- focused departments to help himself analyze the new store of data and to understand how to pull actionable insights from lots of recruiting data so that they can present data in a compelling way when the time comes.

3.6 Process of Recruitment and Selection

Business of all sizes from small, medium to big, all need a practice for talent acquisition. This is a common concern and analysis raised from company leaders. The five basic steps of talent recruitment process:

1. **Generating potential lead:** One of the most essential steps is to make sure that a pool of suitable talent is generated for the current vacancy. Professional recruiters recommend business leaders to design a practice for potential employees ‘generation. The process starts with a job description, defining what

roles the staff will perform, which qualifications the company desire for. Talent Central can be intended to import automatically position-specific information from the company's specific software and the Jobs Descriptions Database when a requisition is created. Information consists of items like the job title and description, and basic qualifications for each job code. For the hiring manager, this automated feature confirms that up-to-date titles and qualifications are used, and advances posting time by reducing the need for data entry. Hiring managers are encouraged to comprise detailed job duties as well as job related preferences to the position description. This information will be reviewed in the strategy term with the recruiter. The posting may be customized by the recruiter in order to attract the highest quality applicants for the position.

The next step relating the tactics to promote the job postings in many channels. It could be professional website for job seeker, or via social media platform such as Facebook, LinkedIn posting and sharing at networking events may be additional option. Briefly, the recruiter should exploit all channels to generate as many potential leads as possible.

2. **Picking the right questions for interview:** There are some fundamental rules in asking the right questions for behavioral interview. The company owners must want about their real experiences instead of hypothetical questions. Therefore, the recruiter should sensibly design a questions list earlier. It is highly advised that he should start by outlining from 3 to 5 most outstanding tasks and key performance indicators (KPI) to gauge the performance of a candidate. Then he can design other relevant questions regarding their past company. Digging into some questions like: ―What have you accomplished? How long the time you taken to do this assignment? Their attitudes and experiences will be clearly highlighted through their responses.

3. **Utilizing Assessment Tools and Exercises:** There are a few more tools and methods for employees 'assessment including an IQ, EQ, personality test. The recruiter may also use some kind of physical ability test if the nature of the job needs. Any types of test are acceptable if it does not contain discrimination contents and still related to the scope of work. Some exercises such as team- work discussion, case studies and many other things will help to understand the thoughts and behaviors to continue with the processes and make final decisions.

4. **Checking references**: There are Three (03) key elements to memorize the checking references step also known as 3 C's: Chemistry, Character, and Competency. The personnel should never forget to make the reference calls and crosscheck the legitimacy of the reference's contents. Any intuition and feeling about the candidate should not be followed in the time of this task.

5. **Making the final selection:** The final step will convey the desired results provided that the personnel build a complete HR system. He should clearly outline the scoring, ratings of the candidates then choosing the best possible employees.

3.7 Types of Recruitment and Selection

Recruiting individuals to fill the particular post through selection can be done by internally by recruitment within the firm and externally by recruiting people from outside.

☑ **Internal recruitment:** Internal recruitment is the process of filling the vacant position within the business from its current workforce through − promotions, transfers, former Employees, internal advertisements (Job Posting), employee referrals, and previous applicants etc.

Advantages

- Inexpensive and earlier to recruit
- People already accustomed with the business and know how it operates
- Provides opportunities for promotion with in the business which also enhances the motivation
- Supervisors already know the strengths and weaknesses of employees, it's easy to manage them.

Disadvantages

- Limits the possibilities of judging more potential applicants
- Create obstacle for gaining new ideas introduced from outside
- May cause grievances among the candidates not appointed
- Generates another vacancy which needs to be filled

☑ **External recruitment :** External recruitment means to fill the vacancy from outside manpower selection through- direct recruitment, employment exchanges, employment agencies, advertisements, professional associations, campus recruitment, and word of mouth etc.

Advantages

- Gain new ideas from the outside people
- Larger pool of candidates from which to find the best employees
- Generate the wider range of experience from outside people

Disadvantages

- Lengthy process
- More expensive process in line for advertising and interviews required
- Selection process may not be effective enough to elicit the best candidate

3.8 Researchers' View about Recruitment and Selection

Many researchers have contributed to the field of HRM, and have offered intensive and reflect knowledge on the branches of HRM such as scientific recruitment and selection, manpower management, job analysis, purpose of recruitment, and so on. The study highlights on the fact that the recruitment and selection process is integrated with other processes such as strategic plan of the company, training and development schemes, compensation, rewarding/incentive system, performance appraisal, and lastly, industrial relations. Furthermore, according to Silzer et al (2010), there exist several reasons why the most specious information have been more promising; including the well-structured nature of interviews, the use of questionnaires based on a job analysis, attachment of panel of interviewers, the practice of note- making during the interview, and the use of rating scale based on behavioral factors to measure the interviewee's answers all play an vital part in the improvement of the recruitment validity. Therefore, the study has offered a brief review of literature of as many as six authors based on their individual studies and research on recruitment and selection processes.

According to Korsten and Jones et al., Human Resource Management theories highlight on techniques of recruitment and selection and sketch the benefits of interviews, assessment and psychometric examinations as employee selection process. They further specified that recruitment process may be internal or external or may also be conducted online. Typically, this process is based on the altitudes of recruitment

policies, job postings and details, advertising, job application and interviewing process, assessment, decision making, formal selection and training (korsten, 2003).

Jones et al. (2006) advised that examples of recruitment policies in the healthcare, business or industrial sector may offer insights into the processes involved in instituting recruitment policies and defining managerial objectives. Successful recruitment techniques involve a sharp analysis of the job, the labor market scenario and interviews, and psychometric tests in order to scrutinize the potentialities of job seekers. Other approaches to selection sketched by Jones et al. consist several types of interviews, role play, group discussions and group tasks, and so on. Any management process turns around recruitment and failure in recruitment may lead to difficulties and unwanted barriers for any company, including unpleasant effects on its profitability and inappropriate degrees of staffing or employee skills (et al, 2006). Moreover, insufficient recruitment may cause hindrances in management decision making, and the overall recruitment process can itself be advanced and amendedby complying with management theories.

Alan Price, in his effort of Human Resource Management in a Business, formally defines recruitment and selection as the process of rescuing and attracting able applications for the purpose of employment. He statuses that the process of recruitment is not a simple selection process, while it needs management decision making and broad planning in order to appoint the most suitable manpower. The standing competition among business enterprises for recruiting the most potential workers in on the pathway towards creating innovations, with management decision making and employers endeavoring to hire only the best applicants who would be the best suitable for the corporate culture and ethics specific to the company (Price, 2007). This would reflect the fact that the management would particularly shortlisted candidates who are well-found with the requirements of the position they are applying for, including team work. Since having qualities of being a team player would be essential in any management position (Price, 2007).

Hiltrop (1996) was successful in signifying the relationship between the HRM practices, HRM-organizational strategies and organizational performance. The findings of Hiltrop's (1996) work also revealed that selectively hiring has a positive impact on organizational performance, and consequently, provides a substantial practical insight for executives and officials involved. Furthermore, staffing and selecting remains to be an area of significant interest. With recruitment and selection techniques for efficient hiring decisions, high performing companies are most likely to spend more time in giving training mainly on communication and team-work skills (Hiltrop, 1996).

As discoursed by Jackson et al, Human resource management approaches in any business organization are developed to meet corporate objectives and materialization

of strategic plans via training and development of personnel to attain the ultimate goal of improving organizational performance as well as profits (Jackson, 2009) . The nature of recruitment and selection for a company that is following HRM approach is influenced by the state of the labor market and their strength within it. Work of Bratton & Gold (1999) suggest that organizations are now emerging models of the kind of employees they desire to recruit, and to recognize the applicants correspond to their models by means of reliable and valid techniques of selection. Nonetheless, the researchers have also seen that such models, largely resulting from competency frameworks, raise strength in companies by generating the appropriate knowledge against which the job seekers can be assessed. However, recruitment and selection are also the initial stages of a conversation among applications and the company that shapes the employment relationship (Bartton & Gold, 1999). This relationship builds a company's manpower development.

However, the process of recruitment does not cease with application of candidature and selection of the appropriate candidates, but involves sustaining and retaining the employees that are selected, as defined by Silzer et al. (2010). Work of Silzer et al was largely concerned with Talent management, and through their work they were successful in determining issues like whether or not talent is something one can be born with or is it something that can be acquired through development. According to this author that was a core challenge in designing talent systems, facing the organization and among the senior management.

The only solution to resolve the fact of attaining efficient talent management was by adopting fully-executable recruitment techniques. Regardless of a well-drawn strategical plan on recruitment and selection as well as involvement of highly qualified management team, companies following recruitment processes may face significant obstacles in implementation. As such, theories of HRM can give intuitions in the most effective approaches to recruitment even though companies will have to employ their in house management skills for applying generic theories across particular organizational contexts. Silzer et al described that the primary purpose of successful talent strategies is to create both a case as well as a blueprint for developing the talent strategies within a dynamic and highly intensive economy wherein acquisition, deployment and preservation of human capital-talent that matter, shapes the competitive advantages and success of many companies (Silzer, 2010).

Toward that end Taher et al. (2000) carried out a study to analyze the value-added and non-value activities in a recruitment and selection process. The strategic manpower planning of a company, training and development program, performance appraisal, reward system and industrial relations, was also appropriately sketched in the study. This study was based on the fact that efficient HR planning is an essence of organization accomplishment, which flows naturally into employee recruitment and

selection (Taher, 2000) .Therefore, demand rather than supply must be the prime attention of the recruitment and selection process and a greater importance must be put on planning, supervising and control rather than intervention. In other words, value-added and non-value added activities related with a company's recruitment and selection process impacts its role in creating motivated and skilled workforce in the country (Taher, 2000).

Thus, the study recognized the waiting time, inspection time and filing time as non- value added tasks and the cost of advertisement as the only value added activity in the overall process. Therefore, any organization is stimulated to develop the real-time recruitment strategies that must attempt to generate a pool of qualified and well- experienced individuals so as to effectively initiate the selection strategies and decisions. In essence, the potential candidates are encouraged to apply for the open vacancies and also the relevant departments can engage in recruiting the best candidates to upgrade the department's performance (Taher, 2000)

Chapter 4

ANALYSIS OF THE STUDY

4.1 Staffing Strategy of Sonali Bank Limited

To know the future demand of human resources, the HR division of Sonali Bank Limited usually provides all the other divisions and branches with a general form at the beginning of the year. From the information collected from these forms, the HR division gets an estimate of the human resource requirement for the year. No long- term human resource forecasting is done in SBL.

The recruitment goals of Somali Bank Limited are to attract and retain highly qualified human resources who will perform best in their respective areas. The bank not only tries to attract well qualified candidates but also tries to identify and recruit people who are really interested to work in the bank for an acceptable period of time.

Having good people in a team gives a competitive advantage to a business. Employing the right person for the role will positively influence the performance and productivity of the work team as a whole. Selecting the wrong person can result in lower performance, higher operating costs reduced morale and increased turnover among other staff members.

The only way to get good people on a team is to attract applicants through a well thought out recruitment process and then finding the best person for the role using sound selection techniques. The recruitment and selection process also provides a window into a business for job seekers. A professional approach to these processes reflects positively on the farm business.

4.2 Types of Recruitment in Sonali Bank Limited

Two types of recruitment are in practice in Sonali Bank Limited. They are as follows:

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

4.3 Sources of Recruitment in Sonali Bank Limited

Usually, Sonali Bank Limited promotes its employees to fill vacancies. External recruitment is also done for various kinds of empty post and beginning level job.

The external sources of recruitment are:

- Universities
- Other organizations
- Unsolicited applicants

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

- Available spread of candidates
- Cost impact
- Time needed.

The external recruitment methods are:

- Advertising in newspapers & company website
- Employee referrals.

4.4 Required Recruitment Qualifications of a Candidate in Sonali Bank Limited

1. Basic Qualification

Following are the basic qualifications that a candidate must have:

- He/she must be a citizen of Bangladesh.
- Third division/class in his/her academic attainment shall not be considered for employment in the Bank.
- He/she must be physically fit. All persons to be appointed by the Bank will have to undergo a medical test by the Bank's approved Physician/ Medical Officer so as to ascertain that they are physically and mentally sound health. No person shall be appointed in the service of the Bank unless he/she is declared physically and mentally fit by a medical officer of the Bank or by any other Medical authority specified by the Bank in this behalf.

2. Qualifications Checked on Various Stages of Recruitment

In different steps of recruitment, the following qualifications are looked for:

Stage of Recruitment	Tested Qualifications
Preliminary Screening	Age, academic qualifications and performance record
Critical Analysis Test	Meets minimum standards of mental alertness
In-depth Interview	Necessary innate ability, ambition, loyalty and interaction skills
Verifying Biographical Data from References	No unfavorable negative reports on past performance
Personal Judgment	Overall competence and ability to fit into the job position and the organization.

4.5 The Selection and Recruitment Policies of Sonali Bank Limited

Personnel Management is by far the most important element of an organization. This is particularly true for a service organization like a commercial bank. Progressive companies pay special attention to recruitment, selection, training, orientation, evaluation, promotion and compensation of all its Executives and Officers. The recruitment and selection policies are made based on the following categories:

A. Core Banking Cadre Service (CBCS)

- CBCS will start with the recruitment of potential Management Trainees (MTs) fresh from the recognized & Sonali Bank listed Universities.
- With MT concept in place, normally, there will be no recruitment at the Mid/Senior level management position except in special circumstances to meet dire needs.
- MTs are the high potential fresh graduates/post graduates to be recruited in the bank management cadre service within policy.
- MTs are the future leaders to move up to different leadership positions with gaining of experience & competence.
- MTs are usually the FAST TRACKER – planned development, nursing and counseling for career growth is to be critically administered.

- At certain a stage, there will be natural turnover of MTs and some will leave if blocked in the structure, then, bank will plan replacement with new MTs.
- MT's career progression and development will be closely monitored and ensure growth in the succession ladder up to future TOP leadership positions in banking.
- MTs recruited in core banking cadre, at times will be considered for other support service functions as required.
- Employees/Executives in 'core banking cadre' with professional competence & background may move to the 'banking support services cadre' in the event appropriate positions in the job grade ladder are available to meet business needs.
- Inter – bank transfer and between Head office & banks both in core banking jobs and banking operation services jobs would be the common phenomenon.

B. Banking Operation Cadre Services (BOCS)

- Since 'banking operation jobs' are of routine, repetitive and clerical in nature, in this segment, our recruitment sourcing will start with Trainee Assistant (TA) concept fresh from Universities.
- Operation jobs are normally confined between TA and SO (Senior Officer) job grade in the operation cadre service. Employees with mediocre potential are the target group for recruitment.
- Only employees with extraordinary achievements in job grade SO, may be considered up to PO/EO job grade through interview process. An employee in SO job grade, if found 'Very good' (VG) or 'Excellent' (Ex) for last 3 consecutive years coupled with strong behavioral competence & knowledge, will qualify for promotion interview to the next job grade of PO. Same principle will apply for employees move from PO to EO level.

  However, not more than 15% of the total population will be considered for next promotion from SO to PO or from PO to EO level at any given point of time.
- Inter-cadre transfer only in operation jobs across the functions would be considered.

C. Banking Support Service Cadre (BSSC)

There are two segments of jobs in the BSSC category.

l) **Operation Jobs -** ranging from TA to PO/EO level where employees will be limited in terms of potential.

ll) **Executive Jobs -** starting normally with potential **'**Probationary Officer' with requisite job requirement & competence fresh from the recognized & listed Universities. MT at times will be recruited sourced through the recruitment process in the 'Core Banking Services Cadre' within policy.

Following are the policies regarding BSSC.

- Executive jobs will also be manned through recruitment from the market, candidates having required professional experience, competence & background as well as through internal transfer of professionals from the 'Core banking Cadre Service' depending on the availability of resources.
- Inter-transfer both in executive and operation jobs would be considered.
- Normally no transfer from BSSC to CBCS would be considered. However, executives having core banking professional competence may be transferred to CBCS in the event positions are available in job grade ladder and the bank management considers it fit and appropriate to do so in the interest of business.
- High potential executives may move up to SEVP level / functional heads in BSSC.

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

a) Trainee Assistant
b) Management Trainee
c) Experienced Officers

Recruitment processes on the basis of these categories are described in the following readings.

a) Recruitment of Trainee Assistant

Trainee Assistant (TA) for operation jobs as defined earlier shall be recruited either:

l) Through press advertisements in at least 2 (two) national dailies.
ll) Directly through talent hunting but not more than 50% of the yearly recruitment/requirement under this grade..

Following are the policies regarding Recruitment of TA:

- Candidate who applies in response to the press advertisement shall have to appear at a written test & appear before the Selection Committee for an interview. Candidates who are selected by head hunting will have to appear before the Selection committee for evaluation.
- Candidates must not be over 30 years of age and should have minimum 8 points based on educational qualification & no 3rd class/division in any examination.
- The candidate should also have minimum computer knowledge on the following:
  - Operating System: Windows.
  - Word Processing: MS Word.
  - Spread Sheet: MS Excel.
  - Typing speed: 40 words per minute.

Written Test and Interview Model for TA

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

- ✓ Ability to write both in Bengali & English
- ✓ General arithmetic
- ✓ General knowledge
- ✓ Test organized by bank management or outsourced (IBA/BIBM/Others)
- ✓ 60% marks will qualify a candidate to appear before interview/viva In the

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

- ✓ Verbal communication
- ✓ Appearance
- ✓ Spoken English (moderate)
- ✓ Attitude
- ✓ Etiquette & mannerism
- ✓ Family background & need
- ✓ Willingness to stay longer in routine operation job /cash

Interview Committee and Interview Rating Sheet

An interview committee not less than 4 members consisting of executives SVP & above will conduct the face to face interview / Viva for final selection of TA.
Interview evaluation sheet in respect of each candidate will be in place considering all the factors above and will be put on record.

Probationary Period and Confirmation of Service of TAs

Trainee Assistants will be on probation for a period of 01 (one) year, which may be extended by the competent authority if an officer, fails to show satisfactory performances during the period of probation. On satisfactory completion of probationary period their service will be confirmed as Assistant Officer in the following manner:

- TA(s) will pass through an evaluation process during probation. A separate 'Performance Evaluation Form' will be in place. Minimum G+ would be desired rating for confirmation as AO job grade.
- For the TA(s) who will score less than G+ rating, the probation period may be extended for improvement not exceeding 06 (six) months or may be terminated.
- Subsequent growth in career limited to PO/EO level will depend on the job performance and demonstration of skill, knowledge & behavioral competence.

b) Recruitment of Management Trainee

Management Trainee shall be recruited either through:

I) Press advertisement in at least 2 (two) national dailies.
II) Directly from amongst the interns (business graduates/post graduates) at Sonali Bank.

Following are the policies regarding recruitment of Management Trainee:

- The candidates for the post of Management Trainee must not be over 30 years of age on the date of application.

- The candidates must have at least two first divisions in their academic feat in public examination. No 3rd Class/Division.

- Have minimum computer knowledge of the following:-
  - Operating system: Windows.
  - Word Processing: MS Word.
  - Spread Sheet: MS Excel.

Period of Probation of Management Trainee

MT will pass through a period of probation for two years and successful completion of probationary period will be confirmed in service according to category. The graduates will be placed as senior officers and the post graduates will be placed as principal officers after two years of probation.

Management Trainee Exposure on the Job and Performance Evaluation

MT will be exposed during 24 months traineeship period in the following portfolios in the manner as follows besides training & monthly counseling in group.

- General banking management 8 months
- Credit Management 8 months
- Foreign exchange management 8 months

Performance Appraisal and interview by the MC will be conducted at least a month before completion of 24 months and only VG & Excellent rated trainees will be confirmed in substantive positions.

Subsequent career progression depends on Performance, Potential & Merit of the individual candidates.

Confirmation in Service

Performance appraisal and interview by the management committee will be conducted at least a month before completion of 24 months and only **VG** and **E** rated trainees will be confirmed in substantive positions approved by MD within policy framework.

Mode of Recruitment for Management Trainee

- **Recruitment through Press Advertisement:** Every candidate will appear for a written test. The subject matter of test should be General Knowledge, Arithmetic, English, Economics/ Banking as may be decided by the Management from time to time. For this purpose Sonali Bank Limited may take the help of outside experts for setting the questions, supervising the examination work and marking the scripts.

A candidate must secure minimum 60 % mark in written Test to be eligible for VIVA/interview as Management Trainee.

- **Recruitment from the Interns**: They will be recruited based on their performance during internship period, evaluation report of their supervising officials and performance in the interview with the Selection Committee. However in no case more than fifty percent of the interns will be eligible for appointment. Interns selected under this criterion should join within one month of completion of his course.

  An internee who has completed his internee more than six months ago will not be eligible under this criterion. The appointment will be made according to requirement on the basis of a panel to be prepared in order of merit by the Interview Committee and after approval of the authority.

  While interviewing the candidates for final selection, due weight should be given on the educational background, professional excellence and technical skill in the appropriate field.

Grading/Marking for MT

The Selection Committee will follow a grading system as follows:

(a) Education:	16 Marks
(b) Interview Performance:	24 Marks
(c) Written Test:	60 Marks
Total	100 Marks

Interview Committee, Evaluation and Final Selection of MT

An interview committee consisting of the MD, all DMDs and Head of HR Division will conduct the face-to-face interview/viva for final selection of MT. Interview evaluation sheet in respect of each candidate will be in place considering all relevant factors and record will be maintained for reference.

Recruitment of Probationary Officers

The following are the salient features in the recruitment process for Probationary Officers:

- Direct entrants in the "Officer" Job Grade are termed as the "Probationary Officers", specially meant for the "Banking Support Services Cadre" (BSSC).

- Probationary Officers are the people of strong potential with their post- graduation in various disciplines who will be recruited from the bank's listed universities only. There are usually the consistent "VG (Very Good) & E (Excellent)" performers who after entry as probationary officers will gradually succeed in executive jobs in BSSC and ultimately move to leadership positions through proven track record of performance on the job with gaining of experience & competence.

- Sourcing of the candidates will be done through campus contact with all listed universities/institutions. The process is summarized below for clarification.

    i. Contact listed universities and collect CVs of the potential post graduates as per job profile (education and other competence) and prepare the short list.

    ii. Written Test – 60 marks: Eligible short listed candidates will appear for a written test. The subject matter of the test should be general knowledge, arithmetic, English, economics/banking, as maybe decided by the management from time to time. For this purpose, Sonali Bank Limited will organize written tests with its own resources or may take the help of outside experts, e.g., IBA, BIBM or any other suitable agency for setting the questions, supervising the examination work and scoring the scripts. A candidate must secure minimum 36 out of 60 (60%) in the written test to be eligible for viva/interview for the post of Probationary Officer within policy.

    iii. Viva/interview – 40 marks: A candidate must secure minimum 24 out of 40 (60%) in the viva/interview to qualify for the final selection as Probationary Officer within policy.

    iv. A four-member interview committee consisting of the concerned functional heads, DMD and Head of HR Division will conduct the face to face interview/viva for final selection of Probationary Officers. The MD will finally examine the recommendations; if he wishes, he may

personally meet the candidates and accordingly may approve or disapprove recommendations for appointment.
Interview evaluation sheet in respect of each candidate will be in place considering all relevant factors and record will be maintained for reference.

Period of Probation and Confirmation in Service of Probationary Officer

The Probationary Officer will pass through a probationary period of 1 (one) year from the date of joining. Performance appraisal and interview by the management committee will be conducted at least a month before completion of 12 (twelve) months and only **VG (Very Good)** and **E (Excellent)** rated officers will be confirmed in substantive positions approved by the MD within policy framework. Subsequent career progression depends on performance, potential & merit of the individual candidates.

c) Recruitment of Experienced Executives/Officials

Sonali Bank will pay attention to develop its own manpower through training process. It must, however, need quality human resources to run its operations and expansion program through continuous training and development strategy. Recruitment of experienced Bankers from other banks will however, continue till the time MT process is geared up in core banking leadership positions.

Accordingly, as per requirement of the bank experienced Executives/ Officers may be appointed from time to time strictly in accordance with the job profile of the positions. After proper scrutinizing of the application received from the eligible candidates, they will be interviewed by the Management Committee. The Management Committee should ensure that the minimum qualifications, experience and competence required for a given job is rightly matched. Exceptions may, however, be made in case of extra ordinarily capable candidates. This means that for such cases educational qualification may be relaxed and similarly length of experiences may also be reduced considering candidates' special training and experiences in particular field of banking business.

The cases of selected candidates will be placed before the competent authority for approval. There will be no probation period for experienced Officers/Executives, who join from other Banks, if their services were confirmed by their earlier employers.

Recruitment Criteria for Experienced Executives/Officials

The bank will prepare "Job Profile" against each job available in the job grade ladder covering three service cadres in functional areas and all recruitments will be made according to the respective job profile.

There will be a separate "Job Profile Manual" for the bank to be maintained and followed for recruitments. Experienced Officials from the market meeting the bank's job profile will be recruited within policy.

In case of candidates having high potential, not more than one job grade up in the job grade ladder will be considered.

The following table shows the recruitment criteria for Executives/Officials summarized on the basis of the post and required experiences, qualifications etc.

Serial No.	Name of the Post	Requirement With minimum qualifications (B.A. / B.Com. / B.Sc.)	Requirement With higher qualifications
1.	DMD	5 years as GM or equivalent position in any scheduled Bank & minimum length of service 28 years.	4 years as GM or equivalent position in any scheduled Bank & minimum length of service 25 years.
2.	SEVP	4 Years as GM or equivalent position in any scheduled Bank & minimum length of service 25 years.	3 years as GM or equivalent position in any scheduled Bank & minimum length of service 22 years.
3.	EVP	7 Years as DGM/3 years as GM or equivalent position in any scheduled Bank & minimum length of service 22 years.	5 years as DGM/2 years as GM or equivalent position in any scheduled Bank & minimum length of service 20 years.
4.	SVP	5 Years as DGM/1 year as GM or equivalent position in any scheduled Bank & minimum length of service 20 years.	3 years as DGM/1year as GM or equivalent position in any scheduled Bank & minimum length of service 18 years.
5.	VP	2 years as DGM/5 years as AGM or equivalent position in any scheduled Bank and minimum length of service 18 years.	1 year as DGM/3 years as AGM or equivalent position in any scheduled Bank & minimum length of service 16 years.
6.	SAVP	3 years as AGM or equivalent position in any scheduled Bank & minimum length of service 16 years.	2 years as AGM or equivalent position in any scheduled Bank & minimum length of service 14 years.
7.	AVP	2 years as AGM/4 years as SPO or equivalent position in any scheduled Bank &	1 year as AGM/3 years as SPO or equivalent position in any scheduled Bank&

		minimum length of service 14 years.	minimum length of service 12 years.
8.	FAVP	3 years as SPO or equivalent position in any scheduled Bank & minimum length of service 12 years.	2 years as SPO or equivalent position in any scheduled Bank & minimum length of service 10 years.
9.	SEO	3 years as PO or equivalent position in any scheduled Bank & minimum length of service 10 years.	2 years as PO or equivalent position in any scheduled Bank & minimum length of service 8 years.
10.	EO	3 years as SO or equivalent position in any scheduled Bank & minimum length of service 8 years.	2 years as SO or equivalent position in any scheduled Bank & minimum length of service 6 years.
11.	PO	4 years as Officer in any scheduled Bank & minimum length of service 6 years.	3 years as Officer in any scheduled Bank & minimum length of service 5 years
12.	SO	3 years as Officer in any scheduled Bank & minimum length of service 4 years.	2 years as Officer in any scheduled Bank & minimum length of service 3 years.
13.	Officer	2 years as Junior Officer in any Scheduled Bank & minimum length of service 3 years.	2 years as Junior Officer in any Scheduled Bank & minimum length of service 3 years.
14.	JO	Minimum 2 years as Assistant Officer in any Scheduled Bank.	Minimum 2 years as Assistant officer in any Scheduled Bank.
15.	AO	Direct recruit.	Direct recruit.

4.6 Selection Process of Sonali Bank Limited

Selection is the part which carries an extra weight for any organization because the organizational performance, cost issues regarding recruitment and selection, and legal obligations depends on it. Realizing the importance of careful selection Sonali Bank Limited practices a well-organized selection process for all type of employees but the process varies for different positions. Focusing on the selection process for the

Management trainee/ External/Internal candidates of Sonali Bank Limited, the summarized selection process of the organization is explained below:

I) Receipt of Application

Once the recruitment process is completed, this is the first selection hurdle to join SBL. Candidates either send their CVs in application for a specific vacancy, or they send unsolicited CVs for any suitable position. The HR division collects job applications against each job vacancy. In case of newspaper advertisements, the applicants are given at least 3 weeks to apply. After a specific period, each and every job is closed for applying.

II) Sorting out of Applications

The next step is the short listing of CVs. Usually the HR division is engaged in the short listing. But the HR division may delegate this step to the respective divisions (for which the selection is being carried out) to save time.

To recruit experienced bankers, CVs may be sorted out from the collection of unsolicited CVs received. Or, another possibility is to find out experienced and competent bankers in other banks. Once potential candidates are thus found out, they are contacted and called for an interview.

III) Informing Candidates

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

IV) Assessing Candidates through Written Tests

After screening out the applicants from the previous phases, the chosen candidates sit for the written exam known as the aptitude test. The abilities the written test measures are:

i. Analytical ability
ii. Logical reasoning ability
iii. Numerical ability

The test question contains math based and analysis based questions where processing information from data and forming relationship ability among the clues of given problem are required to answer them. The exam committee checks the answer scripts. According to the top marks candidates are invited for interviews.

V) Interview

Candidates who qualify in the written test are called for an interview. The candidates are informed about the interview time, date and venue. The interview board consists of the MD, DMDs and the Head of HR. Even in the selection of fresh graduates for TA or MT positions, those top level and executive level managers are present. Usually only one interview is conducted for selecting a candidate for a position. But in case of recruiting experienced bankers, more than one interview is conducted if required.

In case of evaluating a candidate, the following competencies are evaluated.

- ✓ Appearance: Dress up, grooming, body language and eye contact.
- ✓ Communication Skills: communication with the interviewer, expressiveness.
- ✓ Confidence: enthusiasm, personal selling.
- ✓ Assertiveness: positivity attitude.
- ✓ Creativity: think out of the box.
- ✓ Resourcefulness: Basic knowledge about job and theoretical knowledge
- ✓ Management skills.
- ✓ Planning & organizing skills.
- ✓ Commitment/ Loyalty: Dedication towards jobs and organization.
- ✓ Customer Satisfaction Ability.

VI) Reference Check

When a candidate is selected for the job, his or her given reference has been checked by HR. The candidate must give at least two references. If the candidate is fresh, then he or she has to have one reference from his educational institute. But if the candidate was previously employed, must have one reference from last organization, preferably the supervisor. Subject to satisfactory response will get job offer.

VII) Job Offer

After the interview is conducted and the interviewees are evaluated, the management committee decides who is to be selected and who is to be rejected. After this final decision, an 'Offer Letter' is made for each selected candidate. Once the candidates accept this offer, they are given the 'Appointment Letter'. The candidates that are rejected are not informed.

An approval needs to be taken from the MD for all permanent position and temporary position and the approval is given by Deputy Director of HR. If a candidate successfully reaches the final stage then candidates are given a job offer. Individuals joining as MTO have a probation period of twelve months.

VIII) Medical Test

After the appointment letters are printed, the candidates are given one month for joining. First, the candidates have to go through physical examinations. If the result of these physical examinations is satisfactory, then the candidate is eligible to join the bank.

To measure the applicant's health and fitness for the job effort they investigate following test:

- General Physical Checking (blood pressure, breathing, pulse etc.)
- X-Ray Chest (Standard)
- Microscopic Urine Analysis/ Urine routine
- Blood Checking (Blood grouping, Hepatitis-B, Blood Sugar)
- ECG

IX) Joining and Placement

After the physical examination, the candidate needs to bring the result of the medical tests along with all the necessary documents and academic certificates for joining. After going through the formal joining and placement process, the candidates are finally employees of Sonali Bank Limited.

4.7 At a Glance: Selection Process of Sonali Bank Limited

After analyzing this report I have found the followings which are exist in SBL:

- Before Planning Manpower SBL assesses the -Need assessment, External conditions, Organizational conditions, Employee conditions, Employee Inventory.
- Sonali Bank Limited analyzes job for the purpose of HR Planning, Recruitment and Selection, Setting and Monitoring Performance Standards, Training, Compensations and Benefits
- SBL uses both internal and external sources of recruitment.

- Recruitment and Selection of SBL is done by four ways- direct recruitment and selection, recruitment and selection through advertisement, internal job posting and promotion.
- SBL uses press advertisement for recruitment and selection.
- SBL uses employee referrals for recruitment and selection.
- SBL uses public and private employment agencies for recruitment and selection.
- There is no gender discrimination in SBL.

Chapter 5

FINDINGS

5.1 Problems of Sonali Bank Limited in the Selection and Recruitment Process

For several years, Sonali Bank Limited is facing difficulties to employ appropriate personnel for it. There are many reasons behind the challenges which are described below.

A. Conventional Recruitment and Selection Method

The main problem of the recruitment and selection process is that the process itself is very old. Compared with some private commercial banks, it is clearly visible that the conventional recruitment and selection process are no longer effective in the modern time. For example, taking 'hard copies' for CVs and less use of IT in the process makes it more time consuming compared to some other private banks. Other problems in the conventional method are

- Manual CV evaluation.
- Traditional written examination.
- Delay in publishing result.
- Ineffective communication system etc.

B. Time Consuming

The recruitment and selection process is very much time consuming. To get recommendation from division or to sort out application, to call for a written test or for an interview it takes much more time than most of the private commercial banks. Again, the main reason behind this is the conventional process that Sonali Bank Limited follows for recruitment and selection. Also, inefficient personnel conducting the whole task make it worse.

C. Political Influence

As politics is the main problem for many industrial sectors in Bangladesh, it is no different in the banking sector. Especially in the government banks it is in a critical situation. Political influence over the bank and its selection and recruitment process make it difficult to select the right personnel. Because of it, well qualified people are left out and less qualified people are getting selected. It has been a major issue for the bank and it also seems to become worse day by day. If this problem continues to prevail over the bank, it cannot fix its other problems.

D. Less Use of Technology

As this has been the problem with most of the government institutions Sonali Bank Limited is no different. The less use of technology on the selection process makes it more time consuming and less effective. Also it makes the whole recruitment and selection process prone to fault. As the whole banking industry, especially the private banks, are opting with latest technology, Sonali Bank Limited must adopt with latest technology to keep pace with other banks.

Another point to note is that many of its employees are not familiar with many technologies. Also it does not have a proper communication system. Sending paper documents in various departments make it more difficult and time consuming.

E. Corruption in Promotion

For internal recruitment promotion is one of the ways. But many times promotion is given on the basis of 'good relation' with the upper level employees and not on the base of performance. Thus many effective and deserving employees lose motivation and focus on his relation with superiors instead of performance.

Above were the main problems regarding the recruitment and selection process of Sonali Bank Limited. Apart from those problems there are some more problems which make the process less effective. Some of those problems are summarized below.

- Sonali Bank Limited's HR planning can be made more effective if it is revised more often according to the change in this fast-moving industry.
- There is no feedback system established to find out the efficiency of the system and correct its drawbacks.
- No study is conducted to justify the effectiveness of the recruitment tests.
- Regret letters are not sent to the candidates who are not selected after joining of the finally selected candidates.
- SBL does not always check references properly, which may lead to a grave problem for the organization.

Chapter 6

RECOMMENDATIONS AND CONCLUSION

6.1 Recommendations

The success of a commercial bank depends largely in the quality of service rendered to the clients. Quality of service depends on the competence and the quality of the employees of the organization. Therefore, the authority of SBL has to be careful in recruiting the right person for each job.

Sonali Bank follows the conventional Selection and Recruitment process system. To have a sound and bold selection and recruitment process it must overcome its faults in the process. The bank should try to arrange more training programs for their officials. Following are some recommendations for the betterment of its selection and recruitment process.

A. Technological Advancements

Sonali Bank Limited has to be more technologically advanced with its selection and recruitment process. More efficient personnel should be used in the process. The amount of paper work must be reduced and the internal communication system can be digitalized. By using technology more often it can make the process faster. To keep pace with its competitors it must have a sound selection process.

To do so, the HR department must communicate their needs with upper level and allocate the necessary resources. There has to be some time saving and cost-effective way for proper recruitment ways and the increase in the use of technology can be a great help in this regard.

B. Make It Less Time Consuming

The recruitment and selection of Sonali Bank Limited is a time-consuming procedure. More specifically, the selection process because of all the process goes through the decentralized decision-making process that takes more time to complete the whole selection process. To perform an entire recruitment and selection session HRM needs minimum 5 months and maximum 6 months in case of MTO / TO/ TCO placement. Therefore, when the selection take place Sonali Bank Ltd loses more qualified candidate because within this time most of the candidates join in another organizations. So, the ultimate result does not become fruitful.

So from this prospect, Sonali Bank Limited has to complete the entire process as early as possible in order to grab the qualified employees before entering elsewhere. Short

duration of recruitment and selection procedure would not only increase the HRM's efficiency, by employing qualified employees but also increase the organization's effectiveness.

C. Reduce Political Influences

This might be the hardest part to do but it is a must. If the political pressure is not removed it will not be possible to employ the actual qualified employees. To do so honesty among workers is necessary. They must be vigilant about facing the political pressure.

If this problem is not dealt immediately this problem will rise and bring on more problems. Delay will make it tough to reduce those problems. Workers will not work properly and the efficiency will get worse.
The top management should also be honest about the internal recruitment. They should focus on the performance of an employee and not his 'relationship'. It will be the right thing to do as the right employee will get promotion. It will also lead to more job satisfaction.

Sometimes applicants who are referred by the top level management gets more favor form the recruiting board. It is not fair because the organization may overlook the qualified employees who are really fit for the organization. In case of selection process nepotism should be strictly forbidden. Afterward, this malpractice has been continuing in many selection programs.

Therefore, from this prospect, for the welfare of Sonali Bank Limited, nepotism has to be stopped and the management bodies have to give more emphasis on conducting a fair recruitment and selection program.

D. Proper Budgeting

There is no proper guideline in The Sonali Bank Limited regarding the recruitment budget. In the beginning of fiscal year, a certain amount of budget is disbursed to resource planning unit on basis of assumption but whether the budget is reasonable or not; it is not verified. If the recruitment budget covers the cost, it is all right. But when the budget is not sufficient, in that case, the resource planning unit has to ask for additional amount of money through a formal application with proper reasons which delays the overall recruitment and selection process.

From this prospect, there should be proper budget for recruitment and selection purpose so that the recruitment and selection process is not hampered any way. If possible, the Managing director may discuss with recruitment manager about the amount of budget when it is disbursed.

All these above-mentioned recommendations can make the recruitment and selection procedures more effective and efficient.

6.2 Conclusion

Human Resource Management always acts to bring out potentials, to develop quality and to also meet all the demand of the work force. The study of the recruitment and selection process of Sonali Bank Limited revealed that employees are the most valuable resources for the progress of the organization. For the development of these valuable resources there are many factors involved. In this regard "Recruitment and Selection Process" play the most important role. To increase the productivity of an organization effective & dynamic recruitment and selection procedure is essential.

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

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