



Inspiring Excellence

## **INTERNSHIP REPORT ON RECRUITMENT AND SELECTION PROCESS OF BRAC INTERNATIONAL**

Submitted To:

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## **LETTER OF TRANSMITTAL**

To  
Mahmudul Haq  
Associate Professor  
BRAC Business School  
August 02, 2018

### **Subject - Submission of Internship Report**

Dear Sir,

It is a great honor to submit my internship report on “**The Recruitment and Selection Process Of BRAC International**” to you. This is a final outcome of three month long internship program conducted in BRAC International which was a partial requirement for the fulfillment of my degree of Masters of Business Administration in BRAC University. This report will try to give a picture of the general recruitment and selection process of BRAC International, some analysis and recommendations to improve their current process. It has been a great journey and experience to work with such a great and successful organization and prepare my final report. I am thankful to you for your guidance, suggestions during the preparation of this report that only impelled me further into excel. I sincerely hope that this project will live up to your expectation.

Thanks,

Tania Islam  
ID – 16364046  
BRAC University



### **Acknowledgments:**

First of all, I would like to thank the renowned organization like BRAC International for the last three months and complete my report within the indicated time. I would also like to thank my internship supervisor Mr. Mahmudul Haq, Associate Professor, BRAC University, Bangladesh whose support and cooperation was the greatest strength for me to complete my internship report successfully. I did my internship program from BRAC International where this particular section operates all over the world other than Bangladesh. In BRAC International, I was under the supervision of Md. Faruque Hossain- Head Learning and Development (HRD). My study that conducted is –“The recruitment and selection process of BRAC International”. The report is containing the overview of the total recruitment and selection process of BRAC International. The total internship program helped me a lot to enrich my knowledge in a practical working environment.



### **Executive Summary:**

BRAC International started its global journey in 2002 in Afghanistan, and since then it expanded its activities in nine other developing countries in Asia and Africa, making it a global leader in providing opportunities for the world's poor on a non-profit basis. The total workforce of BRAC International is above 8000+ staff which means there is an enormous scale of human resource activity. In every BRAC International country except Philippines there is a separate Country Head of Human Resources & Training and a small HR team that manage the operational activities of these enormous operations, managing their performance and capacity development.

In this particular report, how a HR department of an international non-governmental organization works, how they manage all nine countries HR activities sitting in the head office, how they hire the most suitable candidates and so on are describes from the eye of an intern. Their strongest point is that they have a much enriched HR department with systematic approaches to conduct their activities, and the main drawback they have is that they use insufficient advertisement channels to minimize their cost, but at the same time they are also minimizing the size of potential applicant pool.

Before having any final remarks about this report, it is requested to keep in mind that it was prepared in a very short time's notice, and because of confidentiality, data could not be collected properly to do the analysis. The report will give an idea about a selection and hiring process of world's largest NGO with over 40 years of experience of working with humans.



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## **Chapter 1**

### **Introduction**

#### **1.1 Company Profile :**

BRAC started its journey in 1972 after Bangladesh gained its sovereignty. Therefore BRAC is a Non- Governmental Organization where its main purpose is to eliminate poverty through their various programmes. BRAC employs over 100,000 people, coarsely 70 percent of who are women, reaching more than 126 million people.

Known formerly as the Bangladesh Rehabilitation Assistance Committee and then as the Bangladesh Rural Advancement Committee (currently, BRAC does not represent an acronym), BRAC was initiated in 1972 by Sir Fazle Hasan Abed at Shallah Upazillah in the district of Sunamganj as a small-scale relief and rehabilitation project to help returning war refugees after the Bangladesh Liberation War of 1971. In nine months, 14 thousand homes were rebuilt as part of the relief effort and several hundred boats were built for the fishermen. Medical centers were opened and other essential services were ensured.[8] At the end of 1972, when the first phase of relief work was over, BRAC turned towards long-term development needs and re-organized itself to focus on the empowerment of the poor and landless, particularly women and children.

By 1974, BRAC had started providing micro credit and had started analyzing the usefulness of credit inputs in the lives of the poor. Until the mid-1970s, BRAC concentrated on community development through village development programmes that included agriculture, fisheries, cooperatives, rural crafts, adult literacy, health and family planning, vocational training for women and construction of community centers. Therefore the programme went on achieving success in this way. In 2002 BRAC launched a programme called Challenging the Frontiers of Poverty Reduction – Targeting the Ultra Poor (CFPR-TUP) designed specifically for those that BRAC defines as the ultra-poor - the extreme poor who cannot access conventional microfinance. The same year BRAC also went into Afghanistan with relief and



rehabilitation programmes. It was the first organization in Bangladesh to establish, in 2004, the office of an Ombudsperson.

BRAC International was officially registered as a “foundation” and its official name is Stitching BRAC International, where the term Stitching refers to a legal entity with limited Liability, but no members or share capital, which exists for a specific purpose. It is registered Under the laws of The Netherlands, with its seat in The Hague. This foundation was formed on March 16, 2009 with an objective to engage in charitable purposes and social welfare activities. In any country of the world strictly on non-profit basis, and to do all such other things as are incidental or conducive to the attainment of the aforementioned objective. It’s RSIN (Rechtspersonen en Samenwerkingsverbanden Informatienummer) number is 820561320. All of BRAC International’s activities are carried out through two entities. The Development programmes include health, education, 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 centers, and tissue Culture lab etc.

BRAC International started its journey globally in 2002 through extending its operation in Afghanistan. Since then operations spread across Asia, Africa and Americas and as of now it has operations in 11 countries with an annual budget of \$ 109.56 million. Currently, BRAC International has programmes in Asia (Afghanistan, Pakistan, Philippines, and Myanmar) and Africa (Liberia, Sierra Leone, South Sudan, Tanzania, and Uganda).



### **1.1.1 Vision, Mission, Objectives:**

#### **Our Vision**

Stitching BRAC International's vision is of a just, enlightened, healthy, and democratic world free from hunger, poverty, environmental degradation, and all forms of exploitation based on age, sex, and ethnicity.

#### **Our Mission**

Our mission is to work with people whose lives are dominated by extreme poverty, illiteracy, disease, and other disadvantages. With a holistic approach, we strive to bring about positive changes in the quality of life of the poor.

#### **Values:**

The core values of BRAC comprised of 4 main concepts. These are:

- **Innovation-** BRAC has been an innovator in the creation of opportunities for the poor to lift themselves out of poverty. They value creativity in programme design and strive to display global leadership in groundbreaking development initiatives.
- **Integrity-** They value transparency and accountability in all their professional work, with clear policies and procedures, while displaying the utmost level of honesty in their financial dealings. They hold these to be the most essential elements of their work ethic.
- **Inclusiveness-** They are committed to engaging, supporting and recognizing the value of all members of society, regardless of race, religion, gender, nationality, ethnicity, age, physical or mental ability, socioeconomic status and geography.
- **Effectiveness-** They value efficiency and excellence in all their work, constantly challenging themselves to perform better, to meet and exceed programme targets, and to improve and deepen the impact of their interventions.





### **Main Objectives of BRAC:**

- Creating Economic Development.
- Broadening literacy rate.
- Creating awareness in Public Health.
- Eradicating poverty.
- Promoting gender equality and empowering women.
- Providing Relief during disasters.

### **1.1.2 Corporate Divisions/ Departments:**

#### **Main Programmes**

##### **1. Reducing Poverty and Improving Livelihoods**

- Microfinance (capital support for generation of self-employment)
- Agriculture, Agriculture and Food Security Programme (provide services to small and marginal farmers to increase productivity)
- Challenging the frontier of poverty reduction -Targeting the ultra-poor (graduating households from extreme poverty to moderate poverty)

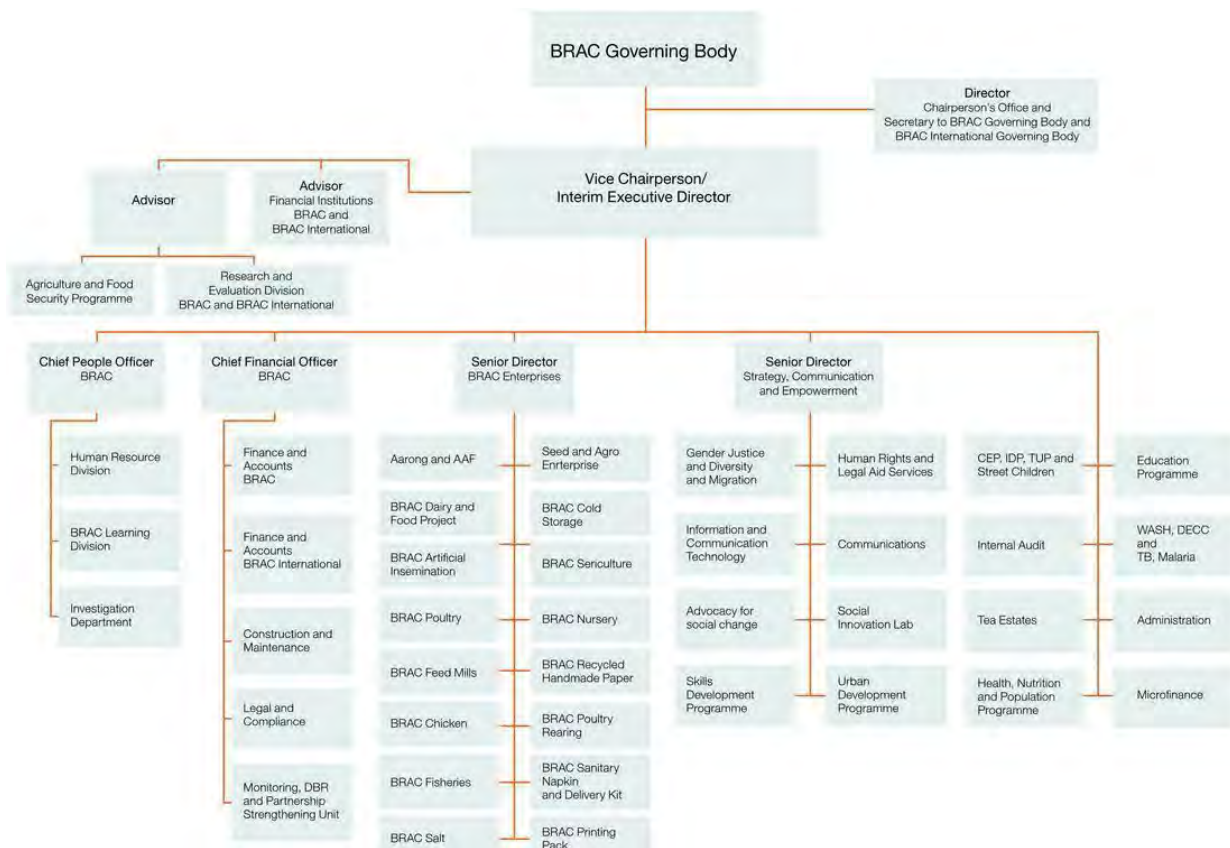
##### **2. Breaking the Cycle of Poverty**

- Education Programme, Scholarship Programme
- Health, Nutrition and Population Programme (HNPP), Food Security and Nutrition
- FSN), Essential Health Care (EHC), Malaria Programme, Nutrition Programme
- Poultry and Livestock, Small Enterprise Programme
- Water, Sanitation and Hygiene
- Disaster Management, Environment and Climate Change

### 3. Empowerment of Marginalized and Vulnerable People

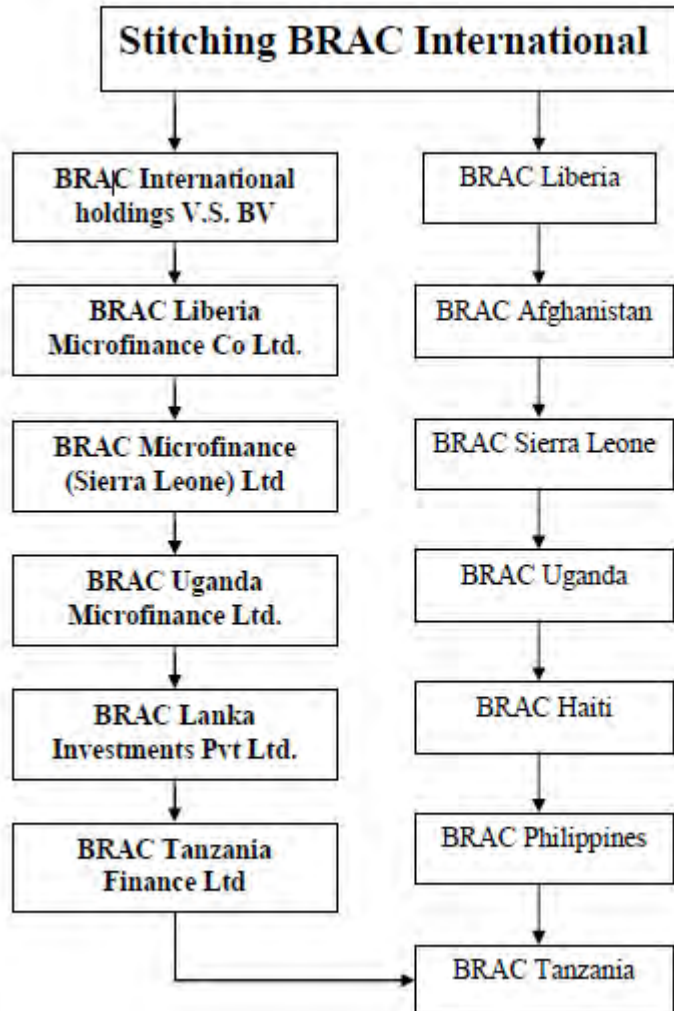
- Community Empowerment Programme, Integrated Development Programme, Migration Programme.
- Human Rights and Legal Aid Services (HRLS), Human Rights and Legal Empowerment (HRLE), Capacity Development Programme (CDP).
- Gender Justice and Diversity.
- Youth Lead Programme.
- Empowerment and Livelihood for Adolescent (ELA), Adolescent Girls Initiative (AGI), Adolescent Reading Centers (ARCs).

#### **BRAC International Organogram:**





### **BRAC International Current Organization:**



### **1.1.2 Details of the Product Lines or Services:**

The unique model under which BRAC enterprises operate has evolved as completely home-grown and in isolation from the international dialogue regarding social enterprises. The 'BRAC model' comprises of a collaborative network of enterprises, development programmes and investments – all of which together serve the comprehensive vision and objective of BRAC, i.e. to empower the poor, alleviate social/environmental imbalance and enhance financial sustainability. The BRAC development programmes are dedicated toward fulfilling BRAC's social and philanthropic



missions and are run as fully-funded, non-surplus ventures. While the BRAC enterprises are mostly incepted as a support mechanism that allows the development programmes to be sustainable, the surplus-generating model of the BRAC enterprises allow for 50 per cent of the surplus from the enterprises to support BRAC's expenditures, including its development programmes that are often run at very high costs, and the remaining 50 per cent to be re-invested in the enterprises themselves, and as a result reduce the need for external funding. The BRAC Investments unit comprises of financially profitable investments and financial service businesses that are geared toward generating financial returns while adhering to underlying social causes such as low-income housing, microfinance, small enterprise loans, information technology, clean development mechanism (CDM) etc. Dividends from BRAC investments support the financial sustenance of both BRAC enterprises and development programmes by acting as a hedge or safety net against future liquidity crisis. The product and services under BRAC can be categorized in 3 ways; Social Enterprise, BRAC University and Investments. The product and services under Social Enterprise are:

- Aarong.
- BRAC Artificial Insemination.
- BRAC Chicken.
- Aarong Dairy.
- BRAC Cold Storage.
- BRAC Fisheries.
- BRAC Nursery.
- BRAC Printing Pack.
- Recycled Handmade Paper.
- BRAC Salt.
- BRAC Seed and Agro.
- BRAC Sanitary Napkin and Delivery Kit.
- BRAC Sericulture.

**BRAC University (unique single entity)**



### **Investments:**

- BRAC Bank Ltd.
- BRAC EPL Investments Ltd.
- BRAC Delta Housing Ltd.
- BRAC EPL Stock Brokerage Ltd.
- bKash (Mobile Banking Service) Ltd.
- BRAC Saajan Exchange Ltd.
- BRAC IT Services Ltd.

### **1.1.3 Operation Details:**

BRAC has operations in 14 countries of the world.

- Asia: Bangladesh, Afghanistan, Sri Lanka, Pakistan, Philippines, Nepal, Myanmar
- Africa: Uganda, Tanzania, South Sudan, Liberia, Sierra Leone
- Caribbean: Haiti
- BRAC provides technical assistance to organizations' in Haiti, Sudan, and Indonesia
- BRAC has affiliate organizations' in the United Kingdom and United States

### **1.1.5 Philanthropic Activities:**

Philanthropy is an old trait that can be traced back to the early days of human civilization. With the passage of time, it developed by constantly changing its form and content. However, its basic character remained the same, which is, doing social good. This is a human urge, as well as a necessity.

The concept of philanthropy is as old as human civilization. It refers to the basic tenets of humanitarianism. The term “philanthropy” in its present day usage corresponds to a nongovernmental and nonprofit entity with assets provided by donors and managed by its own



officials, with income expended for socially useful purposes. Foundations, endowments and charitable trusts are terms used interchangeably to designate these organizations, which can be traced far back in history. There are, however, debates on the definition of philanthropy. Is it tantamount to social work or somewhat different from it? Nevertheless, there is a general understanding about concomitant features, which together define the scope of philanthropy, as follows:

- Involves the community
- For the good of the community
- Not for profit
- Can bring about social change
- Actions can be institutionalized.

BRAC prioritize philanthropic activities such as:

- **To Focus on Women** - BRAC places special emphasis on the social and financial empowerment of women. The vast majority of its microloans go to women, while a gender justice programme addresses discrimination and exploitation.
- **Grassroots Empowerment** - BRAC's legal rights, community empowerment and advocacy programmes organize the poor at the grassroots level, with 'barefoot lawyers' delivering legal services to the doorsteps of the poor.
- **Health and Education** - BRAC provides healthcare and education to millions. Our 97,000 community health workers offer doorstep deliveries of vital medicines and health services to their neighbors. BRAC also runs the world's largest private, secular education system, with 38,000 schools worldwide.



- **Empowering Farmers** - Operating in eight countries, BRAC's agriculture programmes work with the governments to achieve and sustain food security. This is ensured by Producing, distributing and marketing quality seeds at fair prices, conducting research to develop better varieties, offering credit support to poor farmers and using Environmental Sustainable Practices.
- **Inclusive Financial Services** - BRAC attempts to alleviate poverty by providing the services of its community empowerment programme and targeting the ultra-poor programme. BRAC's cumulative disbursement is of almost 10 billion dollars in microloans annually, augmenting microfinance with additional services like livelihood and financial literacy training. Farmers get access to seasonal loans, high quality seeds and technical assistance.
- **Self-Sustaining Solutions** - BRAC's enterprises and investments generate a financial surplus that is reinvested in various development programmes subjected to poverty alleviation.



## **Chapter -2**

### **Internship Experience/Observation Details:**

#### **2.1 Job Responsibilities:**

As BRAC is a very renowned organization, therefore I am fortunate to complete my internship program from here. Internship program is a mandatory for all business students to perform. However like other corporate world, BRAC has different level of HR policies. As I did my major in HR, therefore in BRAC International my whole internship program was depending upon Human Resource. I have learnt a lot the practical things by matching the reality with my theoretical knowledge.

My main responsibilities of internship in BRAC International (HR):

##### **1. Recruitment & Selection process:**

In the first day when I was given orientation by my mentor, my fellow intern, there I was first given guidelines of CV Screening, CV Shortlisting & CV Database updating. However by the flow of time I have learnt the total process of CV sorting and shortlisting them and kept the CV's on the concerned person folder. Then the assigned date was fixed for written test and interview, after selecting the final candidates by the concern person of HR. Then invitation sent by e-mail and phone calls. Then I used to make longlist for the selected candidates. A longlist is a brief summary about a candidate, where DOB, Name, Age, Qualification Detail and Present & Expected Salary were explained. The expected salary was collected from a pre screen questionnaire which was sent to the candidate over email before attending the interview. And at the top job position and organization name were mentioned. Then the board members lists are prepared. Then I make attendance sheet for candidates named "At a glance sheet" and list of candidates is sent in the reception. Then in the interview day, the candidates are given the written test scripts. After the written test the candidates are taken to verbal interview to the assigned board members and interview is taken. If the candidate is selected, then sometimes second interview might be conducted and sometimes not. If conducted, then the particular person longlist, at a glance sheet are prepared.

The description of overall recruitment and selection process is given below:





## **The total steps of Recruitment and Selection process of BRAC International:**

### **Recruitment Process of BRAC International:**

1. Planning & Forecasting
2. Staff Requisition
3. Advertisement for job
4. Shortlisting Candidates via CV Screening
5. Approaching the shortlisted candidates
6. Arranging the “1st Interview with the Shortlisted Candidates
7. Arranging the “2nd Interview with 1st round Interviewed Candidates
8. Updating Recruitment Database
9. Joining of the Candidates.

### **1. Planning & Forecasting:**

Planning is a very important step for the recruitment. An organization plans about recruitment depending on 3 steps: 1. Supply of labor 2. Demand of labor 3. Balancing between demand & supply of labor. In BRAC when there is a plan for any recruitment then at first line managers inform the program head. Then the program head inform the top management for the vacant position. Finally top management sits with HR and finalizes and ensures available funding.



## **2. Staff Requisition:**

The first step of recruitment process is staff requisition. It is a requisition, where the management replaces an employee in one of the vacant positions of the left employees. In staff requisition, there remains the date, job position name and country name as BRAC International maximum deals with international staffs.

## **3. Advertisement for job:**

After the staff requisitions process, then advertisement of the desired job is posted. At first the job description is prepared by the concerned person, then advertisement is prepared by matching the main duties and responsibilities, educational requirement, experience, age, salary range for applying. The advertisement is posted basically on BRAC website- “careers.brac.net”, “bdjobs.com”, “reliefwe.int”, “developmentaid.org” and recently they started giving their advertisements on LinkedIn. Again there are 2 other sites for internal & external candidates. These are: 1. “recruitment.internal.bi”, 2. “recruitment.external.bi”,

## **4. Shortlisting Candidates via CV Screening:**

Then the CVs are screened. The CV's are basically selected depending on 3 situations. And these are kept on a single folder along with sub-folders.

✚ Good CV's

✚ Can be considered

✚ Not Selected

### **✚ Good CV's:**

Good CV's are those where the job criteria is totally matched with the CV. Like- Major responsibilities, educational background and experience are perfectly matched.

### **✚ Can be considered:**

CV's that can be considered is somewhat or partially matched with job description. If not but have a sound qualification and background is considered for other suitable position.



**✚ Not selected:**

The CV's which are not applicable and not at all matched with job description.

**5. Approaching the shortlisted candidates:**

After candidates selected the candidates then they sent invitation for interview. The candidates are mainly invited by e- mail then phone calls are made. If the candidates are international they are invited for virtual i.e. Skype interview. The e-mail are sent by “recruitment.internal.bi”, “recruitment.external.bi”, Where the HR concern person is kept in Cc and the shortlisted are kept in Bcc.

**6. Arranging the “1st Interview with the Shortlisted Candidates:**

In the first interview as I have already mentioned in my duties that longlists, board members list, at a glance sheet, reception list are made. The number of longlist file will be according to the numbers of board members are present. Then the written test is taken then the candidates are taken for verbal interview. For international candidate the speakers and BRAC Skype id is set and the virtual interview is made.

**7. Arranging the “2nd Interview with 1st round Interviewed Candidates:**

If the candidates are selected then 2nd interview is made based upon the job requirement. And the same process goes on expect the written is not taken.

**8. Updating Recruitment and Interview Database:**

Updating recruitment and interview database is a process aftermath interview. There is record for every interview and after every interview the date, job, board members name & remarks are kept for smooth operation for HR system.



### **9. Joining of the Candidate:**

After the final selection of candidate the joining is fixed. In the joining day of staff management gives him/her pin and some important document to fill up & then the management receives important documents of staffs. The documents BRAC gives are:

1. Id card requisition
2. PIN
3. JD
4. Nominee Form
5. Offer Letter
6. Reference Check
7. Appointment letter
8. Deployment form

The documents management receives from staff

1. CV
2. Passport size photo
3. NID Photocopy
4. Passport Photocopy
5. Experience certificate photocopy
6. Educational certificate Photocopy
7. Nominee Photo



Merging all the documents together and both the hard and soft copy of document are kept in record.

2. **Preparing Staff personal file:** When the candidate is selected then I was assigned to make staff file. In staff file there remains:

1. Staff Requisition
2. Id Requisition
3. Passport photocopy
4. NID photocopy
5. CV
6. Passport size photo
7. Nominee form
8. JD
9. Appointment letter
10. Offer letter
11. Deployment form.

3. **Maintaining CV & Recruitment Database:** In BRAC International after shortlisting daily CV's for different position, then I had to update CV database where the information like how many CV's received from which websites of job posting. In recruitment database, the total information of the most recent interview was kept. The name of board members & their remarks for the interviewed candidates, date & time of interview & position name.

4. **Maintaining hard files:** The other responsibility of my internship program was to keep the assigned documents in the assigned files. There were huge records of HR files for the exiting and non-exiting staffs. There were some files where I had to frequently deal with. These are: Staff requisition file, Resignation file, Appointment file, Advertisement file, Job description file, Approval files were the main gangue file.
5. **Preparing Advertisement, Contract Renewal & Secondment of Contract Renewal:** Preparing Advertisement was one of my common tasks there. I used make advertisement by matching the content with JD. In the ad, I had put job position name, main responsibilities, educational requirement, salary range & deadlines. In the contract renewal and secondment of contract renewal, what I did is I only change the date, pin, name in template and had mail it.
6. **Others:** The other work I did like Photocopy, Scanning, Taking printouts, Manages and set the file in the shelf accordingly. Again I had managed PC for virtual interview like Skyping. Managing the laptops, during interview. In this way I have learnt little things of managing logistics system of my internship program.



## **2.2 Functions of the department:**

Since every organization is made of people, In BRAC International, HRM is all about acquiring services of people, developing their skills, motivating them to the foremost level and making sure that they continue to maintain their commitment towards the organization. In short, HRM in BRAC International is concerned with the management of employees from recruitment to retirement. Although there are many functions of human resource management followed by BRAC International, here is a list of its five major functions:

1. **Recruitment and Selection:** The main purpose of an effective recruitment and selection process is to hire right people with the right skill sets who can fulfill the best practice and legal requirements of the job. A successful staffing process depends highly on the effectiveness of each and every stage of the recruitment process. This process has gradually been designed and re-designed in order to minimize the chances of failure and thus minimizing the opportunity cost associated with it. In order to increase the effectiveness and ensure the consistency of recruitment and selection process, a few basic steps is required to follow which is applicable all over the world. These steps are –



2. **Orientation:** Many organizations do not provide a thorough orientation to the new employee but BRAC International helps new employee to adjust himself with the employer and with his new job. Employee orientation program should include the objectives and goals of the organization and how the employee can help to achieve the long-term and short-term goals of the organization.
3. **Maintaining Good Working Conditions:** The main responsibility of BRAC International HRD is to provide good working conditions to the employee so that they may like the workplace and the work environment. It is the fundamental duty of BRAC International HRD to motivate employees.
4. **Managing Employee Relations:** Employees are the pillars of any organization. Employee relationship is a very broad concept and it is one of the crucial functions followed by BRAC International HRD. It also helps to foster good employee relations. They have the ability to influence behaviors and work outputs. BRAC International HRD organize some activities which will help to know an employee at the personal and professional level. Well-planned





employee relations will promote a healthy and balanced relation between the employee and the employer. It is the key for the organization to be successful.

5. **Training and Development:** Training and development are the indispensable functions of BRAC International HRD. It is the attempt to improve the current or future performance of an employee by increasing the ability of an employee through educating and increasing one's skills or knowledge in the particular subject.



### **2.3 Problems/ Challenges faced in the workplace:**

I had to face lots of challenges while doing my internship program. However at the very beginning I was little confused with the work I was assigned. Moreover my supervisor expects me that I won't ask frequently to them for any work I don't understand. Again sometimes I faced challenges the important works due to lack to proper communication. Time management was one of the difficult thing I faced. My HR team expected me to complete my task on very short notice. At very beginning it was difficult but gradually I have learnt by passage of time and I gain lots of improvement along with managing stress and time.

Not only that I found some problems related to their overall recruitment and selection process.

#### **1. Unattractive Salary System:**

The major problem of BRAC is the unattractive salary system to the desired designated position. However the because of less salary amount the many staff goes away from their organization.

#### **2. Less Reward System:**

Reward is a very important thing motivating an employee. However BRAC lacks in motivating employees by less increment and promotion system. Due to this reason many BRAC loses 1- 2 employees on 3-6 months.



## **2.4 Analyze the issues based on relevant theory:**

We can discuss less reward system by making them categorized into two category:

1. **Extrinsic Reward System:** Extrinsic rewards—usually financial—are the tangible rewards given employees by managers, such as pay raises, bonuses, and benefits. They are called “extrinsic” because they are external to the work itself and other people control their size and whether or not they are granted. In contrast, intrinsic rewards are psychological rewards that employees get from doing meaningful work and performing it well.
2. **Intrinsic Reward System:** To identify these intrinsic rewards, we began by analyzing the nature of today’s work. Basically, most of today’s workers are asked to self-manage to a significant degree—to use their intelligence and experience to direct their work activities to accomplish important organizational purposes. This is how today’s employees add value—innovating, problem solving and improvising to meet the conditions they encounter to meet customers’ needs.

There are also some internal problem which I don’t get enough relevant theory to relate and the problems are:



**The following are some limitations for BRAC International recruitment system:**

**1. Inadequate CV receiving sources:**

BRAC has very less number of CV searching sources. Organization like BRAC must hold some strong websites to publish their advertisement to get an appropriate candidate.

**2. Focus more on experience:**

BRAC gives opportunity only for experience candidate. They don't give chance to fresh graduates who can give better ideas.

**3. Limited Interview Board members:**

However the number of board members for the different interview is same. No variation is the interview committee members. Therefore, sometimes inappropriate candidates are selected.

**4. Less Employee Surveys:**

BRAC does yearly survey where the problems remains unknown. However this creates a gap and thus the problems remain unknown. Therefore turnover increases because of unknown problem.

**3.3 Recommendations:**

BRAC has a great command in the recruitment process and the HR team works with full of dedication. Therefore finding the problems and analyzing the recommendations for me were bit difficult, since I spent a short time there. Yet after working with BRAC for 3 months I have managed to find out the recommendations from which it can be better and healthier. The following recommendations are described below:

- **Proper planning between hiring internal candidate v/s external candidate:**

However, most organizations prefer to choose the internal candidate rather than external. But BRAC give preference to external. I believe if the internal candidate are given more preference, since they are already aware with BRAC working system, then it should be chosen first.



- **Variation of interview board members :**

BRAC must increase the variation in the board members. They must call different board members from different programs for better hiring. However, BRAC always limits the same interview board members and make interview. The more variation in board members, the better recruitment process will be.

- **Make more surveys for staffs feedback:**

BRAC must make atleast 2/3 surveys in a year. However, BRAC make surveys for staffs, yet it is done yearly with all country staff. The more there will be surveys, the more staff turnover will decrease. In addition more surveys will make continuous improvements in the total recruitment system.

- **Eye-catching salary structure:**

BRAC must introduce an attractive salary system to grab better candidates for job. As this is an important issue. I have approached some of the staffs informally where they have expressed that the BRAC has poor salary and benefits structure. Therefore to retain the employees back the salary benefits system.

- **Must create rooms for fresh graduates:**

BRAC gives more importance to experience people other than fresh graduates. However giving chance to the recent graduates can prove better idea in business and more energetic working process.

- **Instant feedback must be given:**

Every candidate is eager to know about the feedback about what they have done interview. Therefore BRAC must give the feedback in the interview session so that candidate can get idea if he/she is selected or not and they don't have to wait or remain in any dilemma.



#### **Chapter-4**

#### **Conclusion**

It is said that the strong oaks today are the nuts that held their ground. Same applies for BRAC & BRAC International as well. Starting its activities in a small village called Sullah at 1972; BRAC now has reached more than 11 countries worldwide with a broad vision to change people's lives and without workforces of strongest will and determination, it was not possible. The Human Resource Department of BRAC International has ensured a qualified inflow of staffs making their global programmes a success, so of course they have a very effective way of working. It was sure an honor to work with such an effective and hardworking team where I could learn new areas of work and interest. After getting involved in the processes and the people here, I got the chance to learn lots of practical things which the theoretical knowledge couldn't cover over the last four years. In BRAC, they try to maintain smooth recruitment process along with the time they can manage. The HR team is one of the most efferent team of BRAC. While writing the report I realized that during my internship time, though recruitment and selection process was the main thing I did the yet apart from this my other learning's were never ending. I have learnt a lot. I really enjoyed working with the recruitment and selection process where I got see the real life experience for candidates. BRAC International will go a long way ahead if they continue following their excellent recruitment and selection methods and take fruitful initiatives to develop their process.



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