

Project Paper
On
Recruitment and Selection Process of Prime
Bank Limited

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Letter of Transmittal

14th November, 2023

Controller of Examinations

National University

Gazipur-1704

Subject: Submission of Project paper.

Dear Sir,

I am highly pleased to submit my Project paper on **Recruitment And Selection Process Of Prime Bank Ltd.** In preparing this report I have tried my level best to accumulate relevant information from all the available sources. In this case of the preparation of this Project paper, I have studied various document and also gathered particular knowledge.

In this Project paper, I have tried to give my best effort besides of short coming. I would be graceful if you consider those from excusable point. I am highly glad that you have given me the opportunity to prepare this Project paper and hope that this report will meet the standards of your judgment. Any limitation in my Project paper will subject to your kind full consideration.

Sincerely,

Tanvir Hassan Nabil

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Certificate of Approval

I hereby declare that the concerned report entitled **Recruitment And Selection Process of Prime Ltd** is an original work by Tanvir Hassan Nabil Roll: 2020438 Registration No: 19601000551 Session 2019-2020 Major in HRM MBA Program Daffodil Institute of IT (DIIT), completed his project paper under my supervision and submitted for the fulfillment of the partial requirement of MBA Program at Daffodil Institute of Information Technology

I wish him every success in life

.....

Prof. Dr. Mohammed Shakhawat Hossain

Principal

Daffodil institute of IT (DIIT)

Student Declaration

I hereby declare that my Project paper titled on **Recruitment and Selection Process of Prime Bank Ltd** Under the supervision of Prof. Dr. Mohammed Shakhawat Hossain, Principal of Daffodil institute of IT (DIIT). Moreover, I want to confirm that the report is only prepared for academic requirement not for other purpose

Sincerely

.....

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Acknowledgement

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I would like to express my deepest gratitude and appreciation to Md.Omar Faruk Assistant Professor & Head (MBA Program Department of Business Administration, Daffodil institute of IT (DIIT) it would have been possible for me to complete this work without his help advice and suggestion.

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Abstract

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

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

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

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

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CHAPTER 1

INTRODUCTION

1.1 Introduction:

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

1.2 Origin of the Report:

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

1.3 Objectives of the Study:

Board Objectives:

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

Specific Objectives:

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

1.4 Methodology:

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

1.5 Limitations:

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

1. Unavailability of relevant information and record in the organization was a major hindrance.
2. Another limitation was busy working environment, Employees had limited time to provide information because of their busy routine work.
3. Unintentional non-cooperation of the respondent in providing necessary information.
4. Some of the employees were afraid of in providing confidential information.

CHAPTER 2
LITERATURE REVIEW

2.1 Literature Review

Costello (2006) described according to recruitment the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies.

Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success.

Dessler (2000) lists the essence of these in the following; build a pool of candidates for the job, have the applicants fill out application forms, utilize various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have the candidate(s) go through selection interviews, and determine to which candidate(s) an offer should be made.

Mullins (1999) indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job. The human resource management practices include recruitment, selection, placement, evaluation, training and development, compensation and benefits, and retention of the employees of an organization. Businesses have developed human resource information systems that support: (i) recruitment, selection, and hiring, (ii) job placement, (iii) performance appraisals, (iv) employee benefits analysis, (v) training and development, and (vi) health, safety, and security.

Miyake, (2002) indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the “grapevine” finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover).

Odiorne (1984) indicated that the quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the calibre of candidates attracted.

According to Kaplan and Norton, (2004) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost.

Bingley et al, (2004) suggested that, increasingly, many organizations are being transformed from structures that are built on functions and jobs, to those where focused, self-directed work teams, made up of empowered individuals with diverse backgrounds, are replacing traditional specialized workers.

Ballantyne, (2009) Said Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment.

Walker, (2010) indicated Companies can only succeed in the long-term if they recruit and motivate people who are able to respond to and shape the challenges of the future. These are the individuals with the capacity to create competitive advantage from the opportunities presented by changing markets, with the desire to learn from customers, consumers, suppliers and colleagues, and who possess the ability to build and influence long-lasting and effective partnerships. he recruitment of new employees helps to demonstrate a company's aspirations, highlighting the skills and attitudes to which it attaches the highest priority. The choice also provides a major opportunity to communicate the values and successes of the organization – to explain why the company offers the most attractive place for a person to develop their career. Yet this competition for top talent is nothing new; and if the challenge for HR managers is to spot the best people and win their favor.

Chapter 3

ORGANIZATIONAL OVERVIEW

3.1 Overview of Prime Bank Limited

Prime Bank established in 1995 by a group of highly visionary local entrepreneurs to visualize an idea of forming a commercial bank with a different outlook. They were determined to provide reliable service with superior value product to customer. The sponsors are reputed personalities in the field of trade and commerce and their stake ranges from shipping to textile and finance to energy etc. As a fully licensed commercial bank, Prime Bank Ltd. is being managed by a highly professional and dedicated team with long experience in banking. Rather than business they mainly focus on understanding customer need and trying to anticipate their needs. Because they know, Bangladesh needs a properly managed financial institution to achieve customer satisfaction. Through their strong determination, Prime Bank becomes now the most popular bank among people in a short period of time. They achieved spectacular milestones in banking sector which signifies their excellence in banking business. The bank has been graded as a top class bank in the country through internationally accepted CAMEL rating. Prime Bank offers all kind of corporate and personal banking services covering all segments of society within the framework of banking Company Act.

Diversified products are one of the major reasons of their success. They have corporate banking, retail banking, SME banking and lot more. The bank has consistently turned over good returns on Assets and Capital. Total assets of Prime bank limited stood at Tk 199,950 million in 2011 as against Tk 154,342 million in 2010. Net profit after tax stood at Tk 3,662 million registering a growth of 7.87 percent during 2011. Weighted average Earnings per Share increased to Tk 4.70 (after split) as at December 31, 2011 from Tk 3.98 in the previous year. Average ROA and ROE stood at 2.07 percent and 22.32 percent respectively. Out of this, Tk. 5,776 million consists of paid up capital by shareholders and Tk. 282.21% million represents Total Operating performance Ratio. The banks current Cost income ratio of 37.22% is in the market. Prime Bank Ltd., since its beginning has attached more importance in technology integration. In order to retain competitive edge, investment in technology is always a top agenda and under constant focus. Keeping the network within a reasonable limit, their strategy is to serve the customers through capacity building across multi delivery channels. Prime Bank Ltd. is better placed and poised to take their customers through fast changing times.

3.2 Vision, Mission and Strategic Priorities of PBL

Vision

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



Mission

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



Efforts are focused

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

Strategic Priorities

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

Awards and Recognitions:

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

3.3 History and Corporate Information:

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

- ✓ **August 01, 2009** Launching of Internet Banking
- ✓ **August 04, 2009** opening of first SME center.
- ✓ **December 12, 2009** Recipient of SAFA Best Bank Award.
- ✓ **December 31, 2009** Obtained permission for issuance of Subordinated Bond.
- ✓ **August 02, 2010** Inaugurated three money transfer branches in UK
- ✓ **December 19, 2010** Obtained Best Bank award from the ministry of finance
- ✓ **January 1, 2011** Change in Accounting Policy
- ✓ **April 28,** Incorporation of PBIL
- ✓ **July 8, 2011** Amendment of FRS 1
- ✓ **August 2, 2011** Launching of Phone Banking
- ✓ **September 1, 2011** Commencement of Business of PBL Finance (Hong Kong) Ltd.
- ✓ Prime Bank is the title sponsor of the 2013 edition of Bangladesh Premier League cricket tournament.^[12] They are also the owners of [Prime Bank Cricket Club](#). In July 2014, [Anti-Corruption Commission](#) sued eleven staff of the bank who had embezzled 926.5 million taka from customers using forged papers.
- ✓ Azam J Chowdhury was reelected chairman of the bank in June 2018.
- ✓ In 2020, Prime Bank has launched women banking facilities called *Neera*. This banking includes products that help unbanked women achieve financial freedom and independence.
- ✓ Prime Bank has a countrywide programme to drive financial literacy among the unbanked women of the society.
- ✓ In October 2021, the bank received 30 million dollar funding from [British International Investment](#).
- ✓ Prime Bank issued 6 billion taka in bonds in October 2022. The April to June quarter saw the bank earning increase by 42 per cent

(Source-
Wikipedia)

3.4 Prime Bank at a Glance:

01.	Date of Incorporation	12 th February, 1995
02.	Date of Commencement of Business	17 th April, 1995
03.	Capital Authorized	Tk. 25000 Million
	Paid-up Capital	Tk. 11323 Million
04.	Deposits	Tk. 233028 Millions
05.	Loans & Advances	Tk. 232400 Millions
06.	Net Profit	USD 36.57 Millions
07.	Total Assets	USD 3940.09 Million
08.	Global Reach	528 Correspondents Worldwide
09.	Number of Employees	2927 of (Aug) - 2023
10.	Capital Adequacy Ratio	17.69%
11.	Liquidity Ratio	17.28%
12.	Non-Performing Loan	3.15%
13.	Return on Assets	1.76%
14.	Return on Average Shareholders Fund	21.6%
15.	Return on Equity	13.05%
16.	Earnings per Share (EPS)	3.87 (Tk.100.00 each share).
17.	Name of the Chairman Of PBL	Mr. Tanjil Chowdhury
18.	Number of Branches	146
19.	Number atm Booths	170
20.	It is a Publicly Traded Company	Share quoted daily in DSE & CSE
21.	Credit Card	Member of Master Card
22.	Banking Operation System	Both conventional & Islamic Shariah System

23.	Technology Used	Member of SWIFT Online Banking UNIX Based Computer System
24.	Head Office Address	Adamjee Court Annex Building-II 119-120, Motijheel C/A, Dhaka-1000, Bangladesh Phone: 9567265, 9562983 Telex: 642459 PRIME BJ 671543 PBL MJ BJ Fax: 880-2-9560977, 9567230 E-mail: primebnk@ bangla.net SWIFT: PRBLBDDH Website: www.primebank.com.bd

Table-1

Source-

(www.primebank.com.bd)

3.5 Product/ Service Offering

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

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

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

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

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

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

Islamic Banking	Hashanah deposit Product	Hashanah Investment Product	Hashanah Foreign Trade	
	Al Wadena current deposit	Hashanah home investment	Import Business	Export Business
	Moradabad saving deposit	Hashanah auto investment	Wakelin	Pre-shipment finance
	Moradabad double benefit	Hashanah household durable investment	Murayama	Post-shipment

				Finance
	Moradabad Education deposit Scheme	Hashanah medical investment	Mishawaka	
	Moradabad Haze deposit scheme			
	Moradabad monthly deposit scheme			
	Moradabad lakhmoti deposit shame			

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

SME Banking	Asha Rim(Collateral Free Loan)
	Chili Rim (Collateral Free Loan)
	Digul Rim (Double Loan)
	Sampan Rim (Capital Loan)
	Mosheim Rim (Seasonal Loan)
	Anchor (Women Entrepreneurs' Loan)
	Agriculture Banking

3.5.1 Operational Network:

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

Branches of Prime Bank Limited:

Division wise Branches	No. of Branches
Dhaka Division	66
Chittagong Division	34
Barisal Division	1
Sylhet division	20
Rajshahi division	12
Rangpur division	04
Khulna Division	09
Total	146

Table 2

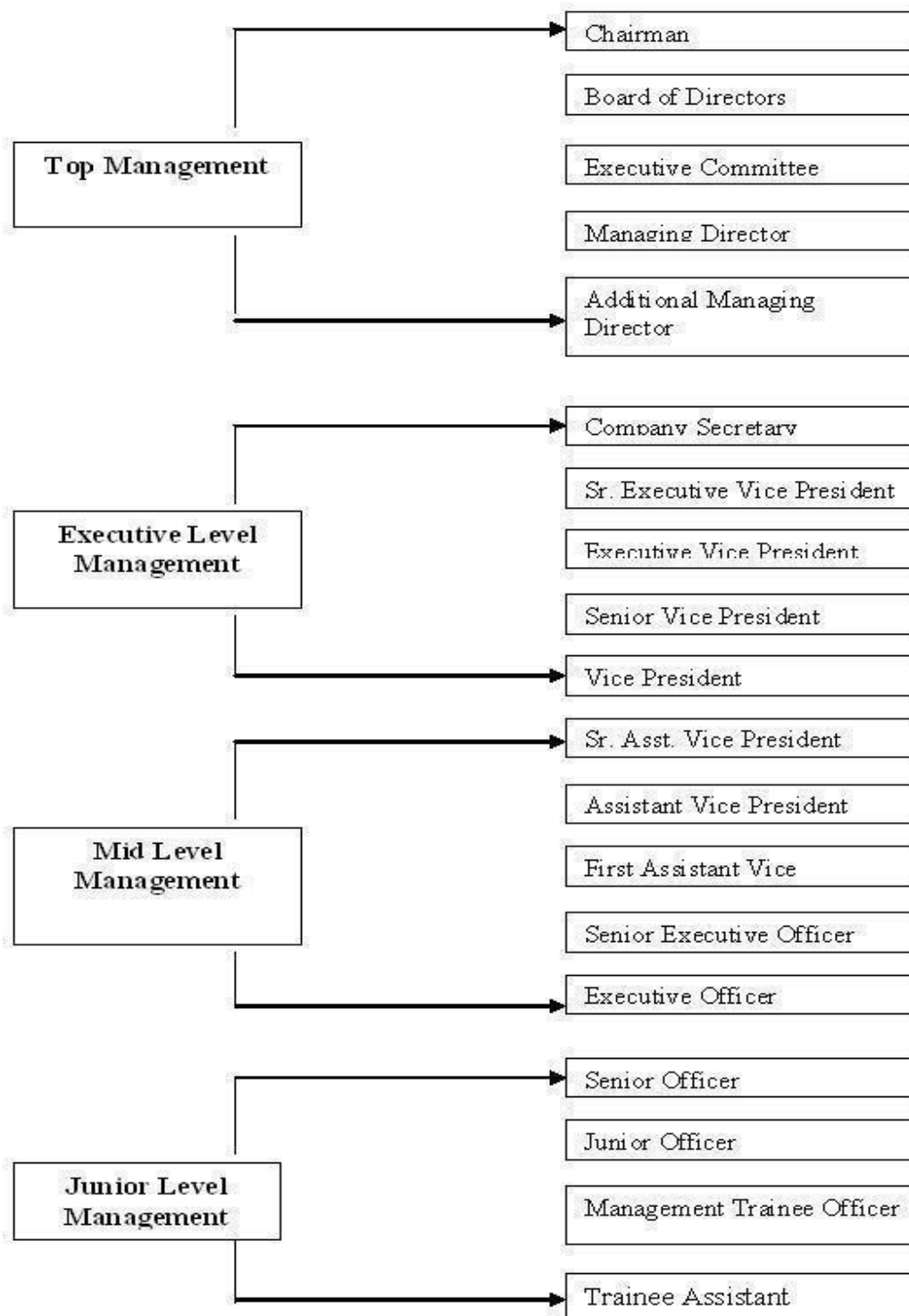
3.5.2 Departments of Prime Bank Limited:

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

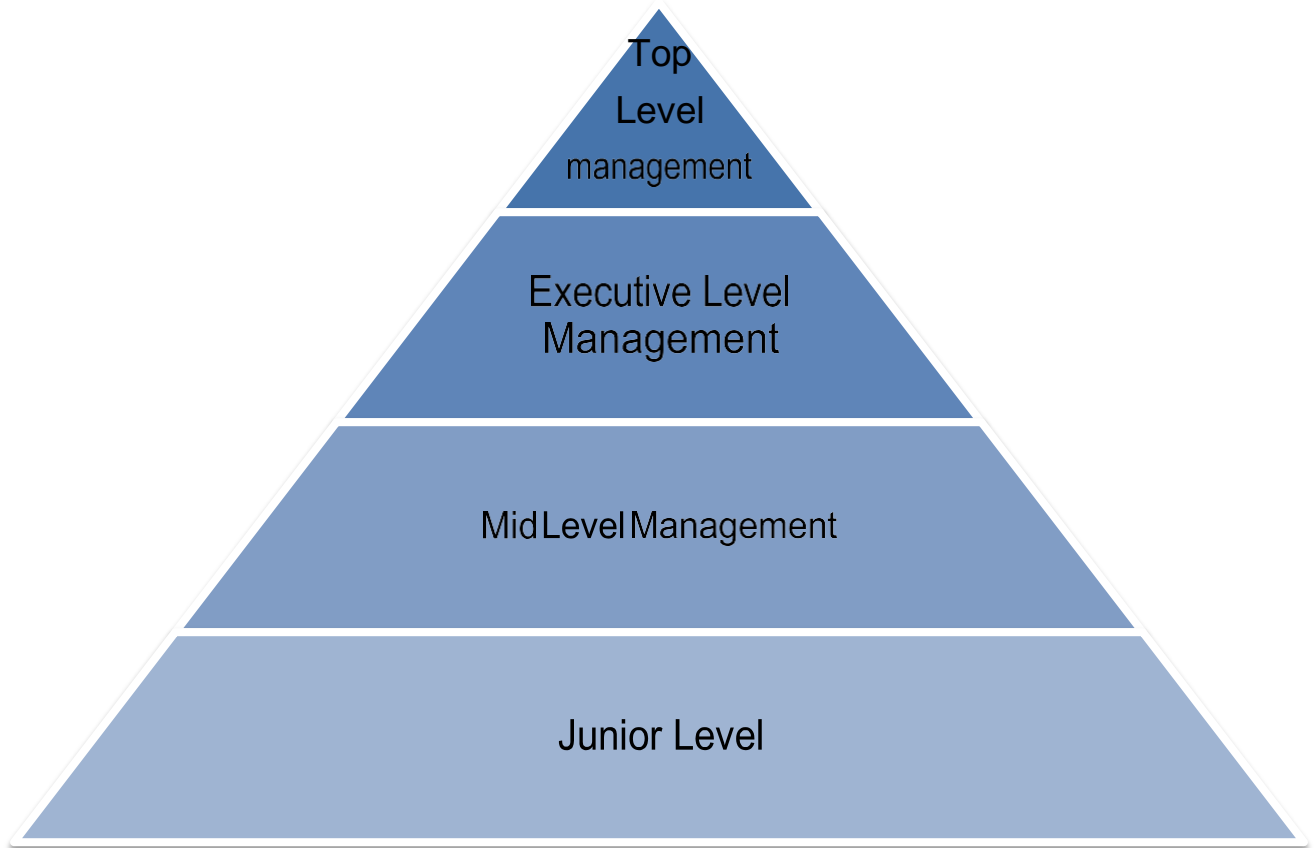
Involved in multiple tasks. Examples of few other departments at Prime Bank Ltd are given below:

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

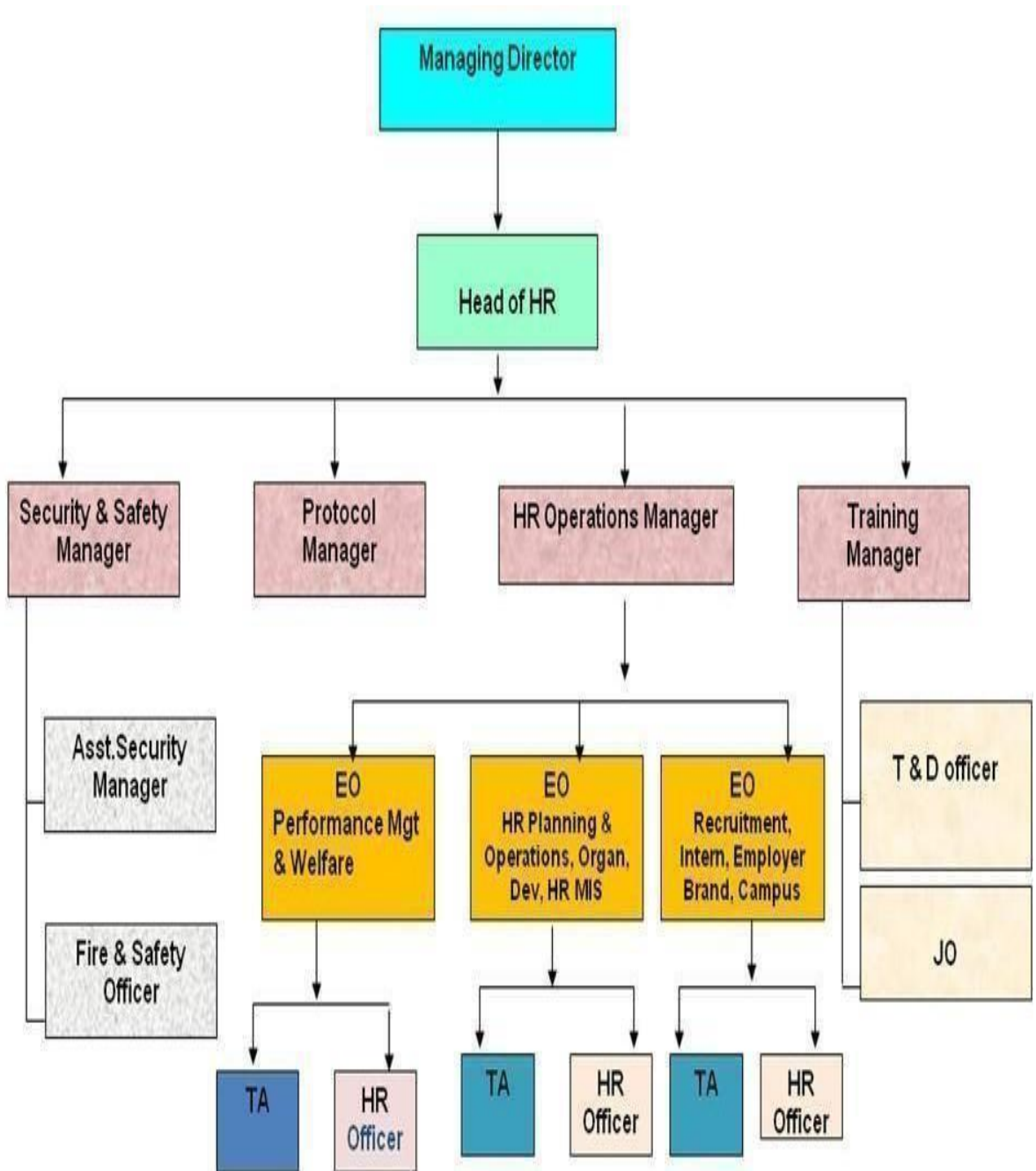
3.5.3 Organogram of Prime Bank Limited:



3.5.4 Management Hierarchy of Prime Bank Limited:

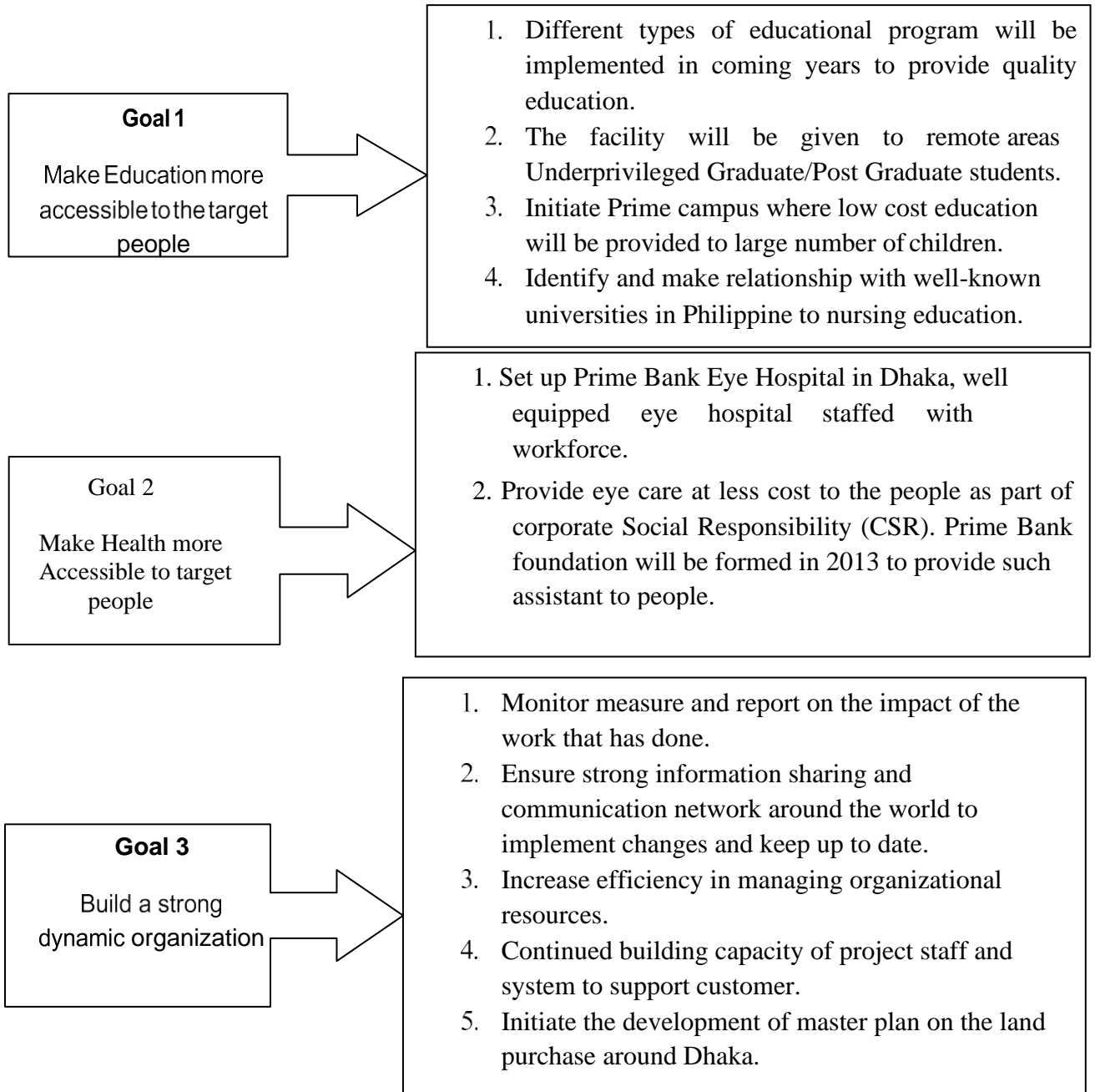


3.5.5 HR organogram of Prime Bank Limited:



3.5.5.1 Vision for the Future:

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



Chapter 4

Theoretical Aspect

4.1 Recruitment and Selection Process types of Prime Bank Limited:

Prime Bank Limited, like many other financial institutions and companies, typically follows a structured recruitment and selection process to hire employees. While the specific details of their process may change over time and can vary depending on the position, here are the general steps you might expect to find in the recruitment and selection process at Prime Bank Limited

1. **Job Posting:** The bank posts job openings on their official website, job portals, and sometimes in newspapers or through recruitment agencies.
2. **Application Submission:** Interested candidates are required to submit their applications and resumes through the bank's online application system or by email, as per the instructions provided in the job posting.
3. **Screening and Shortlisting:** The HR team reviews all received applications to shortlist candidates based on their qualifications, experience, and suitability for the job.
4. **Initial Assessment:** Shortlisted candidates may be required to undergo an initial assessment, which could include written tests, online assessments, or other forms of evaluation depending on the role.
5. **Interview:** Candidates who pass the initial assessment are invited for an interview. There may be multiple rounds of interviews, starting with HR interviews and followed by technical or panel interviews. These interviews assess a candidate's skills, knowledge, and cultural fit within the organization.
6. **Reference Checks:** Prime Bank may contact the provided references to verify a candidate's background and work history.
7. **Background Verification:** The bank conducts a background check, which includes verifying a candidate's educational qualifications, employment history, criminal record, and credit history (if relevant).
8. **Job Offer:** A formal job offer is extended to the selected candidate, including details on compensation, benefits, and other employment terms. The candidate may negotiate these terms before accepting the offer.

9. **Onboarding:** Once the candidate accepts the job offer, they undergo an onboarding process, which includes orientation, training, and completing necessary paperwork.
10. **Probation Period:** Many employees are subject to a probationary period during which their performance is closely monitored. Successful completion of this period may lead to a permanent position.

It's important to note that the specific steps and requirements may vary for different positions within Prime Bank Limited, and they may modify their recruitment process over time to align with their evolving needs and industry standards. Therefore, it's a good idea to check with the bank's official website or contact their HR department for the most up-to-date information on their recruitment and selection process.

4.2 Recruitment and Selection Process selection method of Prime Bank Limited:

The selection methods used by Prime Bank Limited, or any organization, can vary depending on the specific job positions and requirements. However, here are some common selection methods and techniques that Prime Bank Limited may employ during their recruitment process:

1. **Interviews:** Interviews are a fundamental part of the selection process. Prime Bank typically conducts multiple rounds of interviews, including HR interviews and technical or panel interviews. These interviews are used to assess a candidate's skills, knowledge, experience, and cultural fit within the organization.
2. **Written Tests:** Depending on the position, candidates may be required to take written tests to evaluate their knowledge, problem-solving abilities, and technical skills. These tests can be specific to the job role and may include subjects related to finance, banking, or general aptitude.
3. **Assessment Centers:** Assessment centers are used for more comprehensive evaluations, often for managerial or leadership positions. Candidates may be given tasks, case studies, group exercises, and role-plays to assess their leadership, decision-making, and interpersonal skills.
4. **Psychometric Testing:** Prime Bank Limited may use psychometric assessments

to evaluate a candidate's personality traits, cognitive abilities, and behavioral characteristics. This helps in determining if the candidate is a good fit for the role and the bank's culture.

5. **Reference Checks:** Reference checks are conducted to verify a candidate's work history, performance, and character. The bank may contact the provided references to gain insights into the candidate's past experiences.
6. **Background Verification:** Background checks are conducted to verify a candidate's educational qualifications, employment history, criminal record, and credit history (if relevant to the job position).
7. **Skill Assessments:** Depending on the role, candidates may be asked to complete skill assessments or practical exercises to demonstrate their job-related skills. For example, candidates applying for IT or technical positions may be required to perform coding exercises.
8. **Presentation and Group Discussions:** Candidates may be asked to deliver presentations or participate in group discussions to evaluate their communication, presentation, and teamwork skills.
9. **Panel Interviews:** For senior or specialized roles, candidates may face panel interviews where they are interviewed by multiple interviewers, often including department heads or senior executives.
10. **Job Simulation Exercises:** In some cases, candidates may be asked to perform job-related tasks or simulations to assess their ability to handle real-world scenarios in the role they are applying for.
11. **Final Interview:** The final interview may involve top management or senior executives to ensure alignment with the bank's overall strategic goals and values.

The specific selection methods used by Prime Bank Limited may vary depending on the position, department, and other factors. It's essential for candidates to be well-prepared for the selection process by understanding the requirements of the job and the selection methods that may be used. Additionally, it's advisable to check the bank's official website or contact their HR department for the most current information on their selection methods and techniques.

4.3 Responsibilities in HR Division:

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

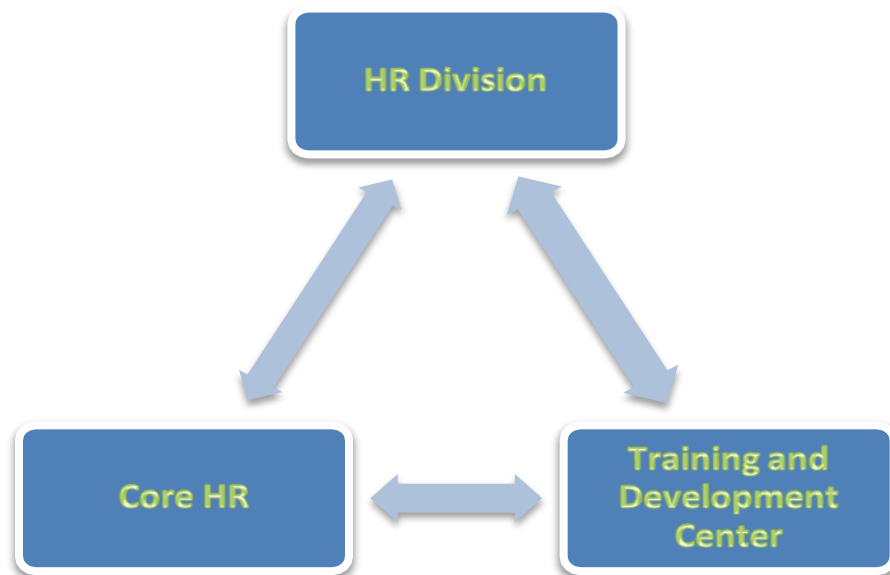


Figure: Responsibilities in HR Division:

Chapter 5
Recruitment and Selection Process
of Prime Bank Ltd

5.1 Recruitment and Selection Process of Prime Bank Limited

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

Year	No. of Branches	No. of Employees
2010	30	1309
2011	35	1356
2012	42	1412
2013	47	1496
2014	52	1587
2013	60	1613
2014	73	1680
2015	85	1730
2016	90	1800
2017	105	1850
2018	138	1950
2019	138	1970
2020	139	2100
2021	144	2354
2022	146	2927

Table 3

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

The recruitment philosophy of PBL is as follows:

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

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

5.2 Types of Recruitment:

PBL practices two types of recruitment

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

Recruitment Sources and Methods:

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

- Different universities
- Competitors and other organizations
- Unsolicited applicants

Recruitment form campus generally handled by the HR division and the planning for this has done based on the annual manpower plan. At first the respective department makes a shortlist of candidate. Prime Bank recruits from campus for entry level positions. The plan for campus recruitment will have to tie up with the placement season of various universities that are targeted for recruitment. . The HR Division needs to identify a set of campuses based on the courses conducted there, any past experience of candidates from these campuses and the emerging requirements of the bank

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

- Available Spread of candidates
- Cost Impact
- Time needed

And the external recruitment methods include:

- Advertising in newspaper and company website
- Employee referral
- Selection Process:

5.3 Selection Process

Different types of selection process are described in below.

Receipt of Application:

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

Sorting out Applications

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

Informing Candidates:

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

Written Test:

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

Interview:

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

Final Approval by Competent Authority:

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

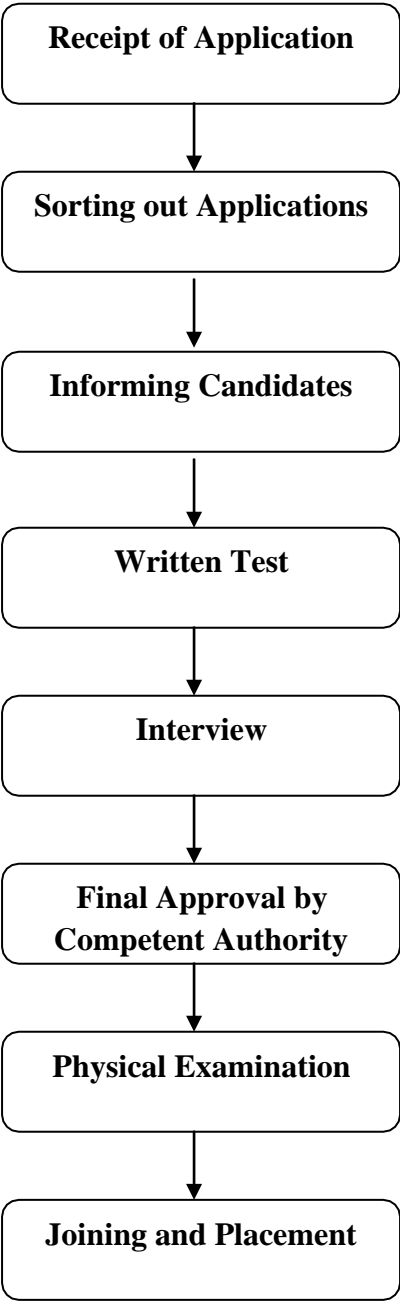
Physical Examination:

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

Joining and Placement:

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

5.4 Mode of Selection Process in Prime Bank Limited:



5.5.5 Characteristics to look for in different stages of recruitment:

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

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

Table 4

5.5.5.1 Recruitment and Selection Policy of Prime Bank Limited:

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

Recruitment Procedure:

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

Recruitment Category:

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

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

5.5.5.2 Core Banking Service Cadre (CBSC):

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

- Management Trainee (MT) is the high potential fresh graduates/post graduates to be recruited in the bank management cadre service within policy.
- MT is the future leaders to move up to different leadership positions with gaining of experience & competence.
- People containing high potential and take pressure of managerial position are mostly recruited as MT in Prime Bank.
- Prime Bank used to take MT from listed universities in Bangladesh like Dhaka University, BRAC, and North South University. Only BIBM students are directly recruited as MT.

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

5.5.5.3 Banking Operation Service Cadre (COSC)

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

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

5.5.5.4 Banking Support Cadre Service (BSSC):

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

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

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

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

Table 5

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

1. Trainee Assistant
2. Management Trainee
3. Experienced Officer

Trainee Assistant Recruitment

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

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

Trainee Assistant shall be recruited either through:

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

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

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

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

Written Test and Interview Model for TA:

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

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

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

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

Interview Committee and Rating Sheet:

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

Probationary Period and confirmation of services as TA:

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

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

5.5.5.5 Management Trainee Recruitment:

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

Management Trainee shall be recruited either through:

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

Written Test will not be required for the following:

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

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

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

chart Have minimum computer knowledge of the following:-

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

MT Category, Requisite Qualifications and Placement Status:

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

- A. Graduate MT cadre and
- B. Post Graduate MT cadre

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

A. Graduates:

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

B. Post Graduate:

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

Period of Probation:

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

MT Exposure on the Job and Performance Evaluation:

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

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

Confirmation in Service:

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

5.5.6.1 Recruitment of Experienced/Executive Officials

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

Recruitment Criteria:

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

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

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

5.5.6.2 SWOT Analysis of Prime Bank Ltd

Every coin has two sides like this Prime Bank has some major strength and weaknesses as well as some threats and opportunities. Those are highlighted below:

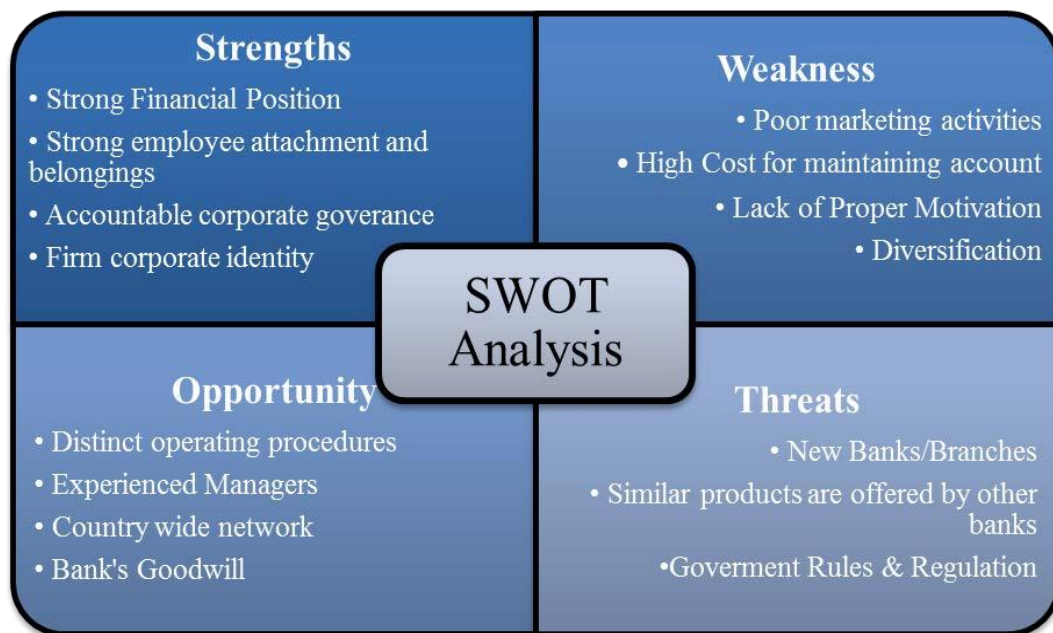


Fig: SWOT Analysis of Prime Bank Limited

1. **Strengths:** PBL is one of the leading providers of financial services. With its strong corporate image and identity, it has better positioned itself in the minds of customers. The employees of PBL have a strong sense of commitment towards organization and also feel proud and a sense of belonging towards PBL.
2. **Weaknesses:** PBL currently don't have any strong marketing activities through mass media e.g. Television, Radio. Although they do a lot of CSR activities compared to other banks. Moreover the account maintenance cost for PBL is comparatively high. In the long run, this might turn out to be a negative issue for PBL. PBL has less variation in their business they can pursue a diversification strategy in expanding its current line of business. The salary at PBL is very decent, but it lacks other sorts of motivation.
3. **Opportunities:** Repayment capacity as assessed by PBL of individual client helps to decide how much one can borrow. As the whole lending process is based on a client's repayment capacity, the recovery rate of PBL is close to 100%. This provides PBL financial stability & gears up PBL to be remaining in the business for the long run. On the other hand Bangladesh is a developing country to satisfy the needs of the huge population, so PBL has great opportunity to grab the customer by providing greater services.
4. **Threats:** The upcoming private & multinational banks posse's serious threats to the existing banking network of PBL: it is expected that in the next few years more commercial banks will emerge. Alongside now-a-days different foreign and private banks are also offering similar type of products with an almost similar profit margin. So, if all competitors fight with the same weapon, the natural result is declining profit. Along with all these industrial downturn trend and govt. rules & regulations over banking industry is also a distressing threat.

Chapter 6:
FINDINGS,
RECOMMENDATIONS
AND CONCLUSION

6.1 Findings

PRIME Bank's HRD is a very enormousness and an elaborate section of overall management process. Behind every success or failure HR activities are considered the ultimate deciding factor. That is why PRIME Bank always gives high priority to the HR practices. In the process of studying the issue, following aspects have been identified and deserve explanation:

1. PRIME Bank's flow of employment increase is satisfactory.
2. The recruitment and selection is quite fair and square. Everyone at the HR Division is honest and impartial which promotes the environment of accountability.
3. The recruitment and selection process of PRIME Bank emphasizes more on who fits the organization, rather than who fits the job. Thus, it has created a unique organizational culture and the whole HR Division has ensures a friendly and caring working environment.
4. PRIME Bank's HR planning can be made more effective if it is revised more often according to the change in this fast moving industry.
5. No study is conducted to justify the effectiveness of the recruitment tests.
6. Regret letters are not sent to the candidates who are not selected after joining of the finally selected candidates.
7. PRIME Bank does not always check references properly, which may lead to a grave problem for the organization.
8. PRIME Bank recruits fresh graduates for entry level. For mid-level and higher level they prefer internal recruitment. In case the competent candidate is not available then it recruits experience people from the same industry.

6.2 Recommendations

Recommendations for improving the recruitment and selection process at Prime Bank Limited, or any organization, should be based on the organization's specific needs and goals. However, here are some general recommendations that can enhance the effectiveness of the recruitment and selection process at the bank:

1. Streamline and Digitalize the Process:

- Implement an applicant tracking system (ATS) to streamline the application and candidate management process.
- Use digital tools for job postings, applications, and assessments to reduce paperwork and improve efficiency.

2. Clearly Define Job Requirements:

- Ensure that job descriptions and specifications are clear, accurate, and up-to-date, specifying the skills, qualifications, and experience required for each role.

3. Training for Interviewers:

- Provide training to interviewers and hiring managers on effective and unbiased interview techniques to make more informed decisions.

4. Continuous Feedback and Improvement:

- Gather feedback from candidates about their experience during the recruitment process and use this feedback to make improvements.

5. Regularly Review and Update Policies:

- Review and update the bank's recruitment and selection policies to align with changing laws, regulations, and best practices.

6. Data-Driven Decision-Making:

- Collect and analyze data on recruitment and selection processes to make data-driven decisions and identify areas for improvement.

7. Monitor and Mitigate Unconscious Bias:

- Implement strategies to mitigate unconscious bias in the selection process, including diversity training for all staff involved in recruitment.

6.3 Conclusion

In Conclusion, the Recruitment and selection process at Prime Bank Limited, like many organizations, is a critical component of its talent management strategy. A well-structured and efficient process ensures that the bank attracts and hires the best-fit candidates to meet its business objectives.

The key takeaway points regarding the recruitment and selection process at Prime Bank Limited are as follows:

Structured Process: Prime Bank Limited follows a structured recruitment and selection process that typically includes job posting, application submission, screening, interviews, reference checks, background verification, and onboarding.

Specific Methods: The bank employs various selection methods, such as interviews, written tests, assessments, reference checks, background verification, skill assessments, and more, depending on the position and department.

Continuous Improvement: To remain competitive and attract top talent, the bank should continually assess and enhance its recruitment and selection process. This includes staying updated on best practices, using technology to streamline the process, and fostering diversity and inclusion.

Compliance: Ensuring that the recruitment and selection process complies with relevant labor laws, regulations, and industry standards is crucial.

Candidate Experience: Providing a positive experience for candidates, whether they are selected or not, is essential for the bank's reputation and employer brand.

Adaptation to Changing Needs: Prime Bank Limited should remain adaptable and responsive to changing business needs and market dynamics, making necessary adjustments to the recruitment and selection process as required.

In summary, a robust and well-executed recruitment and selection process is a fundamental aspect of Prime Bank Limited's talent acquisition strategy, helping the bank secure the best talent to support its growth and continued success. To ensure its competitiveness and effectiveness, the bank should continually assess and refine its processes while upholding the highest standards of fairness, diversity, and compliance.

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