

Retention Management
of
Dhaka Bank
Limited

An overview of Human Resource Breakup
from the perspective of Local Office and
Foreign Exchange of
Dhaka Bank Limited



REPORT

on

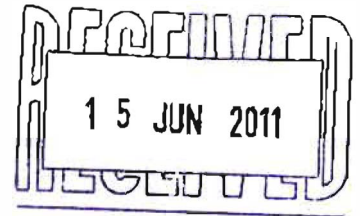
Retention Management of Dhaka Bank Limited

(Local Office and Foreign Exchange Branch)

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Date of Submission: 28th April 2010

**EAST
WEST
UNIVERSITY**



East West University

28th April, 2010

M Sayeed Alam
Assistant Professor
Department of Business Administration
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Subject: Submission of Internship Report.

Dear Sir

I am truly delighted to complete my internship report on the “Retention Management of Dhaka Bank Limited- an overview of human resource breakup from the perspective of Local Office and Foreign Exchange of Dhaka Bank Limited” successfully. I have gathered what I believe to be the most complete information available. This report gave me the opportunity to gather a brief knowledge about the tasks of human resource department of Dhaka Bank Limited as future HR manager.

I tried my best to complete the report in this very short span of time and with the quality of your expectation. I wish the report would be meeting your expectations and standards. I have earned practical knowledge about the activities of Human Resource Division and the organizational strategy of Dhaka Bank Limited.

I must mention here that I am extremely grateful to you for your valuable supervision, tireless effort, and continuous attention for accomplishing this report.

I sincerely hope that you will be satisfied while studying this report on “Retention Management of Dhaka Bank Limited- an overview of human resource breakup from the perspective of Local Office and Foreign Exchange Branch of Dhaka Bank Limited” and if you have any query, I will be pleased to answer that.

With best regards

Sincerely yours

Adeeba Binte Azad
ID#2005-03-10-034

(Adeeba Binte Azad)

Acknowledgement

At first I present my due regards to the almighty, who has provided me the brilliant opportunity to build and complete this report successfully with good health & sound mind.

I would like to express my feelings & great affections along with my heartiest appreciation to **M Sayeed Alam**, Assistant Professor, and Department of Business Administration for his kind co-operation. I also like to thanks the employees of Dhaka Bank Limited for giving me information about the Human Resource Division, which helps me to make this small but significant report.

At last I would like to thank the readers who will kindly go through my report on “Retention Management of Dhaka Bank Limited- An overview of Human Resource breakup from the perspective of Local Office and Foreign Exchange Branch of Dhaka Bank Limited”

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Executive Summary

Bangladesh economy has been experiencing a rapid growth since the '90s and a group of highly acclaimed businessmen of the country grouped together to respond to this need and established Dhaka Bank Limited in the year 1995. In this Internship Report of Dhaka Bank, I tried to focus mainly on the management hierarchy, recruitment and turnover scenario and vacancy fulfillment procedure at different level of the organization. The major part of preparing the report is to portray some knowledge on some leading organizations and to gain practical knowledge of working. The topic of study is “Retention Management of Dhaka Bank Limited- An overview of Human Resource breakup from the perspective of Local Office and Foreign Exchange Branch of Dhaka Bank Limited”. For this purpose I have collected data through interviewing employees and different brochure of the bank. Finally I tried to analyze the turnover index to compare turnover and recruitment status of different years and interpret the findings.

Retention management is the process of analyzing the organization’s turnover and to increase the return on an organization’s employment investment by developing strategies, processes and plans. The turnover that has taken place in this organization is Voluntary Turnover. The most available causes of voluntary turnover are due to higher position and remuneration, leaving country, availing better growth opportunity. Based on the turnover data, I have calculated the rate of turnover for the year 2006, 2007, 2008 and 2009. The turnover trend shows that the rate is gradually increasing in the organization.



PART A

INTRODUCTION

O rigin of the Report

A student undertaking Bachelor Degree in Business Administration need to go for internship in an organization to gather practical knowledge and experience. As a student of B.B.A. after completing my 121 credits I joined Dhaka Bank Limited for my internship. As a requirement of the B.B.A. degree, it is required to submit an internship report after finishing three months' internship. The topic "Retention Management of Dhaka Bank Limited- An overview of Human Resource breakup from the perspective of Local Office and Foreign Exchange Branch" was assigned to me by the supervisor. While I was doing my internship I could enrich my knowledge about the policies of a bank as well as other human resource activities.

O bjective of the study:

This report has been prepared as the partial requirement of internship management course and the objective of this report can be divided into two parts: Main objectives and Specific objectives.

Main Objective:

- To have an overview of the activities of Human Resource Division of Dhaka Bank Limited.
- To give an idea of my activities to Dhaka Bank Limited.

Specific Objectives:

- To find out the Turnover rate.
- To describe the Organogram.
- To describe the breakup of human resources of Dhaka Bank Limited

S cope of the Report

This report is about the leave policy and internship management of Dhaka Bank Limited. The report helps me to describe what I have learnt during my internship at Dhaka Bank Limited. It also gives an idea about the overall activities of the Human Resource Division of Dhaka Bank Limited.

Methodology of the Report

This report has been prepared on the basis of information given by Human Resource Division of Dhaka Bank Limited. I also took help from different books, statements, annual reports and manual to prepare the report. In order to make the study efficient and effective, I took recourse both to the primary data and secondary data.

Primary data:

- 1) Face to face conversations with the high officials.
- 2) Expert opinion from the officers directly doing the job.
- 3) Observations of the department.

Secondary data:

- 1) Different textbooks and journals.
- 2) Annual report of the organization.
- 3) Relevant papers and publications.
- 4) Web base support from the internet.

Limitations

1. Time frame of this report was very limited.
2. This report excludes detail information about the company's background.
3. Lack of information to reach any nice ending.
4. Large-scale research was not possible due to constraints and restrictions imposed by the organization.

PART B

Company Overview

About Dhaka Bank Limited

Bangladesh economy has been experiencing a rapid growth since the '90s. Industrial and agricultural development, international trade, inflow of expatriate Bangladeshi workers' remittance, local and foreign investments in construction, communication, power, food processing and service enterprises ushered in an era of economic activities. Urbanization and lifestyle changes concurrent with the economic development created a demand for banking products and services to support the new initiatives as well as to channelize consumer investments in a profitable manner. A group of highly acclaimed businessmen of the country grouped together to respond to this need and established Dhaka Bank Limited in the year 1995.

The Bank was incorporated as a public limited company under the **Companies Act, 1994**. The Bank started its commercial operation on **July 05, 1995** with an authorized capital of **Tk. 1,00 crore** and paid up capital of **Tk. 10 crore**. The paid up capital of the Bank stood at Tk 1,934,252,875 as on June 30, 2009. The total equity (capital and reserves) of the Bank as on June 30, 2009 stood at Tk 3,424,609,016.

The Bank has 50 branches, 2 SME Service Centers, 1 Business Center, 2 Offshore Banking Units across the country and a wide network of correspondents all over the world. The Bank has plans to open more branches in the current fiscal year to expand the network. The Bank offers the full range of banking and investment services for personal and corporate customers, backed by the latest technology and a team of highly motivated officers and staff.

In an effort to provide Excellence in Banking services, the Bank has launched Online Banking service, joined a countrywide shared ATM network and has introduced a co-branded credit card. A process is also underway to provide e-business facility to the bank's clientele through Online and Home banking solutions. Dhaka Bank Ltd. is the preferred choice in banking for friendly and personalized services, cutting edge technology, tailored solutions for business needs, global reach in trade and commerce and high yield on investments.

Being fully equipped with industry standard IT infrastructure, Online Banking, E-Commerce, Internet Banking (iBank) and SMS Banking - Dhaka Bank is one of the most fastest growing private banks in Bangladesh.

Mission of Dhaka Bank Limited

“To be the premier financial institution in the country providing high quality products and services backed by latest technology and a team of highly motivated personnel to deliver Excellence in Banking”.

Vision of Dhaka Bank Limited

“At Dhaka Bank, we draw our inspiration from the distant stars. Our team is committed to assure a standard that makes every banking transaction a pleasurable experience. Our endeavour is to offer you razor sharp sparkle through accuracy, reliability, timely delivery, cutting edge technology, and tailored solution for business needs, global reach in trade and commerce and high yield on your investments”.

Goal of Dhaka Bank Limited

“Our people, products and processes are aligned to meet the demand of our discerning customers. Our goal is to achieve a distinction like the luminaries in the sky. Our prime objective is to deliver a quality that demonstrates a true reflection of our vision – Excellence in Banking”.

Company Lay Out

Dhaka Bank limited has divided its main functions into different division. These divisions make the corporate profit and increase the productivity of the bank according to the changing environment. The divisions of Dhaka Bank Limited are-

1. Credit & Re-Engineering Division
2. Operations Division
3. Retail Banking Division
4. Human Resources Division
5. Finance & Accounts Division
6. Audit & Compliance Division
7. Global Transaction Services
8. SME Unit
9. Capital Market Service
10. Information Technology Division
11. Treasury Division
12. General Service Division

Organogram of Dhaka Bank Limited

The Organogram or Organization structure of Dhaka Bank Limited indicates channels of communication and reporting relationship between the employees. In Dhaka Bank Limited, each head of division/ department/ in charge has to ensure that employees are following the reporting relationship and flow of all communication between them.

All employees of the Dhaka Bank Limited have been grouped into **three categories** and placed in grades, based on the value of the jobs, accountability and the nature of their responsibilities.

1. Executive Grade: All the Executives including the **Functional Heads** being responsible for effectively running the banking functions in the Dhaka Bank Limited. They have a high degree of **independence** and make their own banking decisions under defined responsibilities as elucidated in their individual job description. If the employee is to take any decision beyond their defined areas its needs to be referred higher authority. Executive grades are described in the next page:

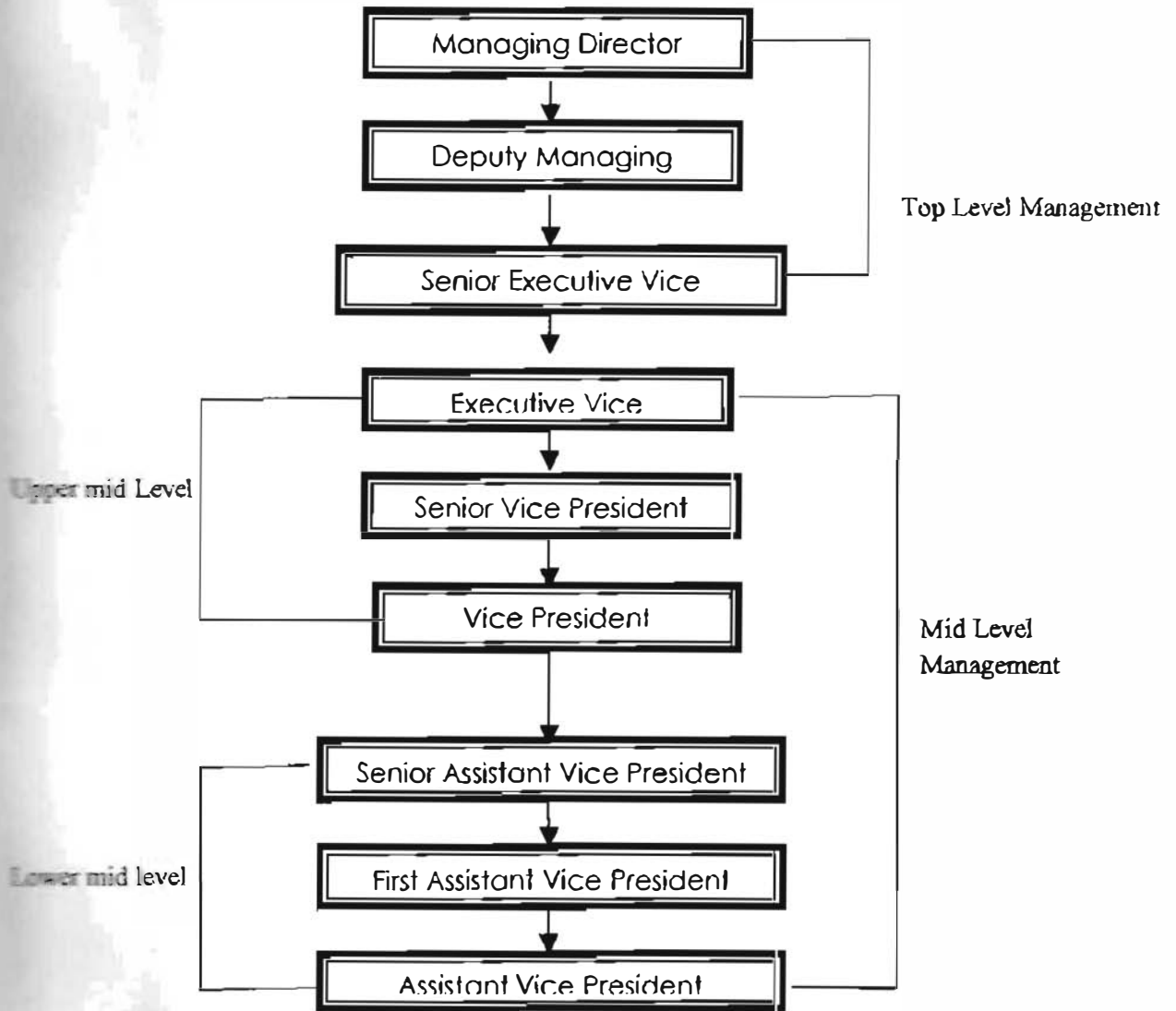
Management Hierarchy of Dhaka Bank Limited in Executive Grade

Dhaka Bank Ltd. is a private limited company. From the top to the bottom the body of **Dhaka Bank Ltd.** can be divided into three levels:

- Top Level Management
- Mid Level Management
- Operational Level Management



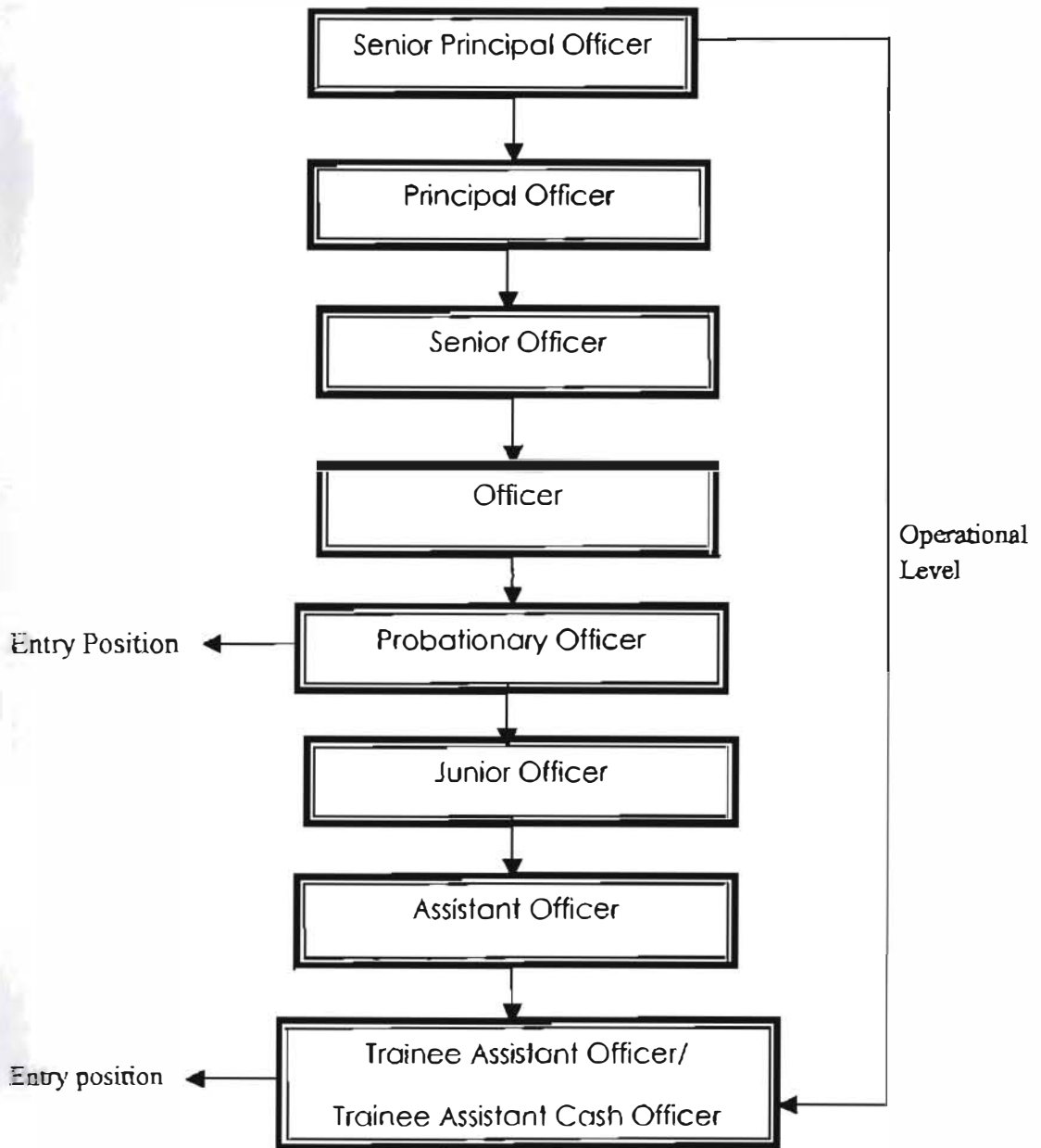
Hierarchy



Source: HRD. Head Office

Figure 1: Hierarchy of Dhaka Bank LTD (Executive Level Management)

2. Officer Grade: Officers are the employees who deal with routine nature of work. An employee can only take decisions upon obtaining special authority from their superiors. The officers also perform their responsibilities as elucidated in their individual job description. Their designations are as follows:



Source: HRD, Head Office

Figure 2: Hierarchy of Dhaka Bank LTD (Operational Level)

3. Support Staff: In Dhaka Bank Limited support staff are the staff who deal with routine nature of work. The employees under support staff cannot make decision. A person under support staff will be advised individually about their responsibilities as elucidated in their individual job description. Support staff are engaged on **casual or contract basis**. They are called Causal Staff.



Source: HRD. Head Office

Figure 3: Hierarchy of Dhaka Bank LTD

Organizational Pyramid:



Figure 4: Organizational Pyramid of Dhaka Bank LTD

1. Top level Management: Top-level management consists of **Managing Director** who is also the Chief Executive Officer of the bank, **Deputy Managing Director** and **Senior Executive Vice President**. Duration of the Top Executives is **6(six) years** and above depends on their age and Board of the bank.

2. Mid level Management: Mid-level management is divided into **two parts**. One is **Upper mid level** and another is **lower mid level**. **Assistant Vice president** to **Executive Vice president** all belongs to Mid Level Management. If an employee gets promotion, in appropriate time, he/she will be able to finish the mid level management within a period of **12 to 15 years'** time.

3. Operational Level Management: All **trainee Assistant officer** to **Senior Principal Officer** are called Operational-Level Management. For every designation, the employee will pass **2 (two) years** to become eligible for the next promotion. So after **16-18 years** operational

level will terminate. In operational level, an employee can come in by two designations, one is Probationary officer another one is Trainee assistant officer which is called entry-level position. For this, both will get 1-year Probationary period and 1-year for confirmation.

Vacancy Fulfillment Procedure: Whenever there is a need to fill in a vacancy, all-new vacancy will be filled either by promotion or by direct/ lateral recruitment. Repositioning staff levels within the organization also happened based on the need of vacancy. In the event of a new vacancy, a search will be mounted first for the qualified candidates within the organization. If qualified candidates are not available internally then the organization will go for external source.

All new hires of Probationary officer category shall have a probationary period of one year. After successful completion of one year probation period they will be confirmed as officer.

Apart from the probationary officer, all other new hires from Trainee Assistant Officer or Trainee Assistant Cash Officers shall have a probationary period of one year. The management has the authority to reduce or extension the time of probationary period. Normally Probationary periods will be as follow:

Grade	Probationary Period	Probation Extension
Probationary Officer	12 Months	3-12 Months
Trainee Assistant Officer	12 Months	3-6 Months
Trainee Support Staff	03 Months	03 Months
Officer and above	To be decided by The MD	N/A

Table 1: Probationary Period of Dhaka Bank LTD

PART C

Literature Review

Definition of retention Management: Retention management must be based on a analysis of the organization's turnover. The analysis discussed are measuring turnover, determining employees' reasons for leaving and benefits of turnover.

Workforce trends tell that new employees may not remain with the same agency for their entire careers. To increase the return on an organization's employment investment, organization need to develop strategies, processes and plans that provide for the continued growth and development of employees. This increases the current value of an organization's employees and can have a positive impact on their decision to stay or leave.

Some types of assistance that will help to keep best people include:

- Designing job announcements that attract the best candidates;
- Developing effective employee orientation programs;
- Building a culture of high performance;
- Designing career development plans;
- Developing effective mentoring programs;
- Implementing coaching programs;
- Designing easy to use performance management systems;
- Identifying management and supervisory best practices for retaining great employees;
- Analyzing factors that impact turnover.



Turnover and its causes: Retention strategies and tactics must focus not only on how many employees are retained but exactly who is retained. Both within & between jobs and organization levels, some employees are 'worth' more than others in terms of their contributions to job and organizational effectiveness. Another important matter for the organization retention agenda is that making special efforts to retain what we call "high-value" employees, both those who might leave voluntarily and those who might be at risk for involuntarily termination via discharge or downsizing.

When people voluntarily leave the organization, they do so for a variety of reasons, only some of which are potentially avoidable by the organization.

Types of Turnover: There are two types of employee turnover. Turnover can be-

- Voluntary, being initiated by the employee;
- Involuntary, being initiated by the organization.

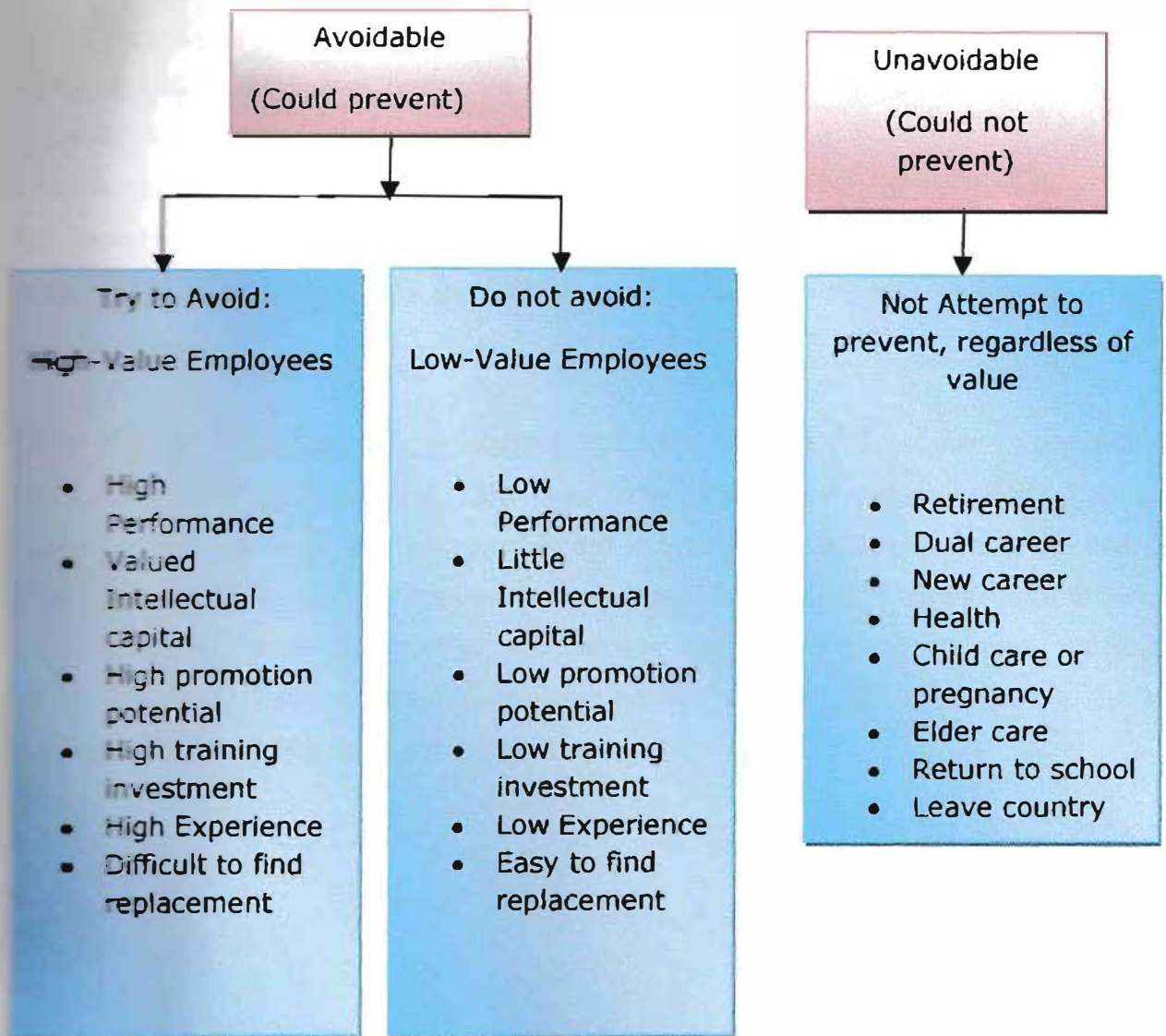


Figure 5: Turn over and its causes

Causes of Turnover: Turnover (TO), in a human resources context refers to the characteristic of a given company or industry, relative to rate at which an employer gains and losses staff.

If an employer is said to have a high turnover, it most often means that employees of that company have a shorter tenure than those of other companies in that same industry. Similarly, if the average tenure of employees in a particular sector is lower than that in other sectors, that sector can be said to have a relatively high turnover.

In today's competitive labor market, many companies are faced with the challenging and expensive task of originating and hiring talented new employees to replace ones who have voluntarily left their company.

In businesses across the country, voluntary turnover is on the rise. Much of this turnover reflects the confluence of three important trends: industry consolidation; increased labor market transparency via the internet; and a growing free agent mentality among many employees.

Types of turnover in Dhaka Bank Limited: The entire turnover that has taken place in this organization is Voluntary Turnover. There is no record of dismissal due to disciplinary action and no turnover due to the downsizing. The most important issue is that Dhaka Bank Limited never tries to avoid the turnover. Because the management believes that if anyone wants to leave they should give him/her the opportunity to move to their desired place. The most available causes of voluntary turnover are due to higher position and remuneration, leaving country, availing better growth opportunity.

PART D

Break Up of Human Resources of Dhaka Bank Limited (Foreign Exchange Branch)

The breakup of the Human Resource of Foreign Exchange Branch from 2006 to 2009 is given below:

The Summary of Foreign Exchange Branch in 2006 and 2007(Only Executive Grade):

In 2006 DBL recruit 1 employee as **EVP**, 1 employee as **VP** it indicate they were recruited for ~~Upper~~ Mid-level Position and as 2 employees as **SAVP** and as 1 employee as **FAVP** for lower mid level Position. If we consider Top level position then No employee recruited for this position in Foreign Exchange Branch. We can sum up the situation as:

Enrollment in Mid level: 05 Gender: Male: 05 Female: 0

In 2007 DBL recruit 1 employee as **SVP**, 1 employee as **VP** it indicate they were recruited for ~~Upper~~ Mid-level Position and as 1 employee as **SAVP**, 1 employee as **FAVP** and 1 employee as **FAVP** for lower mid level Position. If we consider Top level position then No employee ~~recruited~~ for this position. We can sum up the situation as:

Enrollment in Mid level: 05 Gender: Male: 05 Female: 0

Table 22: Executives in Executive Grades from 2006 to 2007 in Foreign Exchange:

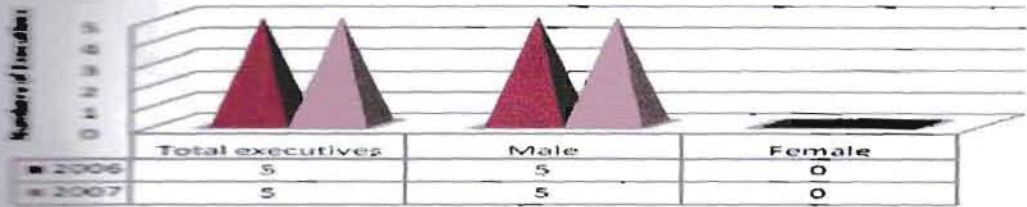
Employee's position in Foreign Exchange Branch was changed in 2007 from 2006 which is shown in the table below:

2006		2007		Change in Executive Grade
SEVP -0		SEVP -0		No change
EVP -01	Male:01 Female: 0	EVP -0		Turnover or Transfer
SVP -01		SVP -01	Male: 01 Female: 0	Enrollment
VP -01	Male:01 Female: 0	VP -01	Male: 01 Female: 0	No change
SAVP -01	Male:02 Female: 0	SAVP -01	Male: 01 Female: 0	Turnover or Transfer
FAVP -01	Male:01 Female: 0	FAVP -01	Male: 01 Female: 0	No change
AVP -01		AVP -01	Male:01 Female: 0	Enrollment
Total : 05		Total : 05		

Table 22: Gender wise position of Executives in Foreign Exchange Branch (2006 -2007)

If we observe the number of employee change in Dhaka Bank Limited's Foreign Exchange Branch then the turnover/ Transfer proportion is found same as enrollment in respect of 2006 to 2007.

Comparison: Executives in 2006-2007 in Foreign Exchange Branch



Graph 1: Comparison of male and female Executives in Foreign Exchange Branch

Figure Scenario of Foreign Exchange Branch in 2006 and 2007:

Position of Employees in Foreign Exchange Branch (2006)

Top Level Management		Mid level Management				Operational Level Management	
		Upper Mid Level		Lower Maid Level			
Male: 0	Female: 0	Male:02	Female:0	Male:03	Female:0	Male: 20	Female: 12
Total=0		Total=05				Total= 32	

Position of Employees in Foreign Exchange Branch (2007)

Top Level Management		Mid level Management				Operational Level Management	
		Upper Mid Level		Lower Mid Level			
Male: 0	Female: 0	Male:02	Female:0	Male:03	Female:0	Male: 18	Male: 0
Total=0		Total=05				Total= 30	

Table 3: Entire scenario of Employees in Foreign Exchange Branch (2006-2007)

The Above-mentioned table shows that in 2006 the total employee in top level, mid level and Operational level was 0(Zero), 05(Five), 32(Thirty Two) respectively. In 2007 the total employee in top level, mid level and operational level was 0(Zero), 05(Five) and 30(Thirty) respectively.

Enrollment Scenario of Foreign Exchange Branch in 2006 and 2007

Enrollment Scenario of Foreign Exchange in 2006

Enrollment in Top level		Enrollment in Mid Level				Enrollment in Operational Level	
		Upper Mid Level		Lower Mid Level			
Male: 0	Female: 0	Male: 01	Female: 0	Male: 01	Female: 0	Male: 06	Female: 05
Total=0		Total=02				Total=11	

Enrollment Scenario of Foreign Exchange in 2007

Enrollment in Top-level		Enrollment in Mid level				Enrollment in Operational level	
		Upper Mid Level		Lower Mid Level			
Male: 0	Female: 0	Male: 01	Female: 0	Male: 01	Female: 0	Male: 07	Female: 06
Total=0		Total=02				Total=13	

Table 4: Recruitment Scenario of Foreign Exchange Branch in 2006 - 2007

The above-mentioned table shows that in 2006 the total enrollment in top level, mid level and operational level was 0(Zero), 2(Two) and 11(Eleven) respectively. In 2007 the total enrollment in top level, mid level and in Operational level was 0(Zero), 02(Two) 13(Thirteen) respectively.

Measurement of Turnover/Transfer on Executive Grade (Top level Employees and Mid level

Executive:

Based on the turnover or transfer data of Dhaka Bank Limited of 2006, 2007 I have measured the turnover rate on Executive Grade. The method that is used to calculate the turnover rate is-

$$\text{Turnover Rate} = \frac{\text{No of Employees Leaving from Executive Grade}}{\text{Total No of employees in Executive Grade}} * 100$$

Thus, calculated the turnover rate on yearly basis on all the employees who are executives on Foreign Office.

Year	No of Executives	Turnover/ Transfer	Turnover/ Transfer Rate
2006	05	0	0%
2007	05	04	80%

Table 5: Turnover rate of Executives in Foreign Exchange Branch (2006-2007)



Graph 2: Turnover rate/Transfer rate in 2006-2007

The above graph shows that the turnover rate in 2006 was 0%; in 2007 it was 80%, so an alarming increase in the turnover rate of executives is noticeable in the organization. So management needs to find out the causes of the turnover to avoid further job switching of the employees.

If we observe the number of employee change in Dhaka Bank Limited's Foreign Exchange Branch then the turnover/transfer percentage is found higher than the enrollment in respect of 2008 to 2009. No change in SEVP and SVP is observed but in 2009 the change made in EVP and SAVP demonstrated a positive indication for the organization and in case of FAVP the changes have shown a negative indication.

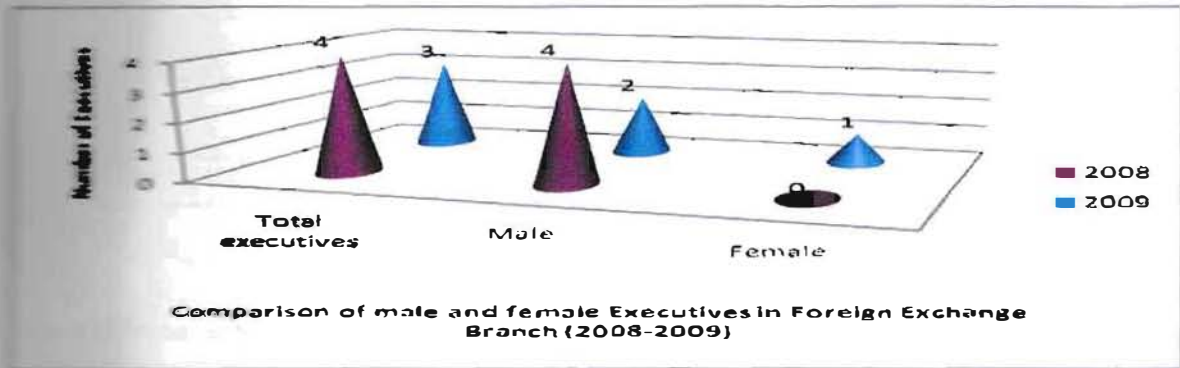


Figure 2: Comparison of male and female Executives in Foreign Exchange Branch (2008-2009)

Entire Scenario of Foreign Exchange Branch in 2008-2009:

Position of Employees in Foreign Exchange Branch (2008)							
Top level Management		Mid level Management				Operational Level Management	
		Upper Mid Level		Lower Maid Level			
Male: 0	Female: 0	Male:01	Female:0	Male:03	Female:0	Male: 16	Female: 12
Total=0		Total=04				Total= 28	
Position of Employees in Foreign Exchange Branch (2009)							
Top level Management		Mid level Management				Operational Level Management	
		Upper Mid Level		Lower Maid Level			
Male: 0	Female: 0	Male:01	Female:0	Male:01	Female: 1	Male: 18	Female: 11
Total=0		Total=03				Total=29	

Table 07: Entire scenario of Foreign Exchange Branch in 2008-2009

The above-mentioned table shows that in 2008 the total enrollment in top level, mid level and operational level was 0(Zero), 03(Three) and 28 (Twenty Eight) correspondingly.

But in 2009 the total enrollment in top level, mid level and operational level was 0(Zero), 03(Three) and 29 (Twenty Nine) correspondingly.

Enrollment Scenario of Foreign Exchange in 2008 and 2009

Enrollment Scenario of Foreign Exchange in 2008

Enrollment in Top level		Enrollment in Mid Level				Enrollment in Operational Level	
		Upper Mid Level		Lower Mid Level			
Male: 0	Female:0	Male:01	Female:0	Male:03	Female:0	Male:06	Female:04
Total=0		Total=04				Total=10	

Enrollment Scenario of Foreign Exchange in 2009

Enrollment in Top level		Enrollment in Mid Level				Enrollment in Operational Level	
		Upper Mid Level		Lower Mid Level			
Male: 0	Female:0	Male:01	Female:0	Male:0	Female:01	Male:03	Female:02
Total=0		Total=02				Total=05	

Table 8: Recruitment Scenario of Foreign Exchange Branch in 2008 - 2009

The above-mentioned table shows that in 2008 the total enrollment in top level, mid level and Operational level was 0(Zero), 04(Four), 10(Ten) respectively. In 2009 the total enrollment in top level, mid level and Operational level was 0(Zero), 02(Two) and 05(Five) correspondingly.

Analysis of Turnover/Transfer on Executive Grade (Top level Employees and mid level Employees):

Based on the turnover data of Dhaka Bank Limited of 2008, 2009 I have measured the turnover rate on Executive Grade. The method that is used to calculate the turnover rate is-

$$\text{Turnover Rate} = \frac{\text{No of Employees Leaving from Executive Grade}}{\text{Total No of employees in Executive Grade}} * 100$$

I have calculated the turnover rate on yearly basis on all the employees who are executives on Foreign Exchange Branch.

Year	No of Executives	Turnover/ Transfer	Turnover/ Transfer Rate
2008	4	1	25%
2009	3	1	33%

Table 9: Turnover/Transfer rate of Executives in Foreign Exchange Branch (2008-2009)



Graph 4: Turnover rate in 2008-2009

The above graph shows that the turnover/transfer rate in 2008 was 25%; in 2009 it was 33%, the turnover/transfer rate of executives is noticeable in the organization.

PART E

Break Up of Human Resources of Dhaka Bank Limited (Local Office)

Show the breakup of the Human Resource of Local Office from 2006 to 2009 is given below:

The Summary of Local Office in 2006 and 2007 (Only Executive Grade):

After evaluating the data for the year 2006, it was seen that Dhaka Bank Limited was more concentrate into filling up upper mid level position as we can see as they recruited 3 VP, 2 SAVP, 4 employees for AVP and 2 employees for FAVP. If we consider Top level position than we can see that 1 employee recruited for this position as SEVP in Local Office. We can sum up the situation as:

Enrollment in Top level: 01	Gender: Male: 01	Female: 0
Enrollment in Mid level: 11	Gender: Male: 09	Female: 02

In 2007 DBL recruit 1 employee as EVP, 2 employees as VP it indicate they were recruited for Upper Mid-level Position and as 2 employees as SAVP, 1 employee as FAVP and 1 employee as AVP for lower mid level Position. If we consider Top level position then No employee recruited for this position. We can sum up the situation as:

Enrollment in Top level: 0	Gender: Male: 0	Female: 0
Enrollment in Mid level: 07	Gender: Male: 05	Female: 02

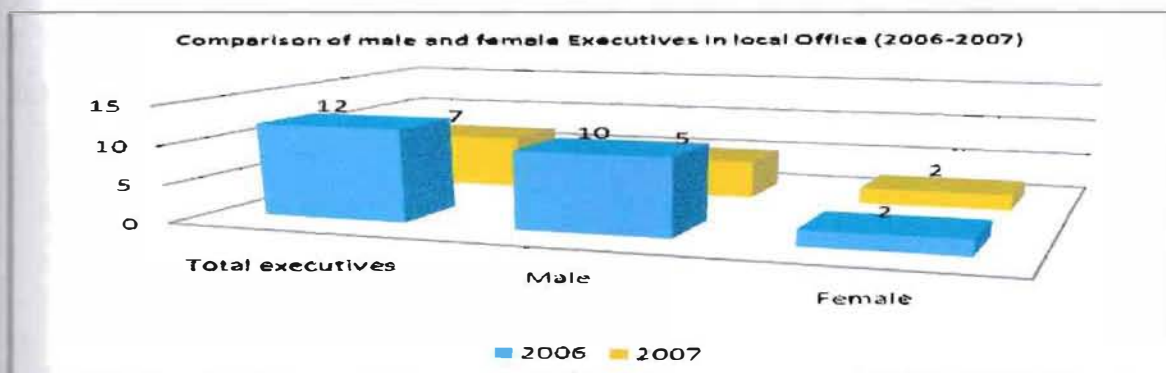
Job Rotation in Executive Grades from 2006 to 2007 in Local Office:

Employee's position in Local Office was changed in 2007 from 2006 which is shown in the table below:

2006		2007		Change in Executive Grade
SEVP -01	Male:01 Female: 0	SEVP -0		Turnover or Transfer
EVP -0		EVP -01	Male: 01 Female: 0	Enrollment
SVP- 0		SVP- 0		No change
VP -03	Male:03 Female: 0	VP -02	Male: 02 Female: 0	Turnover or Transfer
SAVP -02	Male:02 Female: 0	SAVP -02	Male: 02 Female: 0	No change
FAVP -02	Male:01 Female: 01	FAVP -01	Male: 0 Female: 01	Turnover or Transfer
AVP -04	Male:03 Female: 01	AVP -01	Male:0 Female: 01	Turnover or Transfer
Total : 12		Total : 07		

Table 10: Gender wise position of Executives in Foreign Exchange Branch (2006 -2007)

If we observe the number of employee change in Dhaka Bank Limited's Local Office then the turnover/ Transfer proportion is found higher than the enrollment in respect of 2006 to 2007.



Graph 5: Comparison of male and female Executives in local Office (2006-2007)

Entire Scenario of Local Office in 2006 and 2007:

Position of Employees in Local Office(2006)							
Top level Management		Mid level Management				Operational Level Management	
		Upper Mid Level		Lower Maid Level			
Male: 01	Female: 0	Male:03	Female:0	Male:06	Female:2	Male: 28	Female: 23
Total=01		Total=11				Total= 51	
Position of Employees in Local Office(2007)							
Top level Management		Mid level Management				Operational Level Management	
		Upper Mid Level		Lower Mid Level			
Male: 0	Female: 0	Male:03	Female: 0	Male:02	Female:2	Male: 31	Female: 20
Total=0		Total=07				Total= 51	

Table 11: Entire scenario of Employees in Local Office (2006 -2007)

The Above-mentioned table shows that in 2006 the total employee in top level, mid level and operational level was 1(One), 11(Eleven), 51(Fifty One) respectively. In 2007 the total employee in top level, mid level and operational level was 0(Zero), 07(Seven) and 51(Fifty One) correspondingly.

Enrollment Scenario of Local Office in 2006 and 2007

Enrollment Scenario of Local Office in 2006							
Enrollment in Top level		Enrollment in Mid Level				Enrollment in Operational Level	
		Upper Mid Level		Lower Mid Level			
Male: 0	Female:0	Male:01	Female:0	Male:01	Female:1	Male:09	Female: 04
Total=0		Total=03				Total=13	
Enrollment Scenario of Local Office in 2007							
Enrollment in Top-level		Enrollment in Mid level				Enrollment in Operational level	
		Upper Mid Level		Lower Mid Level			
Male: 0	Female: 0	Male:01	Female:0	Male:0	Female:0	Male: 17	Female: 06
Total=0		Total=01				Total=23	

Table 12: Recruitment Scenario of Local Office in 2006 - 2007

The Above-mentioned table shows that in 2006 the total enrollment in top level, mid level and operational level was 0(Zero), 3(Three) and 13(Thirteen) respectively. In 2007 the total enrollment in top level, mid level and in Operational level was 0(Zero), 01(One) 23(Twenty Three) respectively.



Analysis of Turnover/Transfer on Executive Grade (Top level Employees and Mid level Employees):

Based on the turnover or transfer data of Dhaka Bank Limited of 2006, 2007 I have measured the turnover rate on **Executive Grade**. The method that is used to calculate the turnover rate is-

$$\text{Turnover Rate} = \frac{\text{No of Employees Leaving from Executive Grade}}{\text{Total No of employees in Executive Grade}} * 100$$

I have calculated the turnover rate on yearly basis on all the employees who are executives on Local Office.

Year	No of Executives	Turnover/ Transfer	Turnover/ Transfer Rate
2006	12	05	33%
2007	07	03	43%

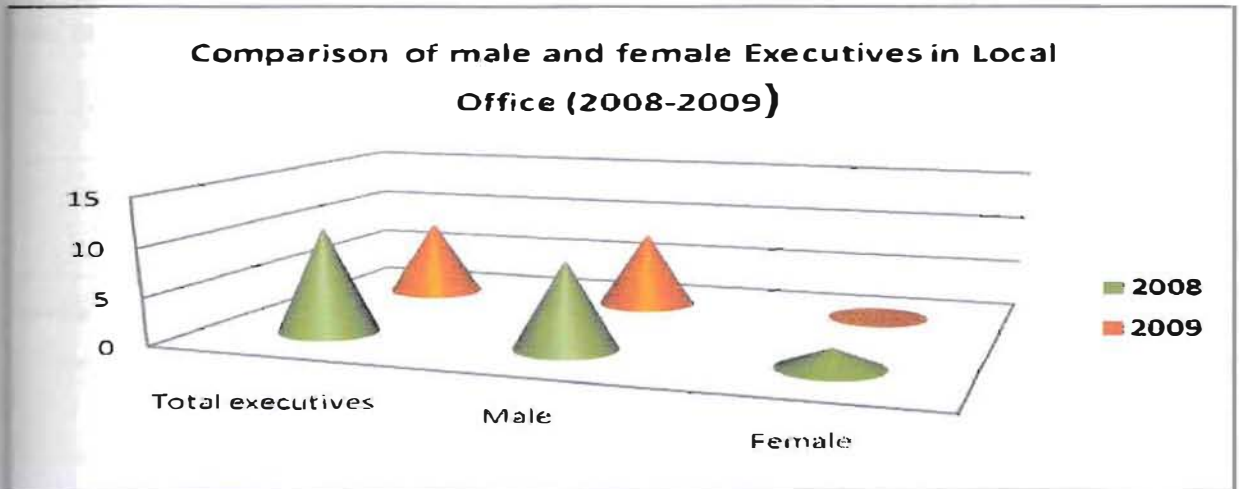
Table 13: Turnover rate of Executives in Foreign Exchange Branch (2006-2007)



Graph 6: Turnover rate/Transfer rate in 2006-2007

The above graph shows that the turnover rate in 2006 was 33%; in 2007 it was 43%, so an alarming increase in the turnover rate of executives is noticeable in the organization. So management needs to find out the causes of the turnover to avoid further job switching of the employee.

If we observe the number of employee change in Local Office then the turnover/transfer percentage is found higher than the enrollment in respect of 2008 to 2009. No change in VP and EAVP is observed but in 2009 the change made in SEVP, SVP, SAVP and AVP demonstrated a negative indication for the organization and in case of EVP the change has shown a positive indication.



Graph 7: Comparison of male and female Executives in Local Office (2008-2009)

Entire Scenario of Local Office in 2008:

Position of Employees in Local Office(2008)							
Top level Management		Mid level Management				Operational Level Management	
		Upper Mid Level		Lower Maid Level			
Male: 01	Female: 0	Male:03	Female:0	Male:06	Female:1	Male: 27	Female: 20
Total=01		Total=10				Total= 47	

Enrollment Scenario of Local Office in 2008							
Enrollment in Top level		Enrollment in Top level				Enrollment in Top level	
		Upper Mid Level		Lower Mid Level			
Male: 0	Female:0	Male:02	Female:0	Male:01	Female:0	Male:08	Female:06
Total=0		Total=03				Total=14	

Table 15: Entire scenario of Local Office in 2008

The above-mentioned table shows that in 2008 the total enrollment in top level, mid level and operational level was 1(One), 10(Ten) and 47 (Forty Seven) correspondingly. The table also shows that in 2008 the total enrollment in top level, mid level and operational level was 0(Zero), 03(Three), 14(Fourteen) respectively

Analysis of Turnover/Transfer on Executive Grade (Top level Employees and mid level employees):

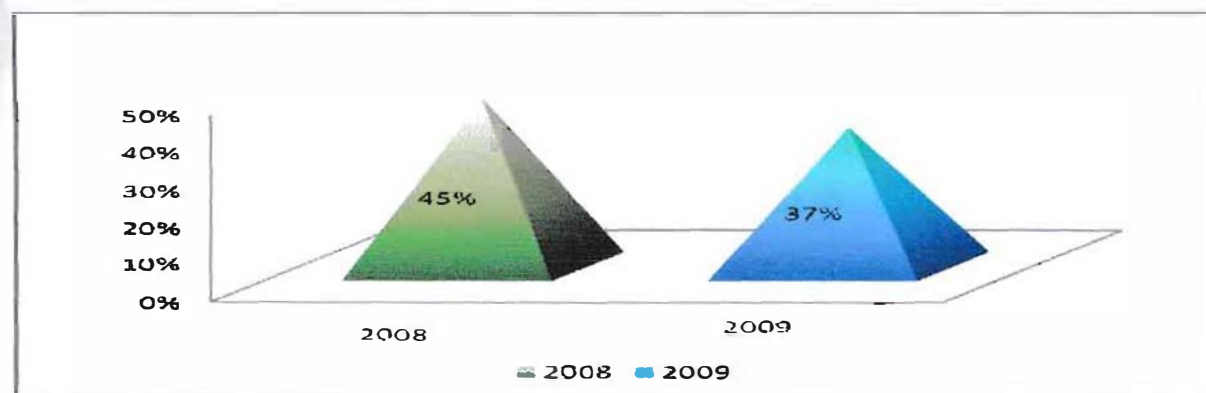
Based on the turnover data of Dhaka Bank Limited of 2008, 2009 I have measured the turnover rate on Executive Grade. The method that is used to calculate the turnover rate is-

$$\text{Turnover Rate} = \frac{\text{No of Employees Leaving from Executive Grade}}{\text{Total No of employees in Executive Grade}} * 100$$

I have calculated the turnover rate on yearly basis on all the employees who are executives on Local Office.

Year	No of Executives	Turnover/ Transfer	Turnover/ Transfer Rate
2008	11	5	45%
2009	8	3	37%

Table 17: Turnover/Transfer rate of Executives in Local Office (2008-2009)



Graph 8: Turnover rate in 2008-2009

The above graph shows that the turnover/transfer rate in 2008 was 45%; in 2009 it was 37%, the turnover/transfer rate of executives is noticeable in the organization.