

**Report On**  
**The Recruitment & Selection Procedures of BRAC International**

**By**

**Mohammad Rayhan Ahmed**

**Student ID: 15304125**

**An internship report submitted to the BRAC Business School in partial fulfillment of the  
requirements for the degree of  
Bachelor of Business Administration (BBA)**

**BRAC Business School  
BRAC University  
August 2019**

**© 2019 BRAC University  
All rights reserved.**

## **Declaration**

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

**Student's Full Name & Signature:**

---

**Mohammad Rayhan Ahmed**  
Student ID: 15304125

**Supervisor's Full Name & Signature:**

---

**Mr. Ariful Ghani**  
Lecturer, BRAC Business School  
BRAC University

## Letter of Transmittal

Mr. Ariful Ghani

Lecturer

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

**Subject:** Submission of “Internship Report” on “The Recruitment & Selection Procedures of BRAC International”

Dear Sir / Madam,

This is my pleasure to display my entry level position provide details regarding' Recruitment and Selection Procedure of BRAC International, which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

---

Mohammad Rayhan Ahmed

Student ID: 15394125

BRAC Business School

BRAC University

21 August 2019

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between BRAC International and the undersigned student at BRAC University.

## **Executive Summary**

BRAC International has officially recorded as a foundation and its official name is designated "Stitching BRAC International". The enrollment is done under the law of New Zealand. The establishment was shaped on March 16, 2009 with a goal to participate in charitable resolutions and social welfare activities in any nation of the world solidly on non-profit originated, and to do all such different things as are connected or conducive to the achievement of the target. Right now, BRAC International program is snared with nine nations. These are: Afghanistan, SriLanka, Pakistan, Uganda, Tanzania, South Sudan, Sierra Leone, Liberia, Philippines.

However, the Internship report is contained with Human Resource procedure of BRAC International. The HR of BRAC International is particularly deliberate in performing the employee training and advancement. The HR branch of BRAC International is greatly solidified as far as working together with nine nations HR processes. They have a few advantages and disadvantages in HR process.

As an intern I believe that BRAC has very much structured process on their HR policies. Again, they use less sources to publish their job advertisement, As I have worked with such established brand, I feel really honored to discuss about the world's no. one NGO and all together is was great experience to have exposure of learning opportunities in BRAC. Though I had some limitations on collecting data, since BRAC International HR maintains strict rule to extract data.

# Table of Contents

<b>Declaration</b> .....	<b>I</b>
<b>Letter of Transmittal</b> .....	<b>II</b>
<b>Non-Disclosure Agreement</b> .....	<b>III</b>
<b>Executive Summary</b> .....	<b>IV</b>
<b>Table of Contents</b> .....	<b>V</b>
<b>CHAPTER 1: Introduction and Literature Review</b> .....	<b>1</b>
1.1 Background of the study.....	2
1.2 Problem Statement.....	2
1.3 Objective of the Study.....	2
1.4 Literature Review.....	2
<b>CHAPTER 2: Research Methodology</b> .....	<b>4</b>
2.1 Methodology.....	5
2.2 TimeLine.....	5
2.3 Limitation.....	5
<b>CHAPTER 3: Company Overview</b> .....	<b>7</b>
3.1 Overview of the Company.....	8
3.2 History of BRAC.....	8
3.3 Stitching BRAC International.....	9
<b>CHAPTER 4: Internship Job Details and Responsibilities</b> .....	<b>12</b>
4.1 Internship Program Details in BI.....	13

4.2 Internship Job Responsibilities.....	13
4.3 Challenges .....	14
<b>CHAPTER 5: Recruitment and Selection Procedure of BRAC International.....</b>	<b>15</b>
5.1 General Steps of Recruitment Procedure.....	16
5.2 Recruitment Procedure of BI .....	16
5.3 Steps of Recruitment procedure of BI.....	16
<b>CHAPTER 6: Major Findings.....</b>	<b>19</b>
6.1 Findings and Analysis of Recruitment System.....	20
6.2 Total Duration of Recruitment Procedure .....	20
6.3 Major Gaps.....	21
<b>CHAPTER 7: Critical Observations and Recommendations.....</b>	<b>22</b>
7.1 Observations .....	22
7.2 Recommendations .....	23
<b>CHAPTER 8: Conclusion.....</b>	<b>27</b>
<b>References.....</b>	<b>29</b>

# Chapter: 1

## Introduction and Literature Review



## **1.1 Background of the Study:**

It is the academic requirement to perform Ten to twelve weeks of internship program in an organization to complete the BBA degree. The internship programme also carries four credit hours. Throughout our academic studies we only get theoretical knowledge. Internship program is the only opportunity to gather that practical knowledge on the real working environment and apply the theoretical knowledge. It is also a golden opportunity to learn as much as possible and prepare our self for future job market. However, I performed my internship in the world's largest NGO at BRAC. I enjoyed my tenure and learned a lot of things.

## **1.2 Problem Statement:**

The research is mainly about the recruitment process. To find out whether BRAC International is following proper recruitment process or not. Whether they follow standard recruitment process steps or they have their own technique. If so, how effective the technique is.

## **1.3 Objective of the report:**

The main objective of writing the report is to share my practical working experience in the BRAC International and give a clear overview about their recruitment and selection procedure. Also pointing out their pros and cons of the process and concluding how effective their recruitment process is by some analysis. In short, the main objectives are,

- Give an overview about the recruitment Procedure
- Finding the gaps
- Coming with some recommendations

## **1.4 Literature Review**

According to Edwin Recruitment process is a procedure of looking for prospective candidates and encouraging them to apply for jobs in an organization (Flippo, 2016).

In other words, recruitment and selection procedure are not the same but they are essential elements of the organization. It helps to discover potentials for organizational vacancies. It is a bridge between jobs and job seekers (Flippo, 2016).

Korsten (2016) stated that HRM theories refers on strategies of recruitment and selection and outline the pros of interviews, assessing and psychometric exams as employee section

process. The recruitment procedure might be internal or external or can be conducted via online. This procedure is typically based on the layers of recruitment and selection policies, posting of job advertisement details, job applications and interviewing methods, decision making, selection and training (Kortsen, 2016).

Successful recruitment procedure incorporates a clear analysis of the job, the labor supply-demand factor, conditions and interviews, psychometric tests to find the potentialities of job seekers. Besides that, SME tries to lay their hands to interviews and assessment in order to improve the process (Jones, 2016).

There are other NGOs such as The Wikimedia Foundation, Acumen Fund, International care and so on who follows the same recruitment process as BRAC apart from some little modifications. However, BRAC international carries a very systematic way for hiring and the way they hire is a bit different from others. BRAC holds the name of being the largest NGO and BRAC International has to hire candidates from overseas for its local and international operations. So, the process is entirely different from local hiring when it comes to the question of international hiring (Report, 2015).

# Chapter: 2

## Research Methodology

## **2.1 Methodology:**

I worked with BRAC for three months in their Head Office. So, I was fortunate enough to collect data from both primary and secondary sources. My supervisor and other personnel of Human Resource Department helped me a lot to collect my data.

**Primary Sources:** My primary sources were,

- The current employee of BRAC International
- The staffs of HRD
- Previous records of recruitment and selection
- My practical work experience and observation

**Secondary Sources:** Secondary Sources were,

- BRAC official Webpage
- Human Resource Policies
- Annual Report
- Other Web based sources

## **2.2 Timeline:**

The duration of internship was three months. Throughout the period, I was given so many task which incorporate HR and MIS. However, in my opinion three months is not enough to gather findings of such a huge organization. But I tried to grab as much as possible to make my report credible enough.

## **2.3 Limitations:**

While preparing my report I faced many obstacles. But I tried to overcome them and used the available resources to enrich the report with authentic data. The limitations were,

- The HR data are extremely confidential. So, I was not allowed to use many information which could have been useful for the report
- It was very hard to manage a long conversation regarding the topic because they were too busy or not really interested to communicate.
- Time frame was also very short because 12 weeks are not actually enough
- BRAC International has its operation in its 9 countries. So, it is almost impossible to grab detailed information about all the countries within this short time.

- The HR team is the busiest team as far I noticed. So not always it was possible to communicate properly.

# Chapter: 3

## Company Overview

### **3.1 Overview of the Company:**

BRAC was established in 1972 after the liberation war. That time the country was badly in need of rehabilitation. So BRAC was founded to serve the purpose of helping the people and help them to rehabilitate with the main target of removing poverty through various programs. BRAC has over 100,000 employees and among them 70% are women. They are reaching over 126 million people.

BRAC International was founded in March 16, 2009 and under the law of Netherlands, officially named “Stitching BRAC International. It was formed to serve the purpose of social welfare activities across the world.

### **3.2 History of BRAC:**

The main purpose of establishing BRAC was to rehabilitate the post war condition and remove the poverty from the country. The BRAC was formerly known as Bangladesh Rehabilitation Assistance Committee. Then its acronym was changed as Bangladesh Rural Advancement Committee as after the rehabilitation the sole purpose was to improve the condition of poor rural people. Sir Fazle Hasan Abed founded BRAC in 1972 at Shallah in the Sunamganj as a small rehabilitation project to help the war refugees after the war of liberation. Medical Centre was established and ensured essential service. Fourteen thousand homes were built in only nine months. More than hundreds of boats were made for the fisherman. After successfully completion of first phase of rehabilitation it changed its focus on the empowering poor people, especially women and children (History, 2012).

To improve the condition of poor people, BRAC started providing micro credit to the poor people which was introduced in 1974. The particular program is called BRAC Microfinance. BRAC tried to develop the community by its various village development programs such as agriculture, rural crafts, adult literacy, fisheries, health, family planning, vocational training etc. The programs were successful to achieve its target. BRAC also introduced a program for the extreme and ultra-poor people in 2002 for the people who do not have access to microfinance program. In the same year, BRAC reached Afghanistan with the same purpose of rehabilitation. (BRAC, 2009).

### **3.3 Stitching BRAC International:**

BRAC International is currently operating in ten countries. They are Afghanistan, Pakistan, Uganda, Tanzania, South Sudan, Sierra Leone, Liberia, Philippines, Myanmar and Nepal. BI runs its several programs throughout the year in those countries.

#### **Vision:**

Stitching BI's vision is to build an enlightened, just, healthy world free from poverty, hunger, environmental pollution and exploitation of every form based on age, race, sex etc.

#### **Mission:**

The mission is to help the people of extreme poverty, illiteracy, suffering from disease and disadvantaged population who are striving for a helping hand. We aim to bring the positive change in the life of underprivileged people with various programs run by BRAC.

#### **Values:**

The values that BRAC International holds are combined with four main concepts. They are,

**Innovation:** BRAC aims to improve the condition of rural poor people. In order to do so, it invented many programs by which they have successfully changed the life of millions of people and it is continuing to do so (BRAC).

**Integrity:** One of the main reasons that BRAC is so successful worldwide is the transparency and accountability in their work. They follow their policies and procedures strictly and they have always shown utmost honesty in their financial activities and dealings. Work ethic is very important to be successful as an organization which BRAC has always shown in their work. (BRAC).

**Inclusiveness:** BRAC can be considered as an example of inclusiveness. BRAC is an organization that recognizes the value of all members regardless of age, race, gender, ethnicity, geography etc. (BRAC).

**Effectiveness:** BRAC always value the excellence in their work. They always encourage their members to perform better and push the limits in order to create and impact. (BRAC).



BRAC International is currently operating in nine countries and these are the current organizations of BRAC:

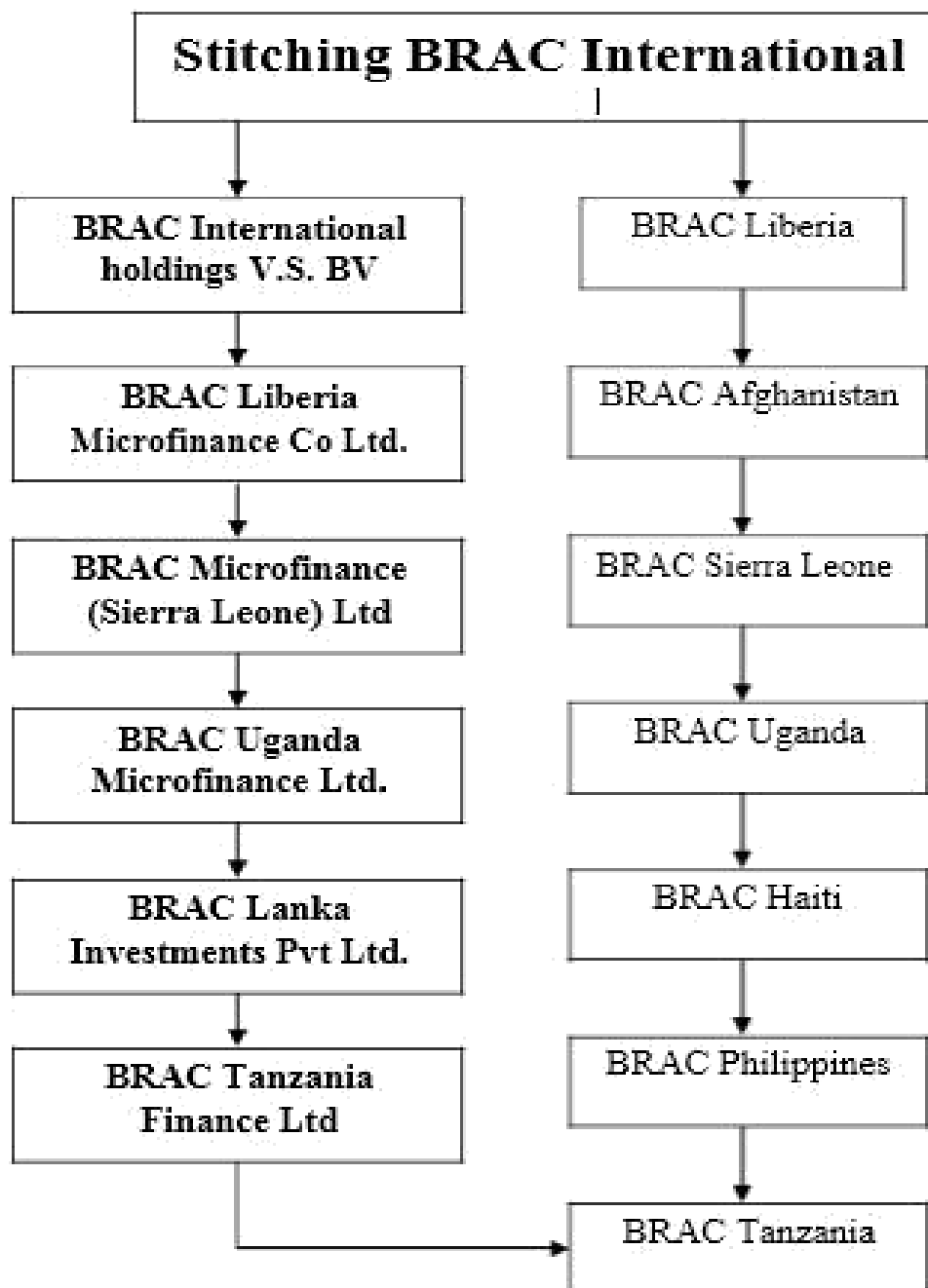
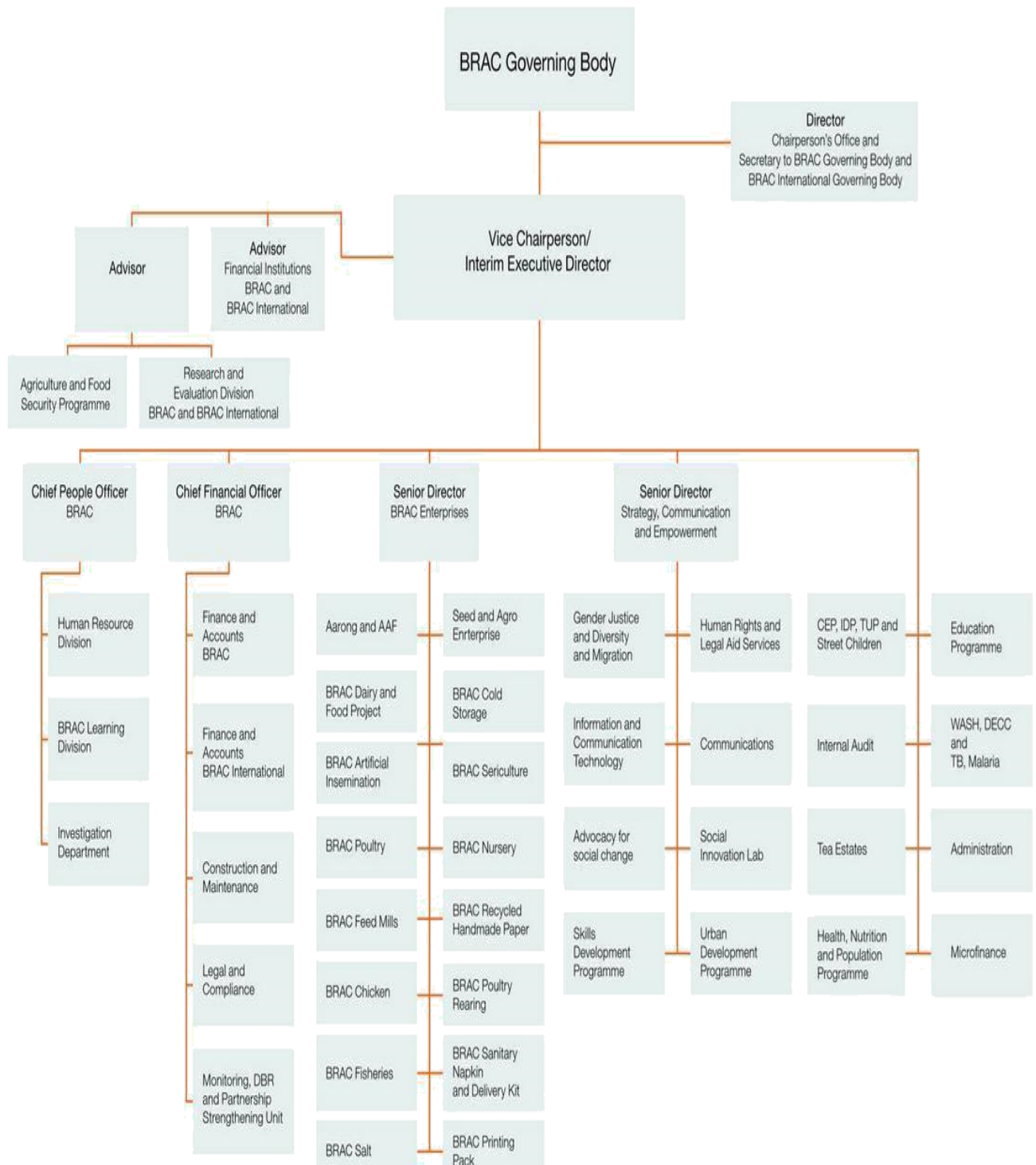


Figure: Current Organizations of BRAC International

BRAC's governing body follow a specific organogram. I personally think that the organogram is a bit complex because the layer of hierarchy is too many.



**Figure: Organogram of BRAC**

# Chapter: 4

## Internship Job Details and Responsibilities

## **4.1 Internship Program Details in BRAC International:**

I am very fortunate to get the opportunity of completing my internship here. I loved the work culture of BRAC. Everyone is very helpful and friendly. No one ever said no to me when I asked any type of help. I was doing my internship in Human Resource Department as I did my major in HRM. Here I got the opportunity to work directly with HR team and I would say I have learnt a lot which actually exceed my expectation. I am also fortunate to work in the Enterprise Resource Planning project Myanmar. Besides that, I have also worked a bit with budgeting team regarding the ERP project. I would say it was a very pleasant learning experience for me as I got chance to lay my hand in various departments other than HR.

## **4.2 Internship Job Responsibilities:**

As I have mentioned earlier I was fortunate enough to gather experience of different fields, but my main responsibilities were to assist in HR activities and ERP project which also includes Human Resource Information system. My main responsibilities are described below,

- **Assisting recruitment and selection Procedure:** I would say my supervisor was great mentor because he helped me to learn every basics of recruitment process. First day he gave me the direction of how to sort CVs according to the category and requirements. During my internship period I was assigned to sort CV's several times. Other than sorting CV, I also called the selected candidate for the interview. Moreover, I worked as an invigilator during the written exam of the recruitment. I was also very lucky because I was once in the interview session where I had the experience of taking the interview in the first hand. Besides that, as we have to hire from overseas as well, I had to arrange Skype interview so many times where virtual interview was being taken. I have also given the responsibilities of confirming the selected candidates.
- **Preparing Files:** After successful selection of a candidate, I had to create a personal file for him/her where I had to attach document such as; appointment letter, staff requisition letter, passport or NID photocopy, passport size photo, nominee form, JD, offer letter, deployment letter.
- **Maintaining Recruitment Database:** BI maintains a database where the information of CV and recent interviews were kept. I was assigned to maintain the database after

every interview was taken. It also holds the data of how much CVs were posted from which source, interview remarks etc.

- **Maintaining Hard Files:** There are so many records which are being kept in the hard files and some are yet to keep. I was assigned to make the hard files of recent years and get rid of old files by preparing soft files of them.
- **Preparing Job Advertisement:** I prepared sever job advertisement during my internship period. Mainly template of a job is being prepared by BRAC and they follow the template every time. I was instructed to add the required information and do necessary modification for the particular post.
- **Enterprise Resource Planning:** I was assigned to assist in an ERP project. Basically, BRAC International was preparing an ERP software for BRAC Myanmar head office. The particular software mainly integrates all HR process and data and it also combines admin and budget part as well. So, I was assisting the HR process part where I had to match if the software is following every process of HR or not, fining any UI error and creating temple in the Excel work sheet for the further checking. I did the same for budget module as well.
- **Other:** Other than the main responsibilities, I also did some logistical works like photocopying, scanning, printouts, filing etc.

**4.3 Challenges:** Though I learned a lot and my HR team was very kind towards me, I faced many problems during my work tenure. I worked with HR team directly and my supervisor was the senior manager of HR team. As he is in big role he has to maintain a lot of responsibilities. So, sometimes it was very difficult for him to manage time for me or to instruct me. Sometimes, I felt really confused about my task cue to lack of proper instruction. But it was a bright side as well. I learned to figure out things for myself or ask other team members for clarification. These things made my communication better and helped me to be self-reliant as well in terms of work.

# Chapter: 5

## Recruitment and Selection Procedure of BRAC International

## **5.1 General steps of Recruitment Procedure:**

Successful recruitment process incorporates few steps. Those steps make the recruitment and selection process more reliable and consistent. Every steps needed to be practiced at its best to attract diversified candidate. The steps are,

- Identity the need for recruitment
- Develop a job description
- Establish a recruitment plan
- Select board
- Implementation of recruitment plan
- Short list candidates
- Hiring candidate
- Finalizing recruitment

## **5.2 Recruitment Procedure of BRAC International:**

Unlike the general approach of recruitment, BRAC International has a bit different recruitment and selection process. BRAC International conduct interview to hire local and oversea candidate. The HRD of BRAC International is different from BRAC Bangladesh. BRAC International also hire candidate for their oversea offices. BRAC International HR team has a bit approach compared to local strategy.

## **5.3 Steps of Recruitment Procedure of BRAC International:**

- Forecasting and planning for recruitment
- Staff requisition
- Posting job advertisement
- Short listing candidate
- Contacting the selected candidate
- Arranging the first interview
- Arranging the second interview
- Modify the recruitment database
- Joining

**Forecasting and planning for recruitment:** Every recruitment planning has three main factors which actually impact directly. They are, demand for labor, supply for labor and a

balance between supply and demand of labor market. Mainly in our BI whenever there is a vacant position, several layers of management are being informed. Finally, the top management sits with HR for the final discussion.

**Staff requisitions:** This is the first step of recruitment process. In this process, management replace employee in the vacant position. It contains date, post name, country etc as BI mostly works with other countries.

**Posting job advertisement:** Job advertisement is made by the designated person. Job advertisement contains the requirements and responsibilities of the job. After that the advertisement is posted in two websites. One is “*careers.brac.net*” which is official recruitment portal for BRAC and another is “*bdjobs.com*”.

**CV sorting and short listing:** After posting the advertisement, the portal starts getting CVs. CVs are screened according to the requirement of the job. Mainly we categorize CVs into three different options. They are,

- Selected
- Can be selected
- Rejected

**Selected:** These are the CVs which actually match with the job criteria and candidates’ profiles considered to be worthy of calling for an interview.

**Can be selected:** These are the CVs that partially matched with the job criteria. They are called if there is a shortage of good CVs. Sometimes they are also kept for other suitable position.

**Rejected:** Does not match with the criteria.

#### **Contacting the shortlisted candidates:**

After CV screening, the selected candidates are called for an interview. We inform them about the interview via mail and phone. If the candidate is from other country, the interview is taken via Skype call. So, we invite them for a Skype interview.

**Arranging the first interview:** BRAC International always arrange two interview sessions before selecting the candidate. The shortlisted candidates are called for an interview. In the first interview, written and oral interviews are taken.



**Arranging the second interview:** Candidates who got selected in the first interview are called again for second interview. Second interview is also oral and here mainly policies, contract, salary negotiation etc. are discussed.

**Recruitment database:** After completion of every recruitment, we update recruitment database. Mainly we keep data of how many CVs are dropped, how many we short listed, how many attended the interview, who were in the interview board etc.

**Joining:** This is the last step of selection procedure. Every BRAC employee has a unique pin. So right after joining, a unique pin is given to the new employee. After that the management receives some documents like CV, NID copy, photo, passport copy, NOC, educational certificate copy, experience copy, nominee photo etc.

# Chapter: 6

## Major Findings

## 6.1 Findings and Analysis of Recruitment Procedure:

BI has a structured recruitment procedure. The HR staffs are very sensible and hardworking. Besides that, the HRD is very busy department, in fact busiest of them all. They know very well how to coordinate with another department. I won't be wrong if I say it is also the most disciplined department. I have a great experience and I have learned a lot.

## 6.2 Total Duration of Recruitment Procedure:

Though they claim that the BI usually takes standard time for the recruitment, I personally think that they take a bit longer than usual. As I have mostly worked in the recruitment part, I have noticed that they try to follow a timeline for the whole procedure. But the timeline isn't fixed. However, whenever there is an urgent recruitment, they have to make the recruitment in a very small timeframe. For example, they confirmed my internship right after 1 hour of my oral interview which kind of amazed me.

The average time frame for the recruitment procedure of BI is shown below:

<b>RECRUITMENT STEPS</b>	<b>Duration</b>
<b>Staff requisition</b>	2 days
<b>Publishing Job Advertisement</b>	3 days
<b>Collecting for vacant position</b>	15 days
<b>Screening</b>	3 days
<b>Approaching with short-listed candidates [Preliminary Interview over telephone]</b>	2 days
<b>Arranging 1<sup>st</sup> &amp; 2<sup>nd</sup> round Interview</b>	10 days
<b>Reference check</b>	7 days
<b>Recruit the selected Candidate</b>	10 days
<b>Total</b>	52 days

**Figure: Recruitment Time Frame**

### 6.3 Major Gaps:

BI has a very structured and efficient recruitment system. There is no doubt about that. But they still have some gaps or limitation where they need to improve.

- **Lengthy time frame:** The long-time frame is one of the major problems of recruitment procedure. Sometimes the position remains vacant for more than 1 month. So, the workload goes on the recent line manager of that post as they have to maintain the tasks of two positions at the same time. That sometimes affects the performance and quality of work.
- **Inadequate CV sources:** BRAC only posts their job advertisement in two places. One is their official e-recruitment portal and another is bdjobs.com. Sometimes only two sources are not good enough to adequate CVs. More sources create more opportunity of getting the appropriate candidate.
- **Focus more on experience:** BI always give more preference to experienced candidate. This is why sometimes they do not get expected number of qualified candidate application pool. Because sometimes the job criteria match more with the fresh candidates.
- **Insufficient board members:** I have seen that the interview is mostly taken by the same interview board members. That's because most of them are either busy or not in the country.
- **Unattractive salary system:** It is one of the major problems of employee turnover. An attractive rewarding system is very important for keeping the employee motivated. Or else employee will switch whenever they will get better opportunity from somewhere else. For example, during my internship period I have seen four staffs left BI.
- **Lack of survey:** BRAC does not have a frequent survey system. They do survey once a year but I believe that is not enough to know the problems. Even some of the problems remain unknown because of the long period.

# Chapter: 7

## Critical Observations and Recommendations

## **7.1 Observations:**

The recruitment process of BRAC International is not much different from the general recruitment process. In fact, BRAC follows some unique steps of their own to make the procedure more efficient.

First of all, employee requisition is the very early step that BRAC follow. Employee requisition means whenever there is a vacancy and there is a need for recruitment, department sends the requisition to the HRD. Then HRD informs the higher management. Then they sit together for discussion.

After that, BRAC International always arrange a second interview session. Candidates who got selected in the first session are called for the 2<sup>nd</sup> interview. Sometimes the first session is held on Skype. So, the next session they arrange face to face. Sometimes both of the session is held face to face.

Moreover, as I mentioned earlier, BRAC International deals with nine other countries. So, there is a lot of recruitment from overseas. So, there are frequent Skype interview. Sometimes the whole process is completed through online. This is another step that differ from general process.

Lastly, BRAC International maintains a recruitment database which is also unique or not practiced by many organizations. After every recruitment the database is being updated. The database mainly contains the vacancy details, how many CVs were dropped, how many got shortlisted, who were in the board etc. These databases actually are kept in order to keep record and analyze them to find the scope of improvement.

Other than that, BRAC follows the steps of general recruitment process. According to Jones, successful recruitment procedure incorporates a clear analysis of the job, the labor supply-demand factor, conditions and interviews, psychometric tests to find the potentialities of job seekers. BRAC International also analyzes the vacant position, build the job description according to the analysis and arrange psychometric tests such as written, oral interview, group discussion, logical reasoning etc. to find the appropriate candidate. The recruitment process is proven to be systematic, smooth, efficient and time consuming. They are able to hire productive and committed candidate through the process. So, the recruitment procedure can be considered to be an efficient one.

## 7.2 Recommendations:

BRAC is among the largest NGOs across the world and they earned the title because of their efficient and dedicated man power. Undoubtedly, they have a very structured and sophisticated recruitment system. Otherwise they would not have earned the title. So, it was a bit difficult for finding the gaps and recommendation. Again, the time frame of my internship is also very short to find something major. Yet I manage to find few recommendations. They are,

- **Hiring between internal and external candidate:** I have seen a different trend in BRAC International in term of choosing a candidate. Most of the organization prefers internal hiring if that is the available option because internal candidate is already familiar with the organization and can adapt much faster than the external one. But BI prefer external candidate over the internal one. I think for some particular positions; internal candidates should be given more preference if the option is available.
- **Allocating more interview members:** As I have mentioned earlier, there is a shortage of interview board members in the department as they are mostly busy or not in the country. This is because we handle operations of nine countries from here. This is also one of the reasons of lengthy time frame. So, they needed to increase the board members.
- **Introduce more than two sources to post advertisement:** In order to get more candidates, they need to increase the source. They have to post the job advertisement at at least four to five renowned sources to get enough CVs.
- **Make employee survey at least twice a year:** Currently they are doing employee survey once a year which is not enough to find out the problems. They should carry out the survey at least twice a year.
- **Change the salary structure:** They need focus on this point to reduce the turnover rate. If one or two employees is leaving in every few months it is not good for the organization at all. They should do market research and create a competitive salary structure for their employee.
- **Providing opportunities for fresh graduates:** As I have mentioned earlier, they only prefer experienced candidates. They need to give opportunities to the fresh talents in order to bring new ideas which can really change the image of the organization.

- **Reducing the recruitment time frame:** The time frame is most of the time longer than usual, which actually affect the workloads and efficiency. They need to fasten the recruitment procedure.
  
- **Instant feedback system:** Candidates are really eager to know how they have done in the interview. What were the things interviewer like and what did not, where they needed to improve? So, the candidates got selected or not an instant feedback can be given for the betterment of the candidate by which he/she can improve a lot.



# Chapter: 8

## Conclusion

The recruitment and selection procedure are not as simple as we study in theory. Every step needed to be completed in a very efficient way because one step affects another. Suppose if we do mistake in CV sorting, we will not get qualified candidate for interview which will result in hiring under qualified candidate or incomplete recruitment. Again, if we do not make a proper job description, good CVs will not be posted or we will not find what we are actually looking for. So, every step is important because they are connected to each other.

During my internship period I have learnt a lot from BI. I have come to realize that why everyone always emphasizes on practical experience because it truly changes the learning and our perception as well. BRAC is the world's largest NGO. It is holding its title because of its structured administrative system. Their recruitment system is very sophisticated and systematic. They always try to follow every step with perfection and maintain a timeline as much as possible.

BRAC International is a part of BRAC but their HRD is different from BRAC Bangladesh. In fact, their every department is different. They have a different finance, budgeting, communication, emergency response department for them. We deal with nine other countries from here whereas BRAC Bangladesh deals with only local operations. That is why their recruitment system is bit different. Suppose we need to hire candidates from other country. So many times, I was told to arrange a Skype interview or Skype meeting to contact with the HRD of the country.

I will consider myself lucky because I got the chance to work with their ERP team. I learned a lot about Human Resource Information System. I worked with the team leader of ERP on a Myanmar project and got a firsthand experience of how an ERP system works with HR process mapping.

To conclude, I will say it was a great learning experience for me. I got to see the corporate culture of BRAC and got the opportunity to work with various departments. BI HRD is the most efficient and busiest department of all I would say. I tried my best put my learning experience in my report along with the finding and analysis I did during my internship period. In the end, it can be said that BI has a structured and efficient recruitment system.

## References:

1. Blakely, R. (2017). What Is the Recruitment and Selection Process? Retrieved 2019, from Top Echelon:<https://www.topechelon.com/blog/recruiter-training/methods-recruitment-selection-process-example>
2. BRAC.(n.d.). Retrieved 2019, from BRAC mission, vision, values: <http://www.brac.net/vision-mission-values>
3. BRAC. (2009). Our Approach. Retrieved 2019, from BRAC: <http://www.brac.net/our-approach>
4. Flippo, E. (2016). Literature Review: Recruitment and Selection Process. Retrieved 2019, from UKEssays: <https://www.ukessays.com/essays/business/literature-review-recruitment-and-selection-process-business-essay.php>
5. Harness, J. (2019). The Recruitment and Selection Process of HR. Retrieved 2019, from bizfluent: <https://bizfluent.com/info-8212981-recruitment-process-hr.html>
6. History, B. (2012). What is BRAC? All about BRAC NGO and its activity in Bangladesh. Retrieved 2019, from Reportbd.com:
7. Jones. (2016). Literature Review: Recruitment and Selection Process. Retrieved 2019, from
8. Kortsen. (2016). Literature Review: Recruitment and Selection Process. Retrieved 2019, from UKEssays: <https://www.ukessays.com/essays/business/literature-review-recruitment-and-selection-process-business-essay.php>
9. Library, P. a. (n.d.). Recruitment and Selection Procedure. Retrieved 2019, from USQ:<https://policy.usq.edu.au/documents/13428PL>

10. Partners, L. ( 2019, January 23). Cement in Bangladesh: Building a Concrete Future. Retrieved 07 28, 2019, from DATABD.CO: <https://databd.co/stories/cement-in-bangladesh-building-a-concrete-future-1451>
11. Shoemaker, K. (2011). 9 Steps in the Recruitment and Selection Process. Retrieved 2011, from EcSell Institute.
12. Shoemaker, K. (2011). 9 Steps in the Recruitment and Selection Process. Retrieved 2019, from EcSell Institute: <https://www.ecsellinstitute.com/steps-in-the-recruitment-and-selection-process>
13. Uk Essays: <https://www.ukessays.com/essays/business/literature-review-recruitment-and-selection-process-business-essay.php>

