INTERNSHIP REPORT ON

THE TRAINING, DEVELPOMENT AND RECRUITMENT, SELECTION PROCESS OF

BRAC INTERNATIONAL

Submitted to

Abir Ahmed Choudhury

Lecturer, BRAC Business School

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Submitted by

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BRAC Business School

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Date of Submission: 29-11-2018

THE TRAINING, DEVELOPMENT AND RECRUITMENT, SELECTION PROCESS

OF

BRAC INTERNATIONAL

Letter of Transmittal

29thNovember, 2018

Abir Ahmed Choudhury

Lecturar

BRAC Business School

BRAC University

Dhaka

Subject: Submission of internship report on "Training, Development and Recruitment, Selection Process of BRAC International".

Respected Sir,

It is my pleasure to submit my internship repot on "Training, Development and Recruitment, Selection Process of BRAC International". This report reflects and describes my observation during three months internship period in BRAC International.

I made sincere effort to learn all the materials, documents, also observe all the processes related to my study to make proper analysis.

I have tried my best to make this report informative and descriptive within allocated time. Due to some limitations it could not possible to collect all the exact data for this analysis for which I beg your apology.

Finally, I shall be glad to answer any kind of query relating to this internship report, if necessary.

Sincerely,

Benzir Ferdous

ID: 14304135

BRAC Business School

BRAC University

<p align="center">**Letter of Endorsement by the supervisor faculty**</p>

29th November, 2018

Subject: Approval of the internship report

This letter is to clarify that, all the information mentioned in this document is true and not confidential to the organization. The project and activities mentioned here have had successful involvement of Benzir Ferdous, ID: 14304135, student of BRAC Business School, BRAC University.

I wish her all the best and hope that she will lead a successful career.

Regards

Abir Ahmed Choudhury

Lecturer

BRAC Business School

BRAC University

Acknowledgement

First of all, I would like to express my gratitude to Almighty Allah to enabling me to complete the report on "Training, Development and recruitment process of BRAC International".

I would like to thank my parents for their continuous support from the beginning. There is no way for me to express my utmost gratitude to them. Through the good times and the bad, they have always been there for me guiding me on the right path.

There are a number of persons without whom the completion of this report would not be possible. Now, there is little effort to show my gratitude to those helpful people.

I convey my sincere gratitude to my academic supervisor Mr. Abir Ahmed Choudhury, Lecturer, BRAC Business School, BRAC University. Without his proper guidance and kind direction this study would not be successful. In every phase of this study his supervision and guidance shaped this report to be completed perfectly.

I also convey my sincere gratitude to my internship supervisor, Mr. Faruque Hossain, Senior Manager-HRD, BRAC International. Without his proper mentoring it was not possible to successfully complete my internship period. I am thankful to him for the opportunity to work for BRAC International.

I would also like to thank my friend Tahsin Ahmend for his continuous support during my internship period.

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Executive Summery

BRAC is a development success story, spreading anti-poverty solutions in Bangladesh and eleven other countries across Asia and Africa region. In 2002 BRAC started its first program in Afghanistan through the stichting BRAC International which is registered in Netherlands. At present BRAC has 8000+ employees working together to establish their mission and vision.

In my internship report I mainly focus on how each and every step of HR activities done by the team. Especially in the large organizations like BRAC how they manage huge number of manpower. I did my internship in BRAC International Human Resources Department so I got the chance to work closely with their training, development and recruitment process.

As a number one INGO around the world BRAC has been maintaining their quality of work from the beginning, so my focus was to find out how they can maintain their quality by developing their process and make long term success in future.

Before having any final remarks about this report, it is humble request to keep in mind that because of confidentiality it could not possible to manage all the data that are needed to this analysis and find out the exact solutions. Yet it might be a good report to have a dept idea about their current programs, training, development and recruitment process and the ways to develop their processes to have long term success.

Chapter One

Organizational Overview

Stichting BRAC Internationalwas set up in 2009 as a non-profit foundation in the Netherlands to govern and manage all BRAC entities outside Bangladesh, except for our affiliates. In each of these countries, the entities are legally registered with relevant authorities in compliance with all applicable legal and regulatory requirements.

The foundation was formed on March 16, 2009 with an objective to engage in charitable purposes and social welfare activities. Its RSIN (Rechtspersonen en Samenwerkingsverbanden Informatienummer) number is 820561320

Their unique holistic approach to poverty alleviation includes a range of core programmes in economic and social development. BRAC's institutional expertise on successfully implemented programmes is applied in countries where our models are either replicated or adapted according to the country context. Together, we help people realise their potential and create opportunities through our multi-stakeholder collaboration.

BRAC International Holdings B.V. was set up as a private limited liability company under the laws of the Netherlands and is a wholly-owned subsidiary of Stichting BRAC International. It is a socially responsible for profit organization, engaging people in economic activities and creating sustainable income generating activities for themselves. It provides funding for the social development programmes under Stichting BRAC International.

Their affiliates were founded in 2006 to raise their profile globally. They play a critical role building awareness, developing new business plans, mobilizing resources and maintaining effective partnership with institutional donors, foundations, NGOs, research organisations as well as the media. They collaborate with international counterparts to design and implement cost-effective and evidence-based poverty innovations worldwide.
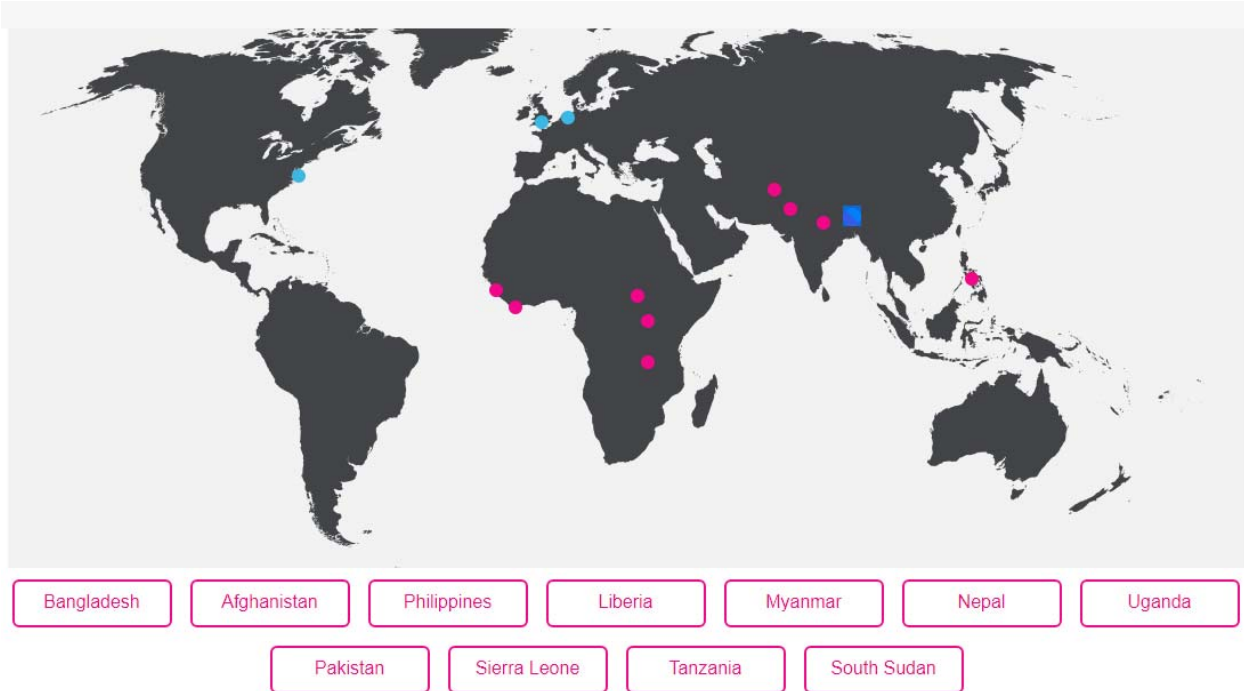
FG: BRAC International across Asia and Africa Region

Vision:

Stichting 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.

Mission:

Their 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.

What they achieve their mission by:

- Working with the poor and disadvantaged members of the society especially women and children
- Mitigating the threat of poverty
- Engaging in multifaceted interventions for large scale poverty alleviation
- Working towards attaining socially, financially, and environmentally sustainable programs
- Promoting human rights, dignity, and gender equality
- Helping to shape national and global policies on poverty reduction and social progress
- Fostering the development of human potential
- Working towards the advancement of education
- The provision of general public health, education, and water
- Promoting arts and sciences
- Encouraging research in the fields of human well being

Aim

Stichting BRAC International aims to contribute to welfare activities to alleviate poverty and improve the lives of the poor. In line with the sustainable development goals (SDGs), Stichting BRAC International will work to:

- End poverty and hunger
- Ensure inclusive and equitable quality education and promote lifelong learning opportunities
- Promote gender equality and empower women
- Improve maternal health
- Control HIV/AIDS, Maleria, and other diseases
- Ensure environmental sustainability
- Develop a global partnership to development

Stichting BRAC International will receive grants, charities, and other assistance to the attainment of its goals.

Main Progrrmes (Highlights 2017; Source BI official website)

- Microfinance

  - **525,414** borrowers reached including those with low incomes, small entrepreneurs, farmers, low-income salaried workers and adolescents, an increase of **18%** from 2015
  - **USD 223** million disbursed, an increase of **33%** from 2015
  - **96%** of the clients we served were women

- Education

  - Students in BRAC schools scored **35%** higher in both mathematics and English compared to government schools (Evaluation of community-based schools in South Sudan, 2012)
  - Changed girls' self-perceptions, confidence and attitude towards gender norms within the family (Girls' Education Challenge Project, RCT results, Tanzania, 2016)
  - Students obtained significantly higher learning scores (compared to baseline and midline study), in both reading and mathematics (GEC project, end-line evaluation, Afghanistan, 2017)
  -

- Emergency preparedness and Response

  - Emergency response coordinators at country level have developed partnerships with the government, UN Clusters, UNOCHA and other UN agencies, NGO forums, etc.
  - Have initiated emergency response capacity building process in BRAC International country offices, as well as in **6** vulnerable communities, **6** schools and **6** local governments in Myanmar, Sierra Leone and Uganda.
  - Disaster Risk and Vulnerability Assessments (DRVA) have become an integrated activity in all food security and livestock-related projects of BRAC International through successful piloting in PRO-ACT project in Liberia. The Government of Liberia and the EU have recommended similar assessments all over Liberia as part of all future development projects.

- Empowerment and Livelihood for adolescents

  - ELA girls are **72%** more likely to engage in income-generating activities
  - Teen pregnancy fell by **26%** and early entry into marriage/cohabitation fell by **58%**
  -

- Agriculture and livestock

  - Reached a total of **74,666** agriculture farmers and **55,297** livestock farmers

- Released **11** new varieties of seeds and supplied maize, rice, beans and vegetables in Uganda
- Promoted agrinutrition to **19,200** households through orange fleshed sweet potato and supplied **1,000** sacks of vines to smallholder farmers in Uganda
- Formed **4,004** poultry producer groups and **4,017** maize producer groups, and provided **27,654** farmers with loans of **USD 5.5** million in Tanzania
- Reached **5,428** beneficiaries in WFP funded Food for asset project
- Developed **13** entrepreneurs and **90** market actors in Liberia
- Developed the National Livestock Policy and the Disaster Vulnerability Risk Assessment of Liberia for the Ministry of Agriculture
- Trained **75** model pig rearers, and **750** general pig rearers, and set up **5** slaughterhouses in Sierra Leone
- Provided **12,077** households with vegetable seeds, fishing kits and tools in South Sudan
- Provided **200** adolescent girls with horticulture training in Afghanistan

- Health
  - Trained **5,512** community health promoters
  - Referred **190,470** patients
  - Treated **1,182,374** patients
  - Treated **232,891** malaria patients
  - Treated **239,823** diarrhea patients
  - Provided **177,859** women with antenatal services
  - Provided **91,143** women with postnatal services
  - Held **112,394** health forums
  - Distributed **2,910** long lasting insecticidal nets

- Ultra Poor Programme
  - Independent researchers from the London School of Economics released 4 and 7-year RCT results on BRAC's model, the longest-running longitudinal study on a graduation program. In addition to producing broad and sweeping reductions in community-level economic inequality, evidence pointed to substantial gains in earnings (**37%** increase), consumption (**10%** increase), savings (10-fold increase), access to land and asset value (doubled), as well as hours devoted to productive, stable, and dignified work (tripled).

Chapter Two

Introduction

Rationale of the Report

Once author Jack Komfield said, "Through practice gently and gradually we can collect ourselves lean how to be more fully with what we do". Practice is the easiest way to understand what we actually learn. In that context, before our graduation BRAC University made it mandatory for us that we must complete our internship under any renowned organization to get the experience to work in a practical and professional environment. After completing all academic courses I applied for internship program and after giving an interview fortunately got the chance in BRAC International, the largest developmental NGO of the world. As BRAC is a international NGO it operates in 12 other countries across Asia & Africa. In January 2018 BRAC was ranked as the number One NGO in the world for the third consecutive year by the Geneva-based NGO advisor, an independent media organization committed to highlighting innovation, impact and governance in the nonprofit sector.

I started my internship program on 14th August, 2018 under the supervision of Mr. Faruque Hossain- Senior Manager, HRD, BRAC International. My three months long internship ended on 15th November, 2018. After selecting specific department my internship topic was approved by my academic supervisor, Mr. Abir Ahmed Choudhury- Lecturar, BRAC University. In my internship period I mainly worked on recruitment selection process also on training and development process of BRAC International. After analyzing their process through my learning I try to give a solution that how BRAC International can make their processes more effective for long run success.

Objective of the Report

The main objective of this report is to practice my theoretical knowledge in real life environment that I have gathered during four years of BBA program. I did my major in Human Resources Management so my focus was to understand the core objective of human resource management. In HR every step is related to another step. During three months of practical experience I have gathered a quite good knowledge about how they are connected to each other. At the same time I

try to evaluate and find out some lacking in their current processes. Also I try to give some solution from my theoretical knowledge to make their recruitment and training processes more effective.

Data Collection Sources

In order to successfully complete this report I had to gather both primary and secondary data related to this topic. To know about their core processes primary data collection was mandatory, as well as secondary data also helped me to know more about their current activities.The data collection sources are given below:-

Primary Data Sources:-

- Real life working environment
- Working with the recruitment and training, development process of BL
- Communicating with other employees of BI
- Attending field visit and observing their different programs
- Informal interviews
- Attending orientation session

Secondary Data Sources:-

- Official website Of BRAC International
- Official website of BRAC
- Online articles and journals
- Annual report of BRAC and BRAC International

Scope and Delimitation of the Study

During the preparation of my internship repot I also find some limitations. BI Human Resources Management team strictly maintains confidentiality of their each and every process. So I was not able to dig deep into any information. I had to observe carefully while working with them.
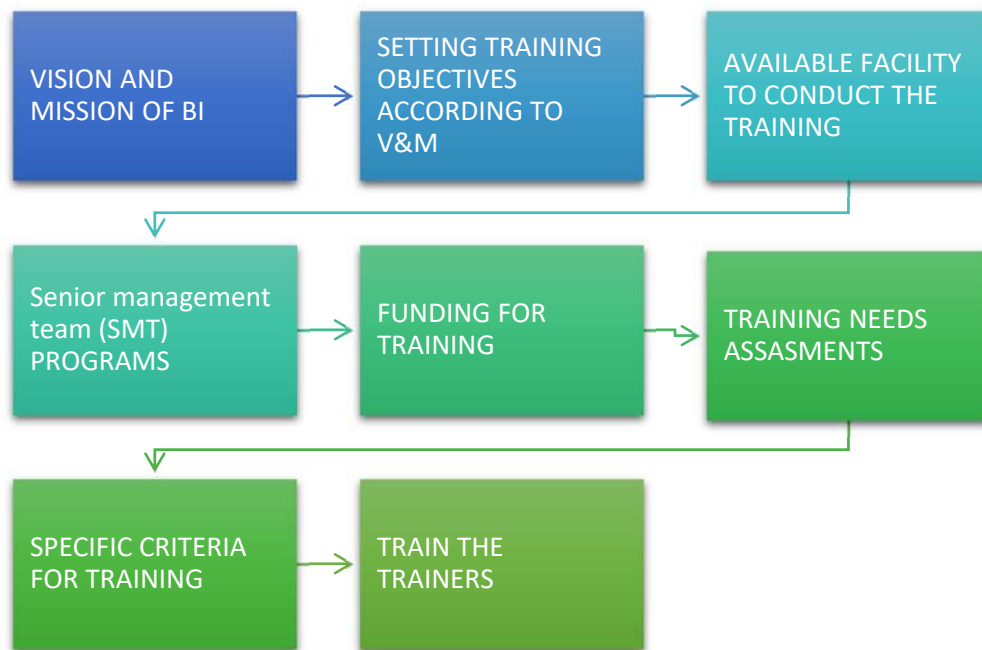
Chapter Three

CURRENT TRAINNING AND DEVELOPMENT PROCESS OF BRAC INTERNATIONAL

The prime aim of training and development and it's never ending learning process has always been leverage with BRAC INTERNATIONAL and now it has become rather an overarching trend of creating fine work environment, exploiting the organizational short comings towards human resource management and to develop the reaction to any surprise projects which all will always be beneficial for the sake of the development of the company. It has been also proved by many studies in the past that there are sound connections between various Training and development practices and different measures of organizational performance (for example, Delery and Doty 1996; Becker and Huselid 1998).Training and development, has its strategic positioning and it directly contributes towards organizational business goals and objectives. Imparting training through use of new technologies and adapting to innovative training methods, like PI (programmed instructions),computer/simulated games, role playing and audio/visual tools are more effective but thoroughly observed that the same are not being extensively used in current training curriculums. Innovation, the implementation of new ideas is viewed by researchers as the key to both sustaining a competitive advantage and the lifeblood or the best hope for their future growth for companies. So, these newer techniques combined with conventional methods i.e. lectures, conferences, movie/films and case studies provide effective results for training and education conducted in particular situations.

The aim is to analyze the current training and development process of BI and to evaluate this process to improvise and include more effective programs to enhance its outcome in the long run of the company.

Currently BI is operating the following process to train and develop employees according to the institutional need.

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┌──────────────┐     ┌──────────────┐     ┌──────────────┐
│ VISION AND   │ ──▶ │ SETTING      │ ──▶ │ AVAILABLE    │
│ MISSION OF BI│     │ TRAINING     │     │ FACILITY TO  │
│              │     │ OBJECTIVES   │     │ CONDUCT THE  │
│              │     │ ACCORDING TO │     │ TRAINING     │
│              │     │ V&M          │     │              │
└──────────────┘     └──────────────┘     └──────────────┘
        │                                          │
        ▼                                          ▼
┌──────────────┐     ┌──────────────┐     ┌──────────────┐
│ Senior       │ ──▶ │ FUNDING FOR  │ ──▶ │ TRAINING     │
│ management   │     │ TRAINING     │     │ NEEDS        │
│ team (SMT)   │     │              │     │ ASSASMENTS   │
│ PROGRAMS     │     │              │     │              │
└──────────────┘     └──────────────┘     └──────────────┘
        │
        ▼
┌──────────────┐     ┌──────────────┐
│ SPECIFIC     │ ──▶ │ TRAIN THE    │
│ CRITERIA FOR │     │ TRAINERS     │
│ TRAINING     │     │              │
└──────────────┘     └──────────────┘
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FG: Training & Development Process of BRAC International

BI has established above mentioned standards of training to fulfill the organizational needs and to meet the challenges which can enhance the company's reach of activities to a new extend. These programs can be evaluated like the following.

According to upcoming projects, enhancement of service standards of the customers, maintaining the national and international relationships with governments other local and foreign companies, engagement of new methods or policy of the company and adoption of modern technologies BI has to continue it's never ending learning and training process according to achieve the VISION and MISSION of the company. So, to initiate a new training and development program BI's primary focus is to design such program which by nature cover ALL or PARTIAL VISION and MISSION of the organization. These also justify the required man-power which has to be trained on completion of the training and development program.

After setting these parameters of the program BI designs the process of the training which can properly and efficiently fulfill the training objectives. In that process BI has to ensure the availability of adequate training facilities. Training facility is primarily denoted in two categories

1.   Exposure Vision.

2.   Field Vision.

Primarily the trainees have to be enlightened with enough academic knowledge of the topic of the training. So, to provide them with the knowledge company has to justify and collect required resource of the topic. Generally multiple researches on that particular topic, graphical portraits, company's view and aim towards that topic, other organization's participation on that subject and general guidelines can be defined as Exposure Vision. These help the trainees to have a prompt mind set up about the training and its objectives and how they have to perform for the company after the training. Secondly, Field Vision helps to nurture those gathered Exposure Vision in field level. This helps the trainees to overcome their further doubts and also to provide firm hold on to the knowledge gathered.

Further Motivation, Enthusiasm and desire to undergo the training and development process is harvested into the trainees by the Senior Management Team in short SMT. Leadership lectures, coaching and mentoring helps the team to motivate these trainees. Their main aim is to build or develop an ideal mental set up amongst the trainees which will provide maximum output from them.

Funding for the training is gathered from the donation given by different countries. After setting all standards mentioned above BI projects its aim and process of training and development to those countries which will agree to utilize their assets to facilitate this process. So, this funding is directly related with the Training Needs Assessments. Donations gathered from them can bring change to the overall process or number of trainees appointed for the program. This leads us to set specific criteria for the training. These criteria will be totally different for every training program.

T&T or Train the Trainers is a bit different program than the general training and development process. This program generates trainers which will be useful to conduct further training programs mentioned above. Selecting suitable candidates and sending them for advance training about a particular topic is main aim of this program.

Chapter 4

Analysis of Training and Development Process of BRAC International

SCOPE

- Fault Findings
- Improvise Model
- Overall Resultant

FAULT FINDINGS IN EXISTING PROCESS OF TRAINING AND DEVELOPMENT

A successful training process is always a two way process. Only delivery of knowledge cannot bring beneficial results. Above mentioned process is seems to be a totally one way process. The company is arranging the finest facility to provide the training but not assessing the ability of the trainees to their core. The company is denoting the quantity of employee to be trained for the sake of the company but not judging their qualifications properly. At this moment the organization is compromising quality over quantity. A simple example can explain that a person may be very much good in writing, but oral expression may lack for that individual person. As BI has multi-lateral sectors of work selecting a perfect person for that job is very much mandatory. But BI doesn't have a strong and dependable selection process for its program of training and development.

A training Archive facility is very much beneficial for an Institution like BI. When time is money and every second counts BI has to repeat to generate a new process of training and development program for individual programs. These both kill time and man power.

Training and development process is a continuous process. For the survival of the organization and handling of new challenges training is the only getaway. But if this process has to wait for a donating country to stand forward than by default this training and development process will be in grave danger. As a result preparing adequate trained men for a project will be hampered. Thus, the future of the company will be in an unstable situation which is a nightmare for every company.

So, to sum up the fault findings I can raise these three following topics:

1. Lack of Proper Man-Power Selection for ensuring two way learning process

2. Absence of Training Archive Facility

3. Proper Funding Process for Training and Development

IMPROVISED MODEL (SOLUTION)

By evaluating the current training and development process three fault findings were established. To overcome these issues BI can improvise some systematic errors of the existing process. The following actions I found might nullify the short comings of the process to some extent.

The idea of this model I have gathered from the research article named "The Science of Training and develop in organizations: what matters in practice" written by Salas E., Tannenbaum I. S., Kraiger K. and jentsch S.A.K.. (2012). The article aims to explain why training is important and how to use training appropriately. In this article they focus about person analysis, which means to uncover who needs training and determine what kind of training they need and to determine whether training must be adapted for some learners. This will clarifies training demand and trainees' needs and maximize benefits of the training by ensuring fit with trainees' needs (Salas E., Tannenbaum I. S., Kraiger K. and jentsch S.A.K.., 2012).

Form this idea I develop the Personal Record Book (PRB) method which can make BI's training and development process more effective and efficient. The method I am explaining below-

PRB (Personal Record Book) METHOD

Suppose Mr. A and Mr. B are class mates who went to same school and same college and graduated together and got a job offer for BI after completing University life. First, Mr. A is the elder son of a well-known doctor of his area. From his childhood he always stood first in his class. 9 hours of daily study was his common routine. But before exam this time line would extend more 3 to 4 hours. For his brilliant result his parents always used to ensure his everyday demand to the fullest. One separate home servant was detailed to look after him. Mr. A was so much into his studies that his concentration outside of study was almost impossible. As a result

he stood first in the SSC board and also done the same in his college. As his father was a Doctor as well as his grandfather. So, his father always wanted his son to become a doctor as well. But Mr. A always wanted to study in an engineering college. Studying about medical science was easy for him, but to understand it from his heart was a not so favorable. After HSC his father insisted him to try for medical board. But Mr. A could not qualify for that because it was totally against his interest. So, His father got him admitted in a well-known private Medical College. But unfortunately Mr. A could not sustain there more than a year. After this incident his father understood the fact and got him admitted in another well know private university for BBA because his father didn't want to waste another year for getting him admitted in Govt. University for engineering studies. After admission he could understand these studies better than medical science and could cut a good figure in his results. Though he faced some trouble in the group works during that period because he has less experience in interaction with course mates or other people. But is individual tasking he was excellent. After University due to his good result he got a job in BI. After getting the job he got married but that did not last long for his sole dedication to his family and he end up getting a divorce from his wife.

Now Mr. B, He was also the elder son of his father who was a small businessman of the area. From his childhood he had a good ratio of friend circle and participated in some extracurricular activities with them. Playing cricket was an everyday routine for him. He could also play Badminton and used to participate in local competitions. For this his attachments with studies was very much less than Mr. A. But in his eyes it was enough for him and he could bring average result in the exam. In college he continued his activities outside studies which helped him to participate in group discussions about various subjects. Before the exams he applied these theories in his studies. As a result, group discussions helped him understand a lot better than when he was studying alone. So, he could cut a better result in college than school. This performance has harvested a strong moral and ideal mind set up for him to sit in the admission exams for Govt. Universities. That continuity and consistency helped him to survive in the admission test and he also started studying BBA. An average Educational background, experience in extracurricular activities, extra ordinary performance in team work and individual tasking and a polished physical and mental state helped him to achieve an excellent result in University. Thus he also got a job in BI and is now happily married with one of his childhood friend.

So, now I will justify Mr. A and Mr. B's profile and visualize through a very basic graphical image. Here,

EB = Educational Background

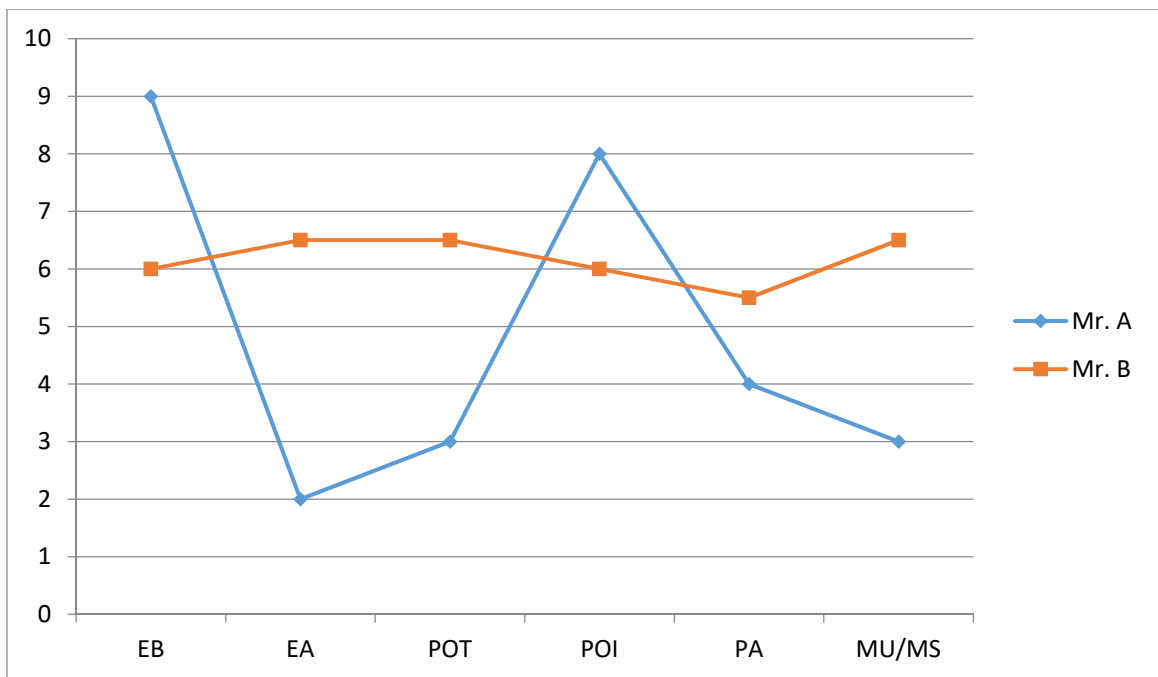EA = Extracurricular Activities

POT = Performance of Team Task

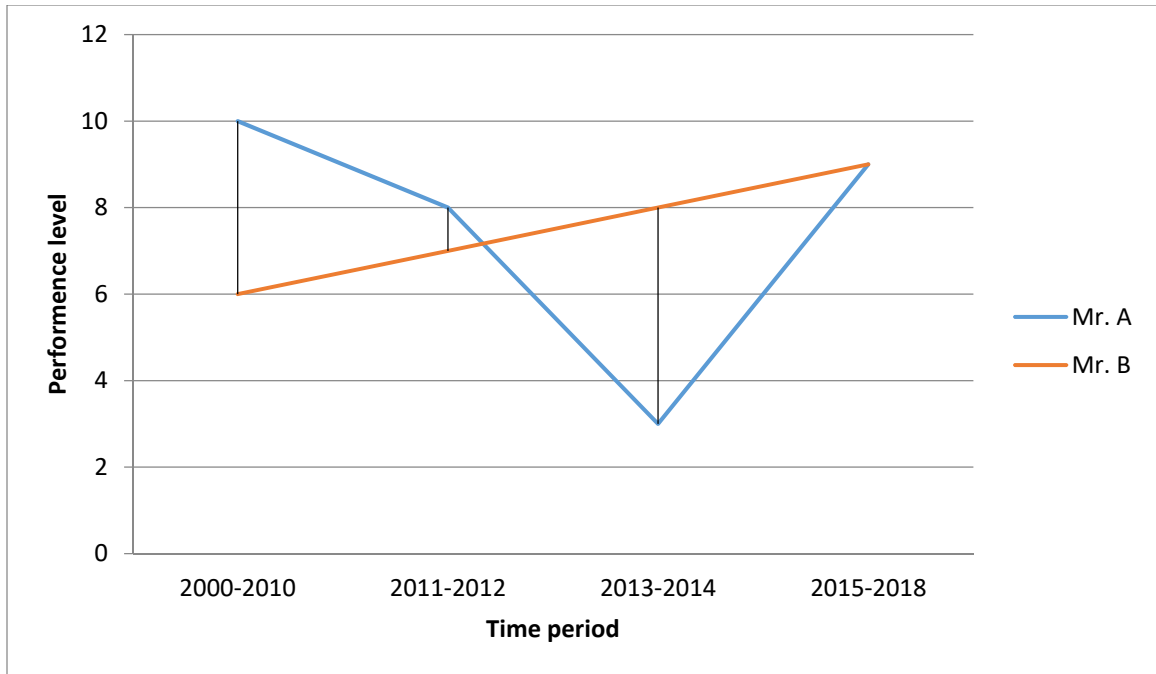POI = Performance of Individual Task

PS = Physical State

MU/MS = Mental Uptake / Moral State

Now Mr. A's and Mr. B's graph will be like the following.

Now Mr. A's and Mr. B's Performance state with the time period will be like the following.

So both the graph of Mr. A and Mr. B has significant difference though their current performance state is at the same level. Mr. A's Personal State graph is kind of a Cliff. But in the other hand Mr. B's Personal State is much more stable than Mr. A. As a result their performance also had an influence for that. Mr. A has an unstable performance graph which can be very much critical for the company to deploy him to a new project whether his performance will go upward or downward. So, it is better for the organization to keep him in a constant sector to get maximum output. On the other hand, Mr. B's performance always had an upper peak with the time period. So, it is easy for the organization to estimate his future performance and employ him for high value projects and training programs. Mr. B will definitely bring welfare for the company.

So to identify Mr. A and Mr. B amongst the company's current employee, SMT can maintain a PRB (Personal Record Book) to maintain the above mentioned graphs of all the employees. During the Motivational Program of SMT they can have individual interviews of the selected employees to further justify his/ her performance in the training sessions. It will also clarify that what output that employee will provide to the company. Those employees who will be very much efficient according to PRB can be selected or taken into consideration to send to a Train the Trainer Programs and they can act as the future trainer for the company.

PRB method can also help during employee's Recruitment, Promotions and Deployment under different sectors of the company. PRB has to be initiated from the very beginning of an employee's involvement with the company up to permanent retirement. PRB will carry various information of an individual employee. Such as, Personal Information, the information gathered during his recruitment and interviewing period, Comment of the interviewer and the psychologist, Educational Background, Extracurricular activities, Deployments during the job and written performance report of that employee, any un-satisfactory performance during the job, Yearly Physical report, Yearly Mental Report. Finally compiling all the reports above mentioned graph will is to be drawn and attached with each PRB. This information will be recorded in PRB and the employees in-charge Officer will be responsible to maintain it. A designated Supervisor of the Office will quarterly investigate all the PRB's of his branch. Employees who contain a cliff graph will be denoted as EMPLOYEE CATEGORY ALPHA and having a comparatively smoother graph will be denoted as EMPLOYEE CATEGORY BRAVO. Then Category Alpha employees can be deployed in some designated sectors of the company where his experience or performance is deemed to be better than others. And Category Bravo employees can be nurtured to different sectors, send to attend training programs, deploy for new projects with unfamiliar challenges. Before any Training and Development program or any other such activities of the organization this PRB will be submitted to the SMT and it will be very much easy to separate those Category Bravo Employees and company will consume maximum output from any upcoming projects waiting ahead. This process will automatically cultivate a competitive mentality amongst the employee and enhance the work environment. Also it will help the company to Sketch the future of the company's progress easily. This is how we can deal with problem number 1.

TRAINING ARCHIVE

BI can maintain a Training Archive Facility within their reach. 'LEARN FROM YOUR MISTAKE' is the main motto of an Archive facility. All previous programs, Person who attended as trainee, who were the teachers, all the research documents of the trainees, records of Exposure Vision and Field Vision, Q Bank etc has to be preserve in the facility. This will help the organization to design the future Training and Development Programs very quickly. It will also help new planners to understand the earlier problems which they faced to arrange such

programs and what measures can be taken to overcome those issues. This will both save time and man power to initiate a new program and also make each and every program well designed than the previous one.

CONSTANT TRAINING FUND

A healthy training facility is the key to develop an INGO like BI to keep alive its multi-lateral reach of various projects all around the world. It is a shocking fact that its Training and Development Programs are still running with the donation of out comers. This by default slows down the process of Training and Development and in general hamper the challenge taking capacity of BI. For every Program the organization can form a board to seek for donations. Then after the collection of donation they have to design the program. Though BI is a nonprofit organization but it has to deploy the Right Man, At the Right Place, At the Right time. Separating a training fund from the organization is not a very big deal for BI. Yearly a fixed amount will be set as the budget for training. Whenever the training team has to design such a program, they will not have to wait for the donation. For a local training program that money will be enough for the team. If the training facility has to be extended further then, the fund can be raised partially from the training fund and from donations. This process will boost up the Design process of the Training and buy some quality time for the organization to seek for more challenges and opportunities.

OVERALL RESULTANT

With the improvisation mentioned above we can set up a new Training and Development process for the company. It will be like the Following.
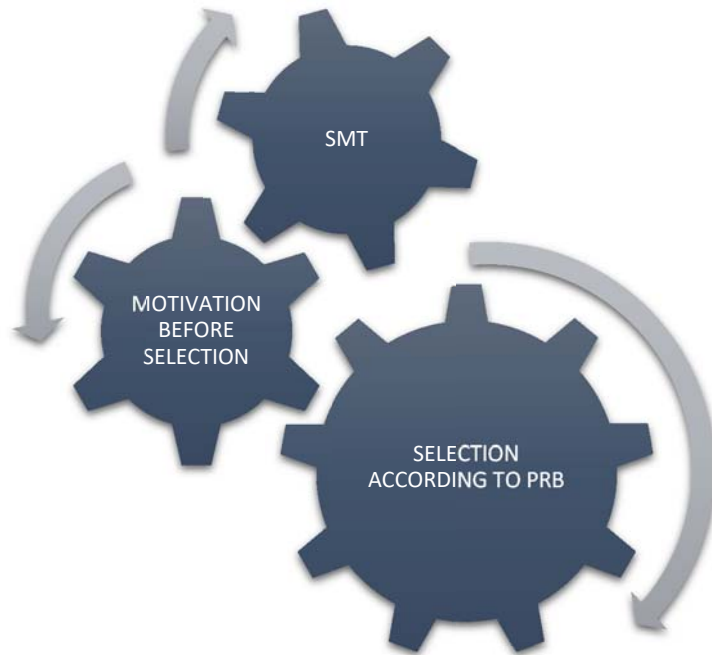
FIG: FUNCTION OF SMT
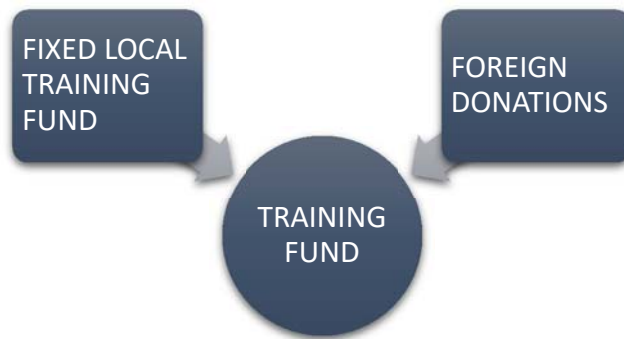
FIG: FORMATION OF TRAINING FUND

ARCHIVE

TRAINING FUND

SMT PROGRAM

PROGRAM DESIGN ACCORDING TO V&M

TRAINING NEED ASSESSMENTS

FIG: FORMATION OF PROGRAM DESIGN

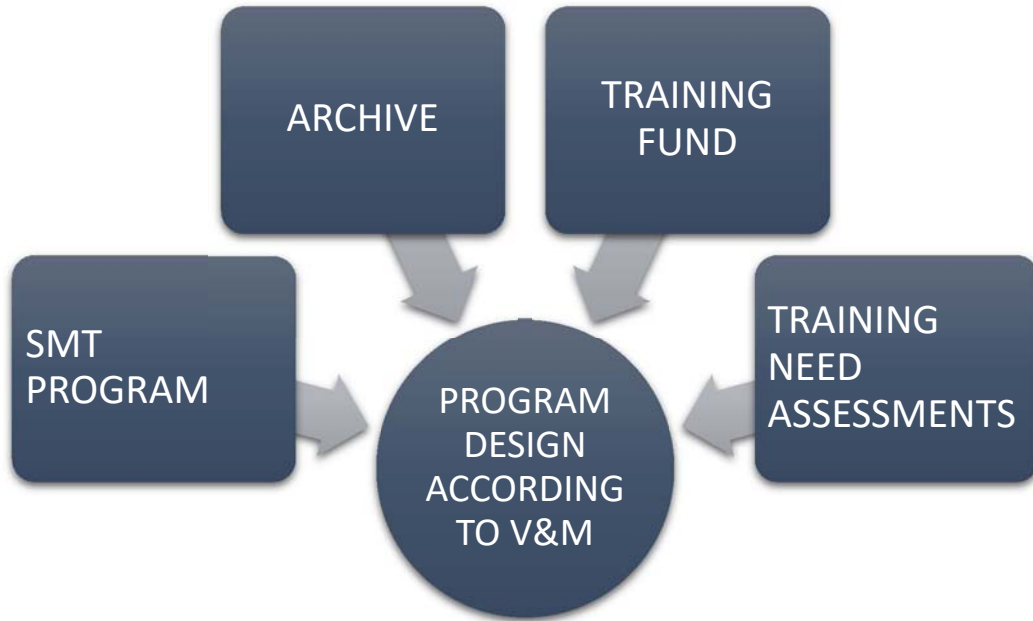PROGRAM DESIGN ACCORDING TO V & M

SPECIFIC CRITERIA OF TRAINING
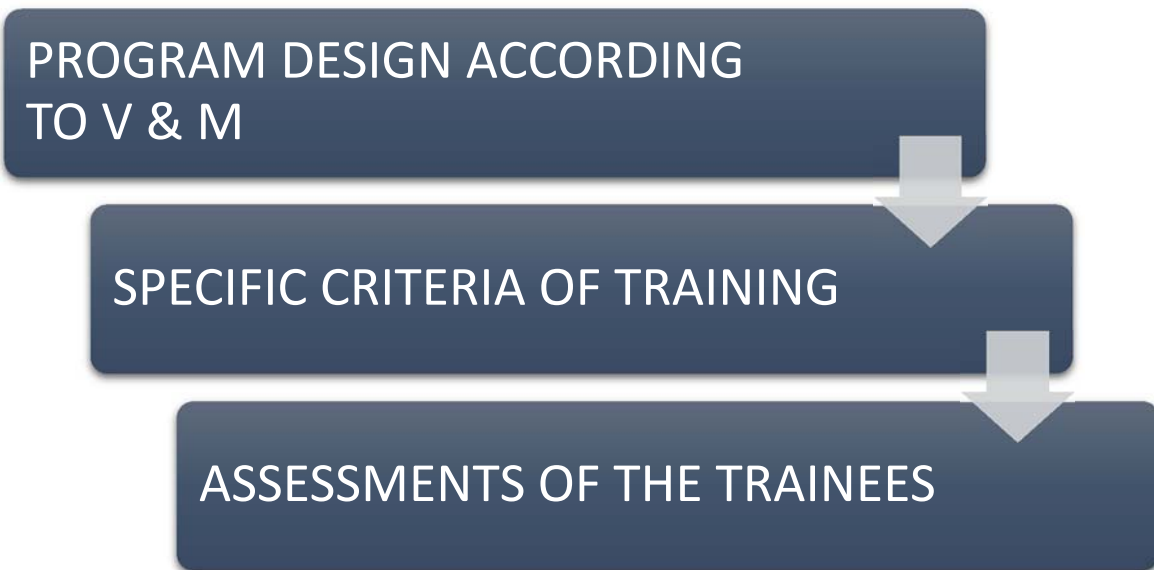
ASSESSMENTS OF THE TRAINEES
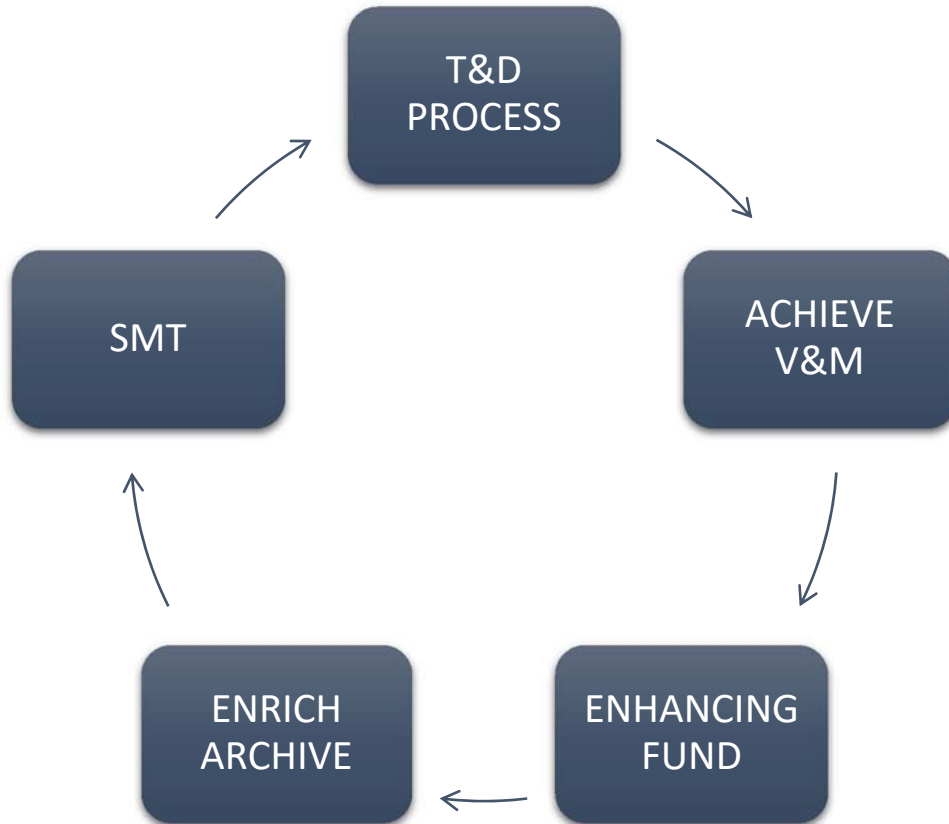
FIG: SIMPLIFIED TRAINING DIAGRAM

FIG: TRAINING AND DEVELOPMENT PROCESS CYCLE

In the sector of BI's Training of Development the designated team's primary aim has to be REACH, TEACH and BREACH. First of all they have to REACH to the Ideal or appropriate person who is ready to receive the training and work for the company to achieve its goal. Then the team has to TEACH them with adequate knowledge and experience. Thus, BI along with its members it can BREACH to new opportunities and challenges waiting ahead. Adoption of my newly introduced process might be a bit difficult in the beginning. But, the outcome of following this process will not only help the organization to increase the standards of the training facility, but also help the organization in many sectors to establish BI's upcoming future and assessing the deployment of its employees.

Chapter Five

*CURRENT RECRUITMENT AND SELECTION PROCESS OF BRAC
INTERNATIONAL*

After doing 3 month long internship in Human Resources Department of BRAC International I have now clear idea about their recruitment and selection process. BRAC is currently conducting their activities in 12 developing countries across Asia and Africa and BRAC International (BI) handles all the operations that happens other countries. If an employee is needed by the foreign country, in case of junior level positions, country office contact with BI which is situated in Dhaka, Bangladesh. But in case of senior level positions BI decides about hiring new employees. Being a renowned and successful organization BI follows some selected and crucial steps for recruiting and selecting the best candidate for a vacant position. The steps are as follows:-

Recruitment and Selection Process of BRAC International

Step 1: Manpower Planning and Forecasting

Step 2: Develop staff Requisition and Job Description

Step 3: Job Advertisement

Step 4: CV searching and Screening

Step 5: Create shortlisted and start communication

Step 6: Arrange Interview

Step 7: Giving offer letter and conduct negotiation

Step 8: Joining of the candidate & termination of recruitment process

1. Man Power Planning and Forecasting

Manpower Planning which is also called as Human Resource Planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization. Before starting the recruitment process BI (BRAC International) first consider how much employee they need in which department. After doing the forecast management team inform that to top management committee and after reviewing the forecasting data top management create the position and with the help pg HR team they conduct the ultimate recruitment process.

Before starting the ultimate planning BI first decide whether they will hire a new employee or they can fill up the position by any internal employee. In case of creating new position they have to follow the regular recruitment process. In case of Replacement they have to deal with internal candidates. Before conducting the process management committee reviews the job analysis. If they think any internal candidate is fit for that position then they replace him/ or in that one. The positive side of replacement process is that they can easily save their time and cost. Also the employee already has the idea about organizational culture.

Their hiring process includes three different categories. They are:-

- **Regular:** regular full time employees get many other benefits besides their basic salaries. They get transport allowance, spouse allowance, medical benefits and also life insurance benefit. Besides these they also get two festival bonuses. But their basic salary is not so high.

- **Project:** BRAC International organizes different types of projects as they are working with developing sector. That's why they have to hire manpower to fulfill those projects. Their project duration is 5 or 6 months. Project base employee's salary is not so high also they don't get any other benefits.

- **Contractual:**The number of hiring contractual employee is very high in BRAC International. BRAC mainly recruit contractual employee for foreign countries in which they works rather than for Bangladesh. The salary of contractual employee is higher than regular or project employees but they don't get that much benefits like regular employees.

2. Develop Staff Requisition & Job Description:

The Staff Requisition Form is used by the department administrator to post a vacancy. The form is available within HRMS (Human Resources Management System) and contains the necessary data that will be used by the department administration and division finance office in approving the opening, by the HR Service Center in posting the position accurately and, finally, by the applicant in determining if the position is of interest to him/her. After getting approval of hiring new employee or to replace any other existing employee supervisor creates or renews a staff requisition form and forward that to the chief people officer, Munmun Salma Chowdhury for final approval. The purpose of the staff requisition form is to establish a valid need to hire new employee. Also to ensure whether there is new space and funding for the new position. HR department keep the main copy of staff requisition form in staff requisition file and photocopy in the recruitment and HR file.

The staff requisition form of BRAC International contains following things:-
- Job location
- Designation
- No. of vacancies
- Staff type (Regular/ Contractual/ others)
- Source (Internal/ external)
- Salary & Level
- Preferably needed by
- Educational Qualification (any specific requirement)
- Professional Qualification
- Job Experience (Min. no. of years)
- Preferred channel of advertisement (Newspaper/ online/ others)
- Replace / new position
- Approval with the signatures of CPO & Department Head

The Job Description contains every details related to the position. It is important to make a proper advertisement, interview questionnaires and salary. The job description is always attached to staff requisition form. Before joining every employee have to read and sign in

JD. The Job Description serves as a document to defend any future compliance or any type of discriminations. The Job Description created by BRAC International contains following things:-

- Department
- Job Title
- Location
- Reporting to
- Level/Grade
- Organisation Relationships
- Purpose
- Major Responsibilities
- Major Challenges
- Key Performance Indicators (KPLs)
- Decision Making
- Relationship to other Roles
- Performance Reviewer of the Role
- Any other Additional Responsibilities
- Budget Under the Position
- Number of Reporters
- Experience
- Knowledge, Skills & Competencies
- Specific Educational Qualification

After selecting for the position the staff has to sign in the JD and then HRD keep the main copy of JD with sign in the personal staff file.

3. Job Advertisement:

In this step is to publish a proper advertisement for a specific position. While preparing the adv. they make sure that all the information is there. BL publish their adv in 3 different sites bdjobs.com, bevelopmentaid and their own website careers.brac.net. They have two webmail addresses for collecting CV. One is recruitment.bi.brac.net which is for external candidate's CV collecting web address and another one is internal.bi.brac.net with is for internal candidate's CV collecting web address. If HR team finds any external CV in internal web address then they forward that CV to recruitment.bi.brac.net. BI include following things in their advertisement:-

- Career with BRAC International

- Title of the job

- Job Responsibilities

- Educational Requirements

- Required Competencies

- Experience Requirements

- Employment Type

- Salary

- Applying Procedure

BI usually doesn't publish their advertisement in newspaper because its takes too much time to start the recruitment process. They usually give 15 to 20 day's dateline for the candidates to apply for the position. They includes following things in their advertisement-

4. CV Searching and Screening:

After publishing the Advertisement BI get a huge response from the applicants. They collect all the CVs from their mail addresses which are recruitment.bi.brac.net and internal.bi.brac.net. Within those mail IDs they create different folders for specific job.

In case of CV searching they focus mainly two things, experience and educational qualifications. They also get those type of CVs which does not match the with the job requirements, so recruitment team screen all the CVs very carefully.

5. Create Shortlist and Start Communication:

After selecting a standard amount of CVs recruitment team send the CVs to the higher authority for giving decision of final shortlisted CVs. After selecting final candidates HR team start communicating with them. They inform those candidates that they are selected primarily and also ask to fill up a pre screen questionnaire. This questionnaire includes candidates personal information, desired date of joining, current salary, expected salary,

pending offers, and the reason behind joining BI. HR team also informs the candidates' interview time and date through email and telephone.

6. Arrange Interview:

After the confirmation of their availability the preparation of the interview starts. HR team selects the board members according to the position. The interview panel includes one member from HR team and others from relevant department. To conduct a proper interview session recruitment team prepares interview files. Interview and HR files includes following things.

- Staff requisition
- Job Description
- Advertisement
- CVs
- Pre screen questionnaire
- Long list, which includes summary of employees information
- Time slot of the interview
- Interview outcome

Interview outcome always kept in the HR File. After the interview finished the panel member discuss with each other and write the final decision in interview outcome.

BI takes Skype interview for the international candidates. It also saves money and time. Sometimes when the panel member finds more than one eligible candidate for a position, they call for second interview. The second interview plays a very crucial role in selecting write candidate for a position.

7. Giving Offer Letter and Conduct Negotiation:

The selected candidate is given an offer letter where all the duties and responsibilities mentioned clearly. Candidate must read and sign that offer letter before joining. Also candidate have to sign the job description. In offer letter the compensations also mentioned clearly as well other employee benefits. In case of project and contractual position the duration of contract also mentioned clearly.

Before making the offer letter HR team negotiates with the new staff. BI decides the salary level as per their organizational policy. They also ask candidate's expected salary in pre screen questionnaire. So BI always tries to satisfy their employees through a good level of salary.

8. Joining of the Candidate and Termination of Recruitment Process:

This is the final and last step of recruitment process. BRAC International strictly maintains a personal staff file includes following things:-
- Appointment Letter
- Deployment
- Joining Form/ Deployment for newly joined employee
- General Code of Conducts form
- Job Description
- Personal Information Form
- Nominee Form
- Reference Check Information
- Offer Letter
- Written Test Script (If Any)
- CV
- Photocopy of All Academic Certificates
- Photocopy of all Experience Certificates
- To Whom It may Concern, Release Letter
- Advertisement
- Requisition Form
- NID
- Passport
- Medical Test Report
- Life insurance form

Before joining date HR team contact with the new staff and ask to bring all the documents which includes:-

- All academic certificates
- All experience certificates
- NID
- Passport
- 3 copies passport photograph
- Release order letter

Without release letter BI never except the joining of that candidate. HR team also collects reference check information of that staff. On the joining date the candidate have to fill up a personal information form. They also have to submit their medical report to HR team. In case of joining outside Bangladesh life insurance form is not applicable for them.

Finally every employee gets a PIN number for identification. After collecting all the documentation of staff file HR team scan each and every document and save those in personal employee folder. All the employees get an orientation session to adjust and know more about the organization. They get a warm welcome from the BI team. Thus recruitment and selection process ends.

Chapter Six

Analysis of Recruitment and Selection Process

- Fault Findings
- Improvise
- Overall Resultant

FAULT FINDINGS

During my internship period I was involve with the Human Resource Department which gave me the liberty to observe and supervise the core of the recruitment process of BI. After man power planning, forecasting and job advertisements it is the job of HR department to shortlist the applied CV's and arrange interview with the interview or selection board. During this process I had the opportunity to attend some interview boards. Thus I found some minor short comings which by correction can save some valuable time for the Institution also give the selection or interview board a healthy reaction time to justify the true talented employees amongst the applicants.

First of all about the job advertisement source from my point of view it is not systematic. They collect CVs from their two email addresses which are internal.bi.brac.net and recruitment.bi.brac.net. As I mentioned earlier that the internal website is just for internal candidates but most of the time external candidates also apply through that that id. So it is very confusing when screening CVs. Now a day's people are more active in social media. But BRAC International does not post their jobs in social media sites.

Secondly about the screening procedure of the CVs, All the applied CV is are compiled and sent to a desk which is manned by an intern like me. Then they are instructed to justify between those CVs and short listened are then forwarded to the interview board. Within these time the general coordination and communications for the interview is completed. But the experience of an intern doesn't support such judgmental job for high value candidates. For this the interview board sometimes has to undergo some unpleasant interviews which can waste the valuable time of the board. Sometimes a person with better CV looked un-suitable for the job after interview. Also some candidates were called for second interview

IMPROVISED MODEL (SOLUTION)

About the job posting sites BRAC International can develop mobile recruitment strategy. Recent surveys indicate that increasingly large number of prospective candidates use mobile device to access the internet and carry out personal tasks including job search. Hence, a growing trend among large firms is to create a mobile career site built specifically to meet the needs of the mobile device users. The aim is to use mobile recruitment to post jobs and create postings that can be easily shared on social media and readily responded to (Chungyalpa & Karishma, 2016). Using this strategy BRAC international can easily reduce their advertisement dateline because it will be easy for applicants to get informed about their job offer than before.

Over the past few years, social networking sites such as LinkedIn and Facebook have rapidly gained prominence internet users. These sites provide wealth of information on prospective candidates. Sites such as LinkedIn, and to an extent Facebook, provide specific recruitment related tools and analytic software to improve the recruitment process. The aim is to help companies identify and locate the right talent for the company. Not surprisingly many firms have actively started using social networking sites for soliciting and recruiting new talents. The top preferred site is LinkedIn followed by Facebook and others (Chungyalpa & Karishma, 2016)

About the CV short listing, in case of mid-level job, this process can be shortened very affective by the following process. In my eyes an intern's knowledge and experience is very much inappropriate for the enlisting the CV. But if a senior member of the institution short listen the applicants then it will hamper his time and patience. Like any other International Institution BI can introduce an ONLINE SELECTION SYSTEM. As an example I can say a 40 mark question bank can be set as per each department of BI. Amongst those questions 20 marks will be for IQ, 10 marks General Knowledge and 10 marks departmental questions. All the exam will be conducted online which has to be finished within pre-provided time. By these ways the short listing procedure will become much more quick and easier for the institution and all the high potential candidates will brought forward earlier than before. A simple diagram will explain easily:
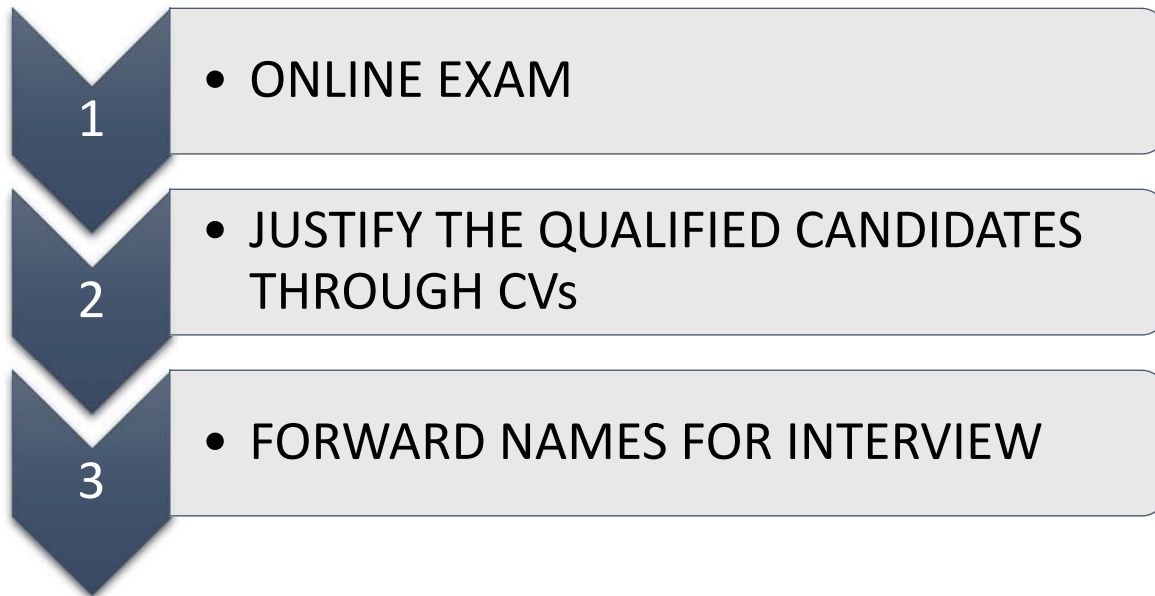
1	● ONLINE EXAM
2	● JUSTIFY THE QUALIFIED CANDIDATES THROUGH CVs
3	● FORWARD NAMES FOR INTERVIEW

| MANPOWER PLANNING AND FORECASTING | → | DEVELOP STAFF REQISTION AND JOB DESCRPITION | → | JOB ADVERTISEMENT | → | SHORT LISTING BY ONLINE EXAMINATIONS |

| JOINING AND TERMINATION OF RECRUITMENT | ← | GIVING OFFER LETTER & CONDUCT NEGOTIATION | ← | ARRANGE INTERVIEW | ← | FURTHER JUSTIFICATION AND COMMUNICATION FOR INTERVIEW |

FIG: IMPROVISED SHORTLISTING PROCESS for Mid Level Position

In case of senior position's recruitment process BRAC International can use applicant tracking software. In Recent years one fast emerging trend is rapid adoption of Applicant Tracking Software (ATS). ATS are software designed specifically to meet the recruitment needs of a company. These software focuses on managing the entire recruitment process, monitoring ad campaigns, and creating an excellent candidate experience. ATS can be used to post job openings, screen resumes and generate interview requests to potential candidates by email. Other

features include individual applicant tracking, requisition tracking, automated resume ranking, customized input forms, pre-screening questions and response tracking and multilingual capabilities (Chungyalpa & Karishma, 2016).

FG: Improvised Recruitment Process for Senior Level Position

I think BRAC International will be beneficial by practicing this system for screening senior level position's CVs. An intern's experience is not enough to screen high level position's applicant's CVs. Practicing ATS there will be less error and it will required less time. HR can collect goods CVs easily also they can track all the applicants.

From my point of view I think ATS is not so appropriate for mid-level job, because sometimes their CV is not so well structured or they may mistakenly skip one or to point. In that case ATS

will not be able to track those CVs and many qualified candidate will be cut off from the recruitment process.

OVERALL RESULTANT

BRAC International is a renowned organization. BI is expanding its operations day by day. Recently they are operating twelve other countries across Asia and Africa region. And for this they have to manage a large number of manpower systems.

From my three months internship program in BRAC International I have seen that they have huge pressure of recruitment and selection of manpower. As only head office which is in Dhaka has to deal with this recruitment and selection process so the process must be very quick and effective one.

By implementing this improvised model I believe BRAC International can deal with their recruitment and selection process faster.

When screening CVs I noticed that lots of applications do not match the criteria at all. Moreover after date line of any advertisement BRAC International gets a huge number of CVs. So it is quite tough for them to screen all the CVs in a short time. At the same time it is also tough for them to select the right candidate for the position.

My improvised model can reduce the time of recruitment process. To maintain their reputation BRAC International emphasizes on how a staff can be more effective for their organization. They want their employees to work out of the circle. In case of mid-level position by taking online exam before short listing they may get some idea about an applicant's soft skill which will be also beneficial at interview time. Also by taking online exam BI recruitment team can know how much interest the person is for that position as the applicant has to follow the exam procedures to continue the job offer. Now about Applicant tracking software, through this good candidate will be identified easily. As BRAC International is a renowned organization also for high level positions they get a huge amount of CVs and most of the time many of the CVs does not match the requirements at all but the only thing is it takes lots of time to screen all those

CVs. Using ATS they can easily cut of those CVs from the very first stage of recruitment process and can easily focus on the qualified candidates.

So to conclude I can to say that the current recruitment process of BI is quite ideal and effective. But considering the standard of the institution all the above mentioned recommendations can lift up the face of this institution to a new height.
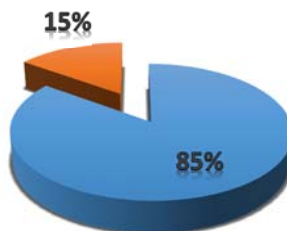
Chapter Seven

Methodology of the Study

IMPROVISED TRAINING & DEVELOPMENT PROCESS :- BI CAN IMPLEMENT THE PROCESS

■ YES ■ MAY BE

17%

83%
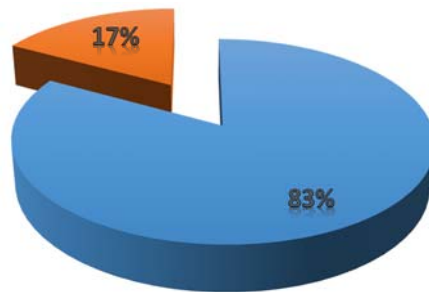
IMPROVISED RECRUITMENT & SELECTION PROCESS:- BI CAN IMPLEMENT THE PROCESS

■ YES ■ MAY BE

15%

85%

After writing the improvised training, development and recruitment process I showed the report to BRAC International Team. Because of huge number of employees and their tight schedule it was tough for me to collect each and every employee's opinion. But I try my best to gather some of the employee's opinion about these improvised methods.

Name of some respondents are given below

Name	Designation
Sabira Chowdhury	Lead – Policy & procedures, HRD
Liton Roy	Manager, Monitoring
Mijan Ahmed	Officer, HRD
Md. Faruque Hossain	Manager-HRD
Ummal Khayer Fatema	Senior Manager, finance & accounts
Moushumi Reza	Manager, HRD
Hasibur Rahman	Senior program specialist
Delwar Hossain	Manager, HRD
Fahimul Islam	Senior Manager, HRD
Marjan Ahmed	Officer, HRD
Sansan Shila	Intern, HRD
Gaji Tahsin	Intern, HRD

I discuss about the methods with HRD team and finance department team. In case of Training and development method 83% respondent response positively. 17% respondents were sure about the implementation of this process because of excess cost of arranging new training process.

In case of improvised recruitment and selection process method 85% response positively and 15% were not sure about the implementation and the reason they explained that it will take too much time to improvise the system.

Overall I got a positive response from BI team about the implementation of my improvised method. Form their point of view, though this process may need much time and money to improvise but in the long run they will be much more benefited by using these improvised methods.

Chapter Eight

Literature Review

As Training, Development and Recruitment process in one of the curtail parts of organizations, so different times different authors talked about how these processes can be more advanced to create organizational effectiveness. They also talked about the effectiveness of these processes on employees as well as how they can be motivated by making proper & effective training, development and recruitment processes. In this report I try to give an overall view about how writers discuss their ideas to make these processes more effective.

The Influence of Training System on Employees' Hard Skills in the Palestinian National Authority

Alsabbah and Ibrahim (2018), in this journal examined the influence of training system on improving employee hard skill. They mainly focus that how organizational efficiency can be gain through employee training. The theoretical contribution of this study is to demonstrate the value of training systems on employee hard skills. Alsabbah and Ibrahim (2018) State that training is important as it serves a platform to provide the skill enhancement which will also enhance organizational sustainability. In this journal Alsabbah and Ibrahim (2018) discuss that training is one of the major functions of human resources management in an organization. Training is the primary platform to increase organizational efficiency so they examined that every training sound be conduct in a systemic way. The object of training system is to upgrade employees' skill s to systematically develop employee effectiveness. Furthermore the training system influences organizational culture. Therefore, the organization must consider the most suitable training system for attaining employee competence and success, as well as analyzing and organizing the training needs. From their point of view training and development is also needed for employee outcome. The training evaluation is required to determine whether knowledge skills were learned during the training. The intention of this evaluation is to determine job performance.

In this study Alsbbah and Ibrahim (2018) talks about Palestinian National Authority (PNA) organizations. Their study suggests that to perform better PNA organizations must look their training and development system at first. The more effective training system will bring better

performance. By this statement they try to establish the importance to set a proper training system for the employees of the organization.

Alsabbah, M.Y.A and Ibrahim, H.I (2018), The Influence of Training System on Employees' Hard Skills in the Palestinian National Authority, Open Access Library Journal, 5:e3858

A Proactive Model for Training Needs Analysis

Anderson (1994), in this journal examined a proactive model for training needs analysis. From his point of view most training programs are organized as per traditional model. Most of the organization only focuses on their organizational needs. Anderson (1994) said that to achieve long run success every organization must consider both employee and organizational development. For this Anderson (1994) suggests that every organization should practice proactive model for training needs analysis. Anderson (1994) in this journal suggests a proactive process model. The model includes: - 1. Initiate the needs analysis, 2.Conduct organizational scan, 3. Focus the search, 4. Collect the data, 5. Interpret the data 6. Act upon the data. Anderson examined that to build a proper training process it is very important to follow each and every step of this cycle. He explained that any training and non-training recommendations must reflect genuine needs at organizational, group and individual levels. These needs are not merely present deficiencies but responses and initiatives required to confront future change. To conclude Anderson (1994) suggest that it training is to be integrated into the normal business activities of the organization it must be both strategically focused and collaboratively designed.

Anderson. G (1994), A Proactive Model for Training Needs Analysis, Journal of European Industrial Training, Vol. 18 No. 3, pp.23-28

Research on Recruitment Model Based on Person-Organization Fit

Cheng (2014) in this journal discuss the importance of practicing recruitment model based on person-Organization fit. He explained that most of the organizations follow recruitment process model based on person-position fit but in the long run it is not beneficial at all. He also said that in recent year's competition within organizations is getting higher so it is high time that organizations should focus on of person-organization fit. Cheng (2014) examined that person-organization fit is a hot problem in the study on human resource management and organizational behavior. To recruit and keep talents who fit company's development will be key to maintain sustainable development and competitiveness and origin. In this journal Cheng (2014) discuss about the connotation and characteristics of person-organization fit and process analysis of person-organization fit recruitment model. Moreover Cheng (2014) also observes the limitations of person-organization fit recruitment model which includes 1. Higher cost of recruitment process 2. The selection of technology is immature 3. Organizations lack of innovation. To conclude Cheng (2014) suggest that "the person-organization fir recruitment model considers that we should have the insight into the development of every problem. Researchers should be further strengthened to match individuals and organizations, and explore more use of person-organization fit in human resource management.

Cheng. Z (2014), Research on Recruitment Model Based on Person-Organization Fit, International Journal of Business Administration, Vol. 5, No. 2

Best Practices and Emerging Trends in Recruitment and Selection

Chungyalpa and Karishma (2016) in this research article examined the recruitment and selection process and the latest trends concerning recruitment and selection. The paper consists of three sections. The first section defines the recruitment and selection process in it's entirely. It examines and defines the various phases and sub phases comprising recruitment and selection process. The final section lists the latest trends concerning recruitment and selection.Chungyalpa

and Karishma (2016) observed the importance of proper recruitment and selection process. From their point of view in recent years organizations have moved from product focus to market focus to selling focus to customer focus to employee focus. Furthermore they said that an organizations quality depend on the performance of their employees. So organizations must be very careful about selecting right employees at the right time. Chungyalpa and Karishma (2016) discuss about each part of recruitment process which includes job analysis, manpower planning, recruitment and selection. After the overview Chungyalpa and Karishma (2016) showed us in a table that what are some of the best practices followed by the industry leaders? How are they able to hire the best and the brightest from a pool of candidates? End of this article Chungyalpa and Karishma (2016) emphasize on emerging trends in recruitment and selection process. It includes corporate talent network, building end-to-end talent brand, use of applicant tracking software (ATS), develop mobile recruitment strategy, growing emphasis on using social networks.

Chungyalpa. W and Karishma. T (2016), Best Practices and Emerging Trends in Recruitment and Selection, Journal of Entrepreneurship & Organization Management, 5:2.

The Science of Training and Development in Organizations: What Matters in Practice

Salas E., Scott I.T.,Kraiger K. and Jentsch S.S.K (2012) in the article named "The Science of Training and Development in Organizations: What Matters in Practice" examined the importance of training and development process in organization and the proper way to deliver it. Their research on training clearly shows two things (a) training works and (b) the way training is designed. Salas E., Scott I.T.,Kraiger K. and Jentsch S.S.K (2012) the first step in any training development effort ought to be a training needs analysis (TNA). They also talked about its outcome which are (a) expected learning outcomes, (b) guidance for training design and delivery

(c) ideas for training evaluation, and (d) information about the organizational factors that will likely facilitate or hinder training effectiveness. Salas & Stagl (2009) said that the design of training should be driven by the results of the TNA and what we know from the science of learning. In this article they elaborately talked about the importance of analyzing individual characteristic in case of designing training program. Salas E., Scott I.T.,Kraiger K. and Jentsch S.S.K (2012) said that the trainee brings to the learning environment individual characteristics that influence training outcomes. These include self-efficiency, goal orientation, and a motivation to learn. What a trainee believes about his or her own ability influences training outcomes. Research over the last two decades clearly indicates that self-efficacy, acquired before or during training, leads to more motivation to learn and better learning outcomes (Chen, Gully, whiteman, & Kilcullen, 2000; Ford et al., 1997; Mathieu, Tannembaum, & Salas, 1992; Quinones, 1995). In this article Salas E., Scott I.T.,Kraiger K. and Jentsch S.S.K (2012) also discuss some during training and after training checklist of the steps. They conclude their research work by saying that, training is now viewed as a system that is essential to promote learning and enhance on-the-job performance.

Salas E., Scott I.T.,Kraiger K. and Jentsch S.S.K (2012), The Science of Training and Development in Organizations: What Matters in Practice, Psychological Science in the Public Interest, 13(2) 74-101.

Chapter Nine

Conclusion

It is to be said that the achievements of an organization are the results of the combined effort of each individual (Vince Lombardi). From the beginning BRAC and BRAC International is working together towards changing people's life. Through their immense effort and hard works they are now number one international non-profit organization around the world and operating successfully in twelve other countries across Asia and Africa region. Through my theoretical

knowledge and practical working experience with BRAC International Human Resources Department just try my best to find out the lacking and to give some solutions for them to make their management system more effective. In my internship report I suggest one model for their training and development process and one model for their recruitment process. After taking feedback about these models from some of the employees of BI I also get positive feedback. There is no question that BRAC is successfully maintaining their each and every management system and that's the reason that they are the world's number one INGO.As their activities are expanding day by day so through my improvised model I try to minimize the time that management committee have to spend for training, development and recruitment processes. BRAC international will go ahead if they maintain their quality of works and take initiative to develop their processes.

Appendix

Alsabbah, M.Y.A and Ibrahim, H.I (2018), The Influence of Training System on Employees' Hard Skills in the Palestinian National Authority, Open Access Library Journal, 5:e3858

Anderson. G (1994), A Proactive Model for Training Needs Analysis, Journal of European Industrial Training, Vol. 18 No. 3, pp.23-28

Cheng. Z (2014), Research on Recruitment Model Based on Person-Organization Fit, International Journal of Business Administration, Vol. 5, No. 2

Chungyalpa. W and Karishma. T (2016), Best Practices and Emerging Trends in Recruitment and Selection, Journal of Entrepreneurship & Organization Management, 5:2.

Salas E., Scott I.T.,Kraiger K. and Jentsch S.S.K (2012), The Science of Training and Development in Organizations: What Matters in Practice, Psychological Science in the Public Interest, 13(2) 74-101

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