

Internship Report

Title of the report: HR activities and Employment Procedure at BRAC International

Name : Farhana Afrooz

Student ID : 16169002

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Executive Summery

Internship is a way of introducing the students to the practical world. This report shows the application of the academic knowledge to the reality. It is based on the experience and information that I have gathered working in the organization. So it was an opportunity for me to learn and observe the practical knowledge of NGOs systems and pros and cons of the management of this organization. BRAC International is a non-government development organization, since 2009 and serving the community at large there are several achievement under NGOs belt. BRAC has decades of experience and thousands of world class knowledge, competent, qualified employees. BRAC's idea was simple yet radical, "Bring together the poorest people in the poorest countries and teach them to read, think for themselves, pool their resources, and start their own businesses". This is exactly what BRAC has done and is still doing in Bangladesh and other poverty-stricken countries around the world, BRAC International is a part of BRAC. This study evaluates the importance of employee motivation in forming a more productive workforce. The main objective of the Internship is to learn about the effectiveness of motivational policies and strategies used by the largest Bangladesh NGO, BRAC International Human Resources Division of BRAC maintain an adaptive human resources management strategy and the division comprises of Recruitment, Compensation & Benefits, Learning and Development, Human Capital Department and HR Operations Departments with a team of dynamic HR Relationship Managers who bridge HR support. After analysis we can say that the employees are overall satisfied with the organization. The factors that they are dissatisfied with those are specified and country based it varies. The findings that emerged from the communication at all levels, training, job security, job satisfaction, career opportunities, respect & recognition from management, benefit & facilities – as key motivators for BRAC International staff.

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1. BRAC and BRAC International: Organizational profile

Bangladesh Rural Advancement Committee (BRAC), started its journey since 1972 as a non-governmental development organization, established by **Sir Fazle Hasan Abed**. It announced world number ONE largest Non-Governmental Organization (NGO) in 2016 on Top of 500 NGOs World rankings. BRAC has complementing role to support the Government in achieving MDGs Goals and SDGs targets. 8 MDG goals achieving by BRAC details are given in Annex II.

Vision: A world free from all forms of exploitation and discrimination where everyone has the opportunity to realise their potential.

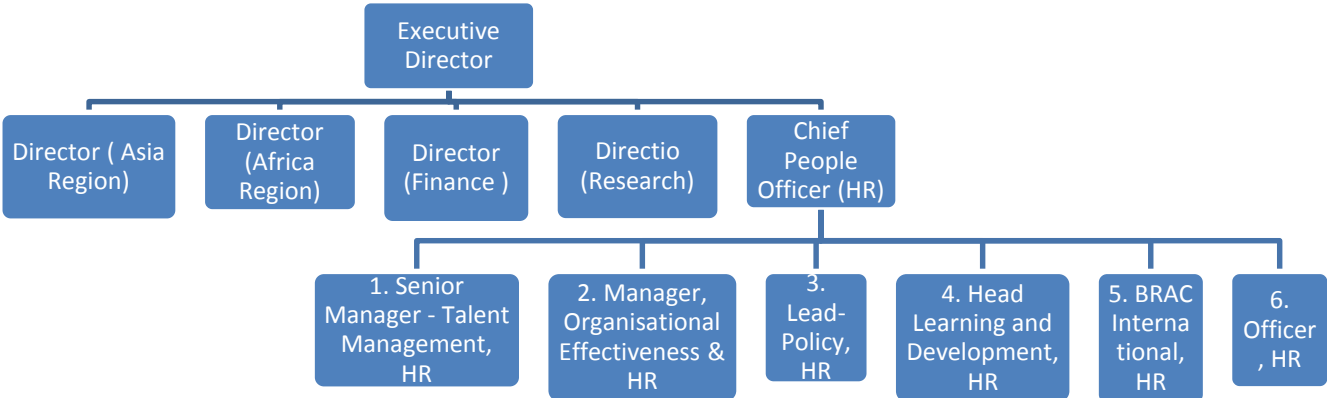
Mission: Our mission is to empower people and communities in situations of poverty, illiteracy, disease and social injustice. Our interventions aim to achieve large scale, positive changes through economic and social programmes that enable men and women to realise their potential.

BRAC International officially registered as a foundation and its official name is Stichting BRAC International. It is registered under the laws of The Netherlands, with its seat in The Hague formed on March 16, 2009. It was incorporated in 2010, Over 40 years of proven track records, specialists in testing and scaling up ideas cost- effectively, without compromising quality, objective to engage in charitable purposes and social welfare activities. Currently, BRAC International has programmes in Afghanistan, Sri Lanka, Pakistan, Uganda, Tanzania, South Sudan, Sierra Leone, Liberia, Philippines and Haiti for country's needs, and their opportunities to make an impact on the lives of the poor and vulnerable people situation demand. Employees are working in BRAC International in ten locations including Dhaka HeadOffice Details are given in Annex I.

With the vision of sharing our own knowledge among ourselves, Spotlight will bring more sessions with various topics in the coming days utilizing the experience and knowledge of our staff. BRAC believes that poverty is a system and its underlying causes are manifold and interlinked. Some of these linkages are obvious, for example, a day's wage forgone because of illness or resources lost to a natural disaster. Others play a more indirect role in perpetuating poverty, such as lack of awareness about laws and rights can lead not only to outright exploitation, but also encourage a lack of accountability on the part of the state to cater to its most vulnerable citizens.

BRAC International is well equipped with a highly knowledgeable human resource with wide variety. In order for the poor to come out of poverty, they must have the tools to fight it across all fronts. We have, therefore, developed support services in the areas of human rights and social empowerment, education and health, economic empowerment and enterprise development, livelihood training, environmental sustainability and disaster preparedness.

Following figure showing BRAC International head office, HR team with six groups listed below:



To ensure that BRAC is always learning and that their work is always relevant, they have put in place training, research and monitoring systems across all their activities and financial checks and balances in the form of audits. As a knowledge centre, BRAC have opened our doors to the wider public in an effort to develop national capacity in Bangladesh through BRAC University.

2. Responsibilities and learning during Internship Process

During my internship I worked with the Human Resource (HR) Division in BRAC International. BRAC International operates separately from BRAC Bangladesh. It is independent and providing support to BRAC International Head Office and all 10 operating countries in Asia and Africa. Specifically, HR departments operate outsource background checking, benefits administration, training such as sexual harassment training, temporary staffing, and the production of employee handbooks, policy manuals, and affirmative action plans. In my Job Description some responsibilities assigned for Internship program which are given below:

Responsibilities during Internship at BRAC International

- i. Support the HR team with staffing and recruitment;
- ii. Work with the HR Team to research the best practices in selecting HR functions;
- iii. Assist with operational delivery of general HR activities for countries in Africa and Asia;
- iv. Work on specific projects such as HR ERP based on need and timeframe;
- v. Provide Training related support as data compilation, report generation;
- vi. Provide general administrative support including filing, photocopying, scanning ;
- vii. Perform any other tasks as required;

First step's of learning: Doing the internship I have learned, BRAC International usually publishes their advertisement in their own website which is "careers.brac.net" and in addition they have their own CV collection webmail address "recruitment.bi@brac.net, internal.bi@brac.net, & international.hr@brac.net". They also post their ad in some other headhunting company's web sites like BDjobs and Hotjobs. They hardly publish their ad in the newspaper because the cost amount is huge. They usually give 15 days' deadline for the candidates to apply after the ad is published.

Second step's of learning: A typical staff requisition form of BRAC International contains the following things – A Job Description which carries a detail of all essential position functions with required education and experience, is always attached to the staff requisition form. I have post the attached advertisements on reliefweb site which was instructed by one of HR member.

Third step's of learning: After that (advertisement), search & screen CV's from different sources and short the large volume of CV in a organize way following by the JD. And hand over to the HR member whom has instructed for that particular position. When they conform the selected list of CV's and develops a short list further step's need to follow.

Fourth step's of learning: Call the selected employees make appointments for written test (if necessary) and an interview in a given date. Politely ask their current salary, expected salary, notice period, and passport status and then note them down in front of the CV. Most preferably talk in English and evaluate candidate's communication skills. Notice every smallest detail and note those down if necessary. It is used to develop interview questions, interview evaluations & reference check questions.

Fifth step's of learning: Develop a Long List, where the personal and educational information are given so that the interviewers can see what they need within that piece of paper. Make sure to make different long lists for different type of staffs. There is External Long List & Internal Long List, board member list, candidates attendance list, choose whichever is needed. While preparing a written test script (created by the HR member), make sure to edit the name of the position, exam date, time, marks allocation etc over the demo cover page. In case there are any blank pages in the answer script, put BRAC International's logo on top and make multiple copy of that page, and attach those with the main script. Do all those things at least one day before the exam date to avoid last moment hassle.

Sixth step's of learning: Book a room for the interview as soon as the time is fixed. Typically the mini conference room is used for this purpose. Then in the interview day need to inform the reception one hour before the interview time and also send the list of candidates attending the interview. Candidates coming for interview and if they come then send them to the 7th floor 10 minutes before the interview starts. If there are more than 4 candidates, inform the receptionist to send them only when given further notice. The sofa in front of the door should not be crowded. Keep an eye on the invigilators; they will be giving signals for when you will take the candidates one by one. Avoid chaos, tell the other candidates to patiently wait for their turn. Offer them water or tea if the interview process becomes too long. Generally after each interview, the

invigilators take 4 to 5 minutes to discuss among themselves. After that, they will tell you when the next candidate will have to be sent.

When the interview will be finished, take the long lists and write down all the notes in the interview status database. Make no mistakes on writing the comments, avoid duplication, and never leave any details behind.

Eight step's of learning: If the candidate is blacklisted, input that information in the Blacklisted Candidates Database (excel sheet) and inform all country relationship managers.

Ninth step's of learning: If the candidates get selected some time they need to go for further assessment. After final selection to complete the selection procedure; need to organize all relevant Form for Staff Requisition activities.

Tenth step's of learning: I have been assist by one of HR member how to access the large volume of the employee information in their database which is known as ERP. The web link: <http://118.179.217.226:9090/sbicloud/employeeHrDocuments/showEmployeeDocument>, where have to upload all employee related document which has in a PDF format.

Eleventh step's of learning: during my internship I have seen how the HR team cooperate in interview process throw the Skype from Head office.

3. Self-Evaluation to bring some insight, analysis and reflective thinking:

Training is the most essential part to develop the employee's knowledge, skill and attitude. I have joined as an intern with BRAC International HR team with six members where I have to attend multiple tasks from different group members. I was assigned by a supervisor during my short internship period. Most of my work is to helping the HR team by doing their HR activities. I have in touch in some of their Training Programs selection process. They are: Project Management (PM) for Education, Senior Sector Specialist, Farm Manager, Regional Manager, Young Professionals Programme by doing CV shorting, File organization, and learning's of New staff orientation program. Throughout this training program I have learned something relates to how to manage and conduct a Training Program. Followings are the tasks which I have done during my three months internship.

During my internship I have learned how to recruit the people in an organization. In HR most of the works are more confidential which strongly maintained by the team. It was a good experience which added me to work for future.

In CV sorting I have learned how to organize a big volume of CV by sorting processes. Suppose for one job position there were around 200-300 CVs comes so I need to sort them in their required procedure. Firstly I do not have any idea regarding interview procedure. Initially I was a bit nervous to do the process for sort listed CV but sooner I become confident about the given task. I feel to suggest, for the beginner of the Intern to give an orientation and proper guidance through the supervisor for smoothly do the given tasks. So, the team people can get more work from the Intern in their very busy work. To sorted out the CV's they follow the few steps such as

- Short listed CV
- Good CV
- Considerable CV
- Internal CV
- Not selected CV

Good thing from here I have learnt in BRAC HR they do not destroy any CVs and they keep some good CVs for the future helps. They also give the proper introduction and relevant needs for employee, because most of their work is in outside Bangladesh.

I have learned how to take the Skype interview by HR team for global recruitment. I think for my future development I can prepare myself by manipulating these experiences in my life what I have earned from here.

Every week BRAC International organizes a TEA Meeting with all employees. This is very special and effective one where they make fellowship with each other and shares some field visit or personal experience to everyone. In this way I have got to know some other field task which helped me to enhance my knowledge and learned some development projects or Issues.

I have improved my skills and I have got Ideas how to overcome any challenges and not to get nervous on any irrelevant task.

I found during my internship for a new recruited employee getting proper orientation before start of his work, so the HR doing appropriate to develop a person as Human Resource and he can manage to do his work smoothly and develop him/her day by day. HR team plays a very good role to helping employees by making the policy, their rights and finally their task. If any member needs any training they also organize for them.

I found the organization is very organized to fulfil their mission and vision. I use to do my lunch in the organization canteen, where I can see all level of employees can eat the same healthy food in an organized way. It shows good human writes which inspired me and put my respect for the organization. Also I have seen one of my HR team member who has a little child and she can work safely because the organization has a day-care system running nearby. So whenever she feels to see him/ her can go there, so she can work in a peach full mind.

Most of the time as an intern I found they have several jobs to do. The organisation has their own pattern for the interviewer While I was doing the interview filing preparation then it has taken me little while to get the idea from where I can collect the entire relevant paper document. For the joining also need to provide some documents and also need to fill some official form which was very new for me.

At first I was a bit panic to find that paper and later realized after getting proper guidance. I found they have not proper orientation for the new intern comer but they introduced me with old

intern, so I feel little lacking at the beginning. But sooner after feels better understanding and get to know jobs.

I found it was very much organize Internship steps which encourage me well and they have tried to arrange internship meeting twice a month for all which always inspired me.

For the Job advertisement I found they are saving their company budget by not to doing in costly way. They do use their effective BRAC –Job-web side and some free web. Also they are well organized pattern and clearly specify the advertisement. With in the short period of time they give the user a clear concept and other sources for their research.

It seems bit tough to manage time to interrupt with them to get some idea about their work.

Later on they introduced me with their web based service data base known as Enterprise Resource Planning [ERP] system. ERP still I found some old employee have many different type of paper which I straggle to fit in proper category. Many time I found it difficult because when I call my task given person she found it easily but I could not figure it out.

The footprint of sbiCloud implementation has first started in Uganda, in June 2013 and the process continues. This new system has been designed to maintain transparency and responsiveness by providing relevant, accurate and real-time information aimed to enhance the services of all operations. The sbiCloud is a full integration of all our functional areas with drill-down, roll-up and electronic approval facilities. It is a web based application which is designed to increase the efficiency of operations, assist in continued growth and improve internal controls. sbiCloud will have the following modules: Accounts, Microfinance, HR, Payroll, Procurement, Inventory, Fixed Asset, Donor Proposal Tracking, Budgeting, Fund Management and Project Management.

My first experience it was a very large employee file around 287. From that paper I have to keep them in a format to look at the category wise and then find the sub-category also they also tell me the time to do the job for them.

Hardest think: I was assigned to complete a work in a stipulated time but I failed to complete the target and get upset and then I tried to be patient and tried to find out HR clue exactly what HR

does. They talked to me about it and counselling by supervisor then gradually I have improved my patients and become faster on my work..

I worked full time while I was reading full time for my MDMP in BRAC University Bangladesh.

Having worked with the above organizations & through participating in various trainings & workshops, I developed professional skills/knowledge and experience in: Food & NFIs distribution, leading & managing resources, field coordination, facilitating trainings on DRR, M & E, emergency preparedness& response; Budget and Contract Management; Liaising; Resource Mobilization; Interpersonal & inter-organizational communication; negotiation; representation; networking; team & partnership building; MS Software suite: Word, Excel, PowerPoint, outlook, Internet explorer, etc.

Based on my qualification, work experience & exposure I believe I have the ability to perform the best of what is required of this post. Team worker is the most sensitive member of the team, helpful, accommodating and focused on creating a pleasant atmosphere and sense of togetherness. He/she prefers balance and harmony and is close to others. Team worker has difficulty with conflict and may have trouble taking decisions at critical times.

Coordinator is the natural coordinator of the team. He/she looks after procedures, helps team members clarify intentions and summarizes what everyone wants. He/she has a nose for talent and knows how to utilize people to their full potential. Coordinator trusts others and delegates easily but sometimes has a tendency to leave too much work to others.

Appendices:

Annex I

These details are taken from BRAC International Orientation Report June 2016.

Support Programmes-

Afghanistan : Finance and accounts Department, Internal audit department, Monitoring department, Human resource Department, Risk management Services, Information technology Department, Procurement department, Communication Department, Research and evaluation Unit, Compliance services.

Pakistan: Health, Education, Microfinance and Livelihood Enhancement and Protection-Institutional Development.

Uganda: Microfinance, Empowerment And Livelihood For Adolescents, Education, Scholarship, Health, Agriculture, Nutrition and Food Security, Poultry And Livestock, Karamoja Initiative.

Tanzania: Microfinance, Agriculture, Poultry and Livestock, Empowerment and Livelihood For Adolescents (ELA), Education.

Liberia: Microfinance, Agriculture, Poultry and Livestock, Health, Empowerment and Livelihood for Adolescents (ELA).

Sierra Leone: Microfinance, Agriculture and Food Security, Poultry And Livestock, Health, Empowerment And Livelihood For Adolescents, Human Rights And Legal Empowerment.

South Sudan: Education, Empowerment and Livelihood for Adolescents, Agriculture, Health, Targeting the Ultra Poor.

Philippines: Education

Myanmar: Microfinance

Nepal: Rehabilitation Project for the earthquake effected people

All of BRAC International’s activities are carried out through two entities. The development programmes include health, education, and agriculture, livelihoods, targeting the ultra- poor, human rights and legal services programmes. The microfinance programmes include social enterprises, investment companies and regulated finance companies. Social programme supporting enterprises currently include seed production, feed mill, training centres, tissue culture lab etc.

Number of employee working at BRAC International Staff Number (June 30, 2016)

Name of Country	Total Staff	National Staff	Expatriate Staff	Female Staff	Male Staff	% of Female staff	% of Expatriate Staff
Afghanistan	852	793	59	438	414	51	7
Pakistan	867	847	20	467	400	54	2
Tanzania	1,793	1,730	63	1,344	449	75	4
Uganda	2,388	2,334	54	2,048	340	86	2
S. Sudan	427	393	34	118	309	28	8
Liberia	371	344	27	243	128	65	8
Sierra Leone	347	320	27	243	104	70	8
Philippines	37	31	06	14	23	38	14
Myanmar	273	250	23	206	67	75	9
Nepal	04	03	01	02	02	50	25
Head Office	67	67	00	27	40	40	00

Total	7,390	7,076	314	5,150	2,240	70%	4%
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Annex II

Taken for m BRAC Orientation slide October 2016, BRAC's **complementing role** to support the Government in achieving SDG targets



BRAC Programmes: Microfinance, Agriculture & Food Security; Ultra Poor, Challenging the frontier of poverty reduction; Advocacy for Social Change

Key activities:

- Supporting employment generation and micro entrepreneurship development with credit, and addressing market failures for the poor with social enterprises.
- Promoting agricultural intensification and diversification through farmer participatory validation of improved crop varieties of shorter maturity and tolerant to floods, drought and salinity (climate change).

- Alive and Thrive (nutrition) project that aim to change behaviour of mothers regarding breast feeding and complimentary feeding of children below 2 years, to reduce stunting and wasting of children.
- Grant assets and management support for specially targeted ultra poor households in regions with severe incidence of poverty.



BRAC Programmes: Education

Key activities:

1. Giving second chance education to children bypassed by the formal school system, and to those who dropped out early from schools
2. Providing education in remote areas and reaching ethnic and handicapped children.
3. Improving quality of education through intensive training of teachers, supporting quality improvement in secondary schools through training on teaching of difficult subjects and on school management, developing computer aided learning.
4. Supporting community library for continuing education.



BRAC Programmes: Education; Community Empowerment ; Human Rights & Legal Aid Services; Gender Justice & Diversity; Advocacy for Change

Key activities:

- Enrolling girls in two-thirds of the seats in BRAC schools, and recruiting women teachers from the same locality

- Mobilizing of women through Polli Shomaj for confidence building and awareness raising on rights and entitlements under government programmes
- Capacity enhancement of women for effective participation in local government.
- Social and economic empowerment of adolescent girls by setting up adolescent clubs and provide them income-generating and life skills.
- Action programme for achieving gender equality; and prevention, resistance and redress gender-based violence



BRAC Programmes: Health, Nutrition and Population programme; and Water, Sanitation & Hygiene programmes

Key activities:

- Essential health care (identifying common diseases and providing support for treatment including immunization of children, and motivate and support family planning) services through Community-based Health Volunteers in every village.
- Pre-natal care and nutrition of pregnant mothers, arrangement for safe delivery, and post-natal care for new born babies.
- Provision of safe water in arsenic contaminated hotspots through setting up deep tubewells , and in coastal areas through setting up de-salinisation plants. saline water.
- Community engagement for behaviour change on sanitation and good hygiene practices through provision of grants for establishment of sanitary toilerets, and behavior change education on good hygienic practices.



BRAC Programme: Health, Nutrition and Population Programme; Water, Sanitation and Health Programme

Key activities:

- Scaling up maternal, neonatal, and child health programmes in urban slums and 10 out of 64 districts
- Training of midwifery for increasing trained persons for delivery at home
- Establish safe places for delivery with all facilities within the community and delivery supervised by BRAC health cadres.
- Identification of difficult pregnancy and organizing support services for delivery in hospitals for such cases
- Offering emergency caesarean sections, and newborn care and services like electrocardiograms and ultra-sonograms



BRAC Programmes: Health, Nutrition and Population programme; Advocacy for Change

Key activities:

- TB case identification and treatment program covers 295 upazilas in 42 districts and slums of the six City Corporations in partnership with the government

- Health Volunteers identify TB cases and ensure taking medicine for six months
- Distribute treated mosquito nets in malaria hotspots in 4 hilly districts



BRAC Programmes: Disaster, Environment and Climate Change; Water, Sanitation & Hygiene programme

Key activities:

- Increasing access to safe drinking water in arsenic hotspots and saline affected areas.
- Holding awareness raising sessions regarding water, sanitation and hygiene practices for different target audiences.
- Use village WASH committee and mobilize support from religious leaders for the good sanitation and hygienic practices.
- Post disaster rehabilitation activities (housing, water treatment, alternative livelihoods) in cyclone affected areas.
- Provide training to local BRAC staff, school teachers and students for early warning system against natural disaster and organizing relief programmes



BRAC Programmes: International Programmes

Key activities:

- Promoting South-South cooperation for testing lessons learnt from the Bangladesh experience to other developing countries with high incidence of poverty, under nutrition and ill-health; and with post-conflict and post-natural disaster situations
- Expanded operation in 10 countries outside Bangladesh in Asia, Africa and South America
- Mobilize donor funds to replicate Bangladesh' experiences BRAC has become the largest NGO in Afghanistan and Uganda