

Report on

An analysis of regular training programs and related human resources practices of BRAC
learning and leadership development unit

Submitted by

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ID: 17304027

Submitted to

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An internship report submitted to the Brac Business School in partial fulfillment of the
requirements for the degree of Bachelor of Business Administration

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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:

Student's Full Name & Signature

MD. JEHAD SARKER ANIK

ID: 17304027

Supervisor's Full Name & Signature

Mr. Feihan Ahsan

Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

Mr. Feihan Ahsan
Lecturer, BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: An Analysis on the impacts of regular training programs on employees and the talent acquisition process in BRAC learning and leadership development

Dear Sir,

I am glad to inform you that, It is my pleasure to submit my internship report (BUS400) on “An Analysis on the impacts of regular training programs on employees and the talent acquisition process in BRAC learning and leadership development”. It was really a great matter of pleasure to work with the world’s largest development sector and to gain many real-life experiences. I tried my best to fulfill my duties at my workplace and follow the internship guidelines provided by the internship unit of BRAC Business School

I am thankful for getting this opportunity to prepare this report. I believe that the report will meet the desires.

Regards,

Md. Jehad Sarker Anik
ID: 17304027
BRAC Business School
BRAC University

Non-Disclosure Agreement

BRAC/ BRAC International and Mr. Md. Jehad Sarker Anik has signed into this agreement. Mr. Md. Jehad Sarker Anik will get training and in office experience from BRAC Learning and Leadership Development Unit as he is working here as an intern. As a part of this organization he may work on many confidential and non-disclosable projects/ assignments. So, the purpose of the agreement is to keep confidential all the data and information of BRAC Learning and Leadership Development. Intern may use data and information for academic courses/ credits with the permission of authority

1. The intern will be responsible for his own medical emergencies, safety and security outside BRAC premises.
2. The intern agrees to abide by the rules and regulations of BRAC and the direction of his/ her supervisor and the internship unit regarding professional and personal conduct during the internship.
3. The intern agrees to abide by the code of conduct and the safeguarding policies and guidelines.
4. The intern agrees to keep confidential any and all unpublished information or other information he obtains through the course of the internship that he knows has not been made public, or should not be made public, explicit authorization from BRAC and not to publish any reports or papers on the basis of information obtained during the internship, both during and after the internship without written approval of the internship supervisor and the BRAC communication department.
5. The intern recognizes that any academic credit or agreements for academic credit are solely his responsibilities in his dealings with the sponsoring institution. The BRAC designated supervisor will provide the intern with reasonable documentation as necessary for these purposes.
6. The intern will return his temporary Identification card upon competition.

Acknowledgement

Having an internship in a prestigious organization like BRAC is always a dream for me. It is a great matter of honor and pride that I have done with this wonderful internship journey in BRAC. Here I got the opportunity to work in their Learning and leadership development unit. I have learned how a leadership academy works for the betterment of their employees. As I worked in different training sessions with my supervisor and line managers, I got to know many different tricks and techniques of leadership academy and got the opportunity to join a few training sessions and workshops with some big management consultancy companies of the world like McKinsey & Company, common purpose etc. As a Human resource management student, training and development is part of my education and I got the opportunity to work on that particular area. For this I would like to give thanks to on site BRAC supervisor Mr. Ahanf Thamid (Manager, Leadership Academy, BRAC) for always guiding me and nourishing me properly which helps me in my entire internship journey a lot. Also, Mr. Feihan Ahsan (Lecturer, BRAC Business School, BRAC University) who is my academic supervisor and Mr. Zaheed Husein Mohammad (Senior Lecturer, BRAC Business School, BRAC University) for continuous support, dedication and encouragement towards me and my work. Without their guidance it would have not been possible for me to complete this internship report properly.

Lastly, I would like to thank each and every member of BRAC and BRAC University for making me feel comfortable through this entire journey. Their friendly and positive behavior always inspires me.

Executive Summary

The report is the reflection of fulfillment of the internship program at BRAC Learning and Leadership development Unit. As an intern my job responsibilities were to assist my supervisors and line managers in various ongoing projects, training activities, workshop, grooming session, pilot project, field visit etc. All I have done is under my visionary supervisor Mr. Ahnaf Thamid who is a manager in LLD and a tremendous leader who always inspires youth like us.

The objective of the report is to analyze the impact of regular training programs on employees and the talent acquisition process in BRAC learning and leadership development. I work on both training and talent acquisition programs. The conclusion is provided based on the available qualitative and quantitative data which are already available to the organization. Also, during my period we have taken many feedback and surveys from the employees of BRAC who are the main consumers of this training and workshops. The effectiveness is based on the employee's satisfaction and the fulfillment of their required knowledge.

The research is conducted based on both secondary and primary data provided by BRAC LLD and HRD. The data has analysis based on the feedback report after the training sessions like Supportive Supervision Session, Focus Group Discussion, Mastering Self, Problem solving workshop by McKinsey & Company, Human Centered workshop with common purpose, Skill development training, coaching and mentoring etc. Also, the data available who was there intern previously, people who came here for a job interview. Best on their data we tried to design our further talent hunting programs.

The results of the report suggested that training programs are really effective for the employees and their grooming. After collecting data through feedback form and progressing rate data of employees from HRD we could have come in by introducing that we are doing well and because of training of LLD, employees are acquiring new skills and knowledge. Here we can detect traceable impact and progress on employees. Their productivity is increasing, their skills are improving and most importantly here we are fulfilling proper human resources development practices.

Key word(s): Skills, training, development, knowledge, employee productivity, progress

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List of Acronyms

BRAC = Building Resources Across Communities

BRAC = Bangladesh Rehabilitation Assistance Committee

LLD = Learning & Leadership Development

UNICEFs = United Nations International Children's Emergency Fund

EMK = Edward M. Kennedy

YP = Young Professional

HRM = Human Resources Management

HRD = Human Resources Division

HR = Human Resource

NGO = Nonprofit Organization

HNPP = Health, Nutrition and population program

BLC = BRAC Learning Centre

Chapter 1: Overview of Internship

1.1 Student Information

Student Name: Md. Jehad Sarker Anik

ID: 17304027

Department: BRAC Business School, BRAC University

Major: Human Resources Management

Minor: Marketing

1.2 Internship Information

Company Information

BRAC Learning and leadership development Unit

BRAC Centre, 75 Mohakhali, Dhaka - 1212

1.2.1 Period of Internship

3 months (1 month was extended as performance criteria was fulfilled and showed desire to work more month)

1.2.2 Supervisor's Information

Ahnaf Tahmid

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1.2.3 Scope of Work

As an intern, I had to do basic work every day. My primary task was to send email, doing phone calls, receiving phone calls and informing our employees regarding daily, weekly and monthly based training. Also, giving follow ups to them. My works of this entire three months or 12 weeks are given below:

Table 1: Scope of work

Week	Task
1	This week, I joined BRAC LLD as an intern. I had my orientation session and my supervisor introduced me with all the activities which I am assigned, also introduced me with pilot projects and other all the relevant training sessions/ workshops and my task on those trainings/ workshop.
2	BDP has started this week. I worked on basic graphic related tasks and also prepared the circulars. This week, I worked with an FGD and Supportive Supervision Session too.
3	This week, I started working with the recruitment process of campus volunteers. We circulated the application form on various online platforms and started sorting the CV and resumes. Also, a skilled based coaching and mentoring session was started based on the pre-demand of the employees of different departments. I worked on filling forms and collecting data, feedback from employees. One FGD and Supportive Supervision Session were held on this week
4	We started taking interviews with campus volunteers along with my supervisors and line managers. Preparation for McKinsey started this week. I need to prepare a few papers to work on it. FGD and skill mentoring was going on too.
5	This week was full of workshops at BCDM, Savar. I attended a training session with McKinsey. The title of the training was Mastering Self, Problem solving workshop by McKinsey & Company.

6	This week was exhibition week of YPs. My role was there to collect votes from guests and assist them while the exhibition was running. Also, I worked in FGD and Supportive Supervision Session.
7	New intern applicant's CV was sorted and sent them an email for viva. One FGD was also there this week. I took feedback from the applicants who joined scrum training and other skill development training.
	Field visits with YPs. I had to visit BRAC learning center cox's bazar and cox's bazar Rohingya camp for real life experience and data collection.
8	Analyzed feedback which came from the FGD session. Draft a write up where LLD needs improvement. BRAC 50-year celebration was held this week. I had represented my department's stall in Bangabandhu International Conference Center
9	Workshop with a common purpose started. Title of the session is Human centered design workshop.
10	There was again one FGD. I need to work on YPs increments. I had to prepare a final excel sheet of their performance based on the feedback of their supervisor.
11	Certificate distributed of McKinsey workshop and common purpose workshop. One FGD and Supportive Supervision Session were held too.
12	Interns who were leaving hand over their ongoing works as I am extending for one month. Then the Eid holiday started.

1.3 Internship Outcomes

1.3.1 Contribution to the BRAC Leadership Academy

As an intern I was mostly a learner there. BRAC LLD provides training and development-oriented grooming to BRAC, BRAC international and BRAC enterprise employees. LLD's mission is to bring possible change within their employees through effective training and development sessions. I was part of its training, workshop, and project assistance. I helped or assisted my supervisors in collecting data, surveying form, helping them organize and inviting guests for the sessions and workshops.

I work in this prestigious organization as a helper in various projects. During my internship period I had to work in various training sessions like weekly, monthly etc. Also, I had to attend many workshops along with my supervisor and line manager. I provided them with a lot of support by doing printing, typing correspondences and guidelines etc. I had to receive daily phone calls and give follow ups to the participants.

As an employee of an NGO, I had to participate in a few field visits. With the young professionals of YP 10th batch and along with my supervisor, I went to Cox's bazar BLC and Rohingya camp. There I faced the dark side of many people's lives. I talked to them and collected a lot of important data for the further training programs and learning sessions.

I worked on a project called BRAC development prodigy. This project, I worked in developing case competitions and recruitment of campus volunteers. That was a true new experience for me and I was very glad to take part in such a project. My detailed contribution with proper analysis is discussed more in other parts of this internship report.

1.3.2 Benefits of the Internship

As an HRM student, I always feel I need to learn regarding the recruitment process, performance criteria in interview board and how pay scale is set. As my reporting supervisor allowed me to sit in the interview board when LLD recruited interns and campus volunteers. This helps me gain many experiences. Training and grooming are also part of HR. As an HRM graduate, we need to know how to convert an ordinary person to a proper human resource. I got to know about many forms of training and workshops and their sets of arrangements. BRAC

does proper HR practices and this practice helped to learn how proper HR professionals behaves. HR is the most important part of any organization and proper HR practices are growing in every company now. So, proper HR lessons are highly beneficial to know as an HR graduate.

Lastly, BRAC is my first organization and I will always be grateful to this organization for grooming me like this. The amount of experiences and skills I have gathered that will always guide me in my professional and personal life.

1.3.3 Problems and Challenges

As this was my first work place I was a bit nervous for a few days while I was getting an assignment. I thought I cannot deliver my work properly and that will not be up to the mark. In the beginning I was facing a problem while talking on the phone with participants. They used to ask many questions which I was unable to answer. Suddenly answering those questions was difficult for me. Then as I am very much new in the training and development area I had zero idea how to organize the training and workshop. Even while typing invitations for those events to many important guests and facilitators, I faced problems as I was not good in academic writing.

When I was working in BDP pilot projects, I had to face challenges as I was completely new in designing case competitions for our applicants. While designing this course which is based on vocational training, I had to study A lot as I had zero idea regarding vocational fields and their operations. My fellow team members and seniors helped and guided me a lot in this project.

During my field visit to Rohingya camp, I was completely unprepared for this trip. I had to execute many tasks within a very short span of time. Even the place was new to me and visiting a refugee camp is my new experience. So, the place and people were unknown to me and also, I felt they were less cooperative. So, doing surveys and collecting data was very difficult. Moreover, the language they use was quite new to me. So, there was a problem in communication too.

We cannot learn properly unless we are facing problems and solving them. However, my entire team helped me a lot to overcome those problems. Thus, my learning was uninterrupted and my internship journey went smoothly.

1.3.4 Recommendation

I feel privileged after getting the opportunity of the internship in this prestigious organization. It helped me to grow my leadership skills, organizational knowledge, self-esteem, potentiality and confidence. I got real life experience from LLD. Also, students who are majoring in HR, LLD is the best place for them as LLD conducts training and development and training is part of HR. Also, HR policies in LLD are employee friendly which is beneficial for an intern. BRAC is known for its culture. Here everyone shows respect for everyone and there no discrimination I have seen in my department. Everyone gets equal here. Learning scopes are very high here. As BRAC is the world's largest development organization and it is working for the privileged community of rural areas, I think if someone wants to build his career in the developing sector, BRAC can be the best option. So, for future interns I highly recommend BRAC.

Chapter 2: Organization Part

2.1 Introduction

BRAC is a Bangladesh-based global non - profit organization. BRAC was subsequently registered with the Government of Bangladesh's NGO Affairs Bureau in order to receive foreign donations. As of September 2016, BRAC was the world's largest non-governmental nonprofit organization in terms of staff numbers. BRAC was founded in 1972 by Sir Fazle Hasan Abed after Bangladesh gained independence, and it now operates in all 64 districts of Bangladesh as well as 11 other countries like USA, UK, Netherland, Sierra Leone, South Sudan, Libya, Uganda, Nepal, Afghanistan, Kenya, Tanzania etc.

2.2 Overview of the Company

As we know earlier, BRAC is a nonprofit organization which was established in 1972 after the independence of Bangladesh with the mission of poverty alleviation. It started its operation in a village called Shalla in Sylhet division by Sir Fazle Hasan Abed. After its formation, BRAC was highly dedicated to developing rural areas and the life of the poor people. In the last 50 years BRAC has done many outstanding works for the underdeveloped communities and rural development. As a nonprofit organization it worked in many sectors after 1972 with the mission of poverty alleviation. It started its operation in a village called Shalla in Sylhet division by Sir Fazle Hasan Abed. After its formation, BRAC was highly dedicated to developing rural areas and the life of the poor people. In the last 50 years BRAC has done many outstanding works for the underdeveloped communities and rural development. BRAC has now served many areas like agriculture, education, skill development and empowering people especially women. They are now no longer limited within Bangladesh. Now BRAC is working in seventeen countries of the world. BRAC is no longer limited within NGO. It has started operations in many other areas like banking sectors, community schools, dairy products, nursery and most importantly clothing sector with BRAC Aarong. They are doing business and this profit is being used for the betterment of the NGO. BRAC also established BRAC University to contribute in the arena of higher education.

BRAC LLD established to ensure quality training and development for their employees. Previously It was named Leadership academy. BRAC LLD organized all sorts of training programs. Like soft skill-based training and core skill-based training. It arranges required and demanding training sessions for their employees and sometimes for employees of BRAC's other organizations. Leadership development unit has a huge role in grooming an individual and making that person to be the best fit for this organization.

LLD organizes many talent hunting pilot projects too. Their main focus is to develop vocation training and create job sectors for the people who are unemployed. BRAC LLD is working on such projects in collaboration with BRAC learning center. Apart from all these they organized workshops, training courses with many well reputed institutions like Mckinsey & company, common purpose, British council, Younus center, EMK center etc.

2.3 Management Practices

BARC is a democratic organization and it is known for its employee's management and proper human resources management practices. In every department of BRAC, we can see best HR practices and good management processes. Every department head, program lead, line managers, supervisors are always welcoming regarding any idea given by any junior employees or even interns. BRAC is known for its friendly culture and behavior.

BRAC's culture helps me to grow my inner potentiality. I worked in training and development sessions, a talent acquisition process and a pilot project called BDP. During attending training sessions, my line managers and reporting supervisors encourage me to participate in many activities. Also, they valued my ideas and opinion. I, as an intern never felt any discrimination on my department. Also, I got other benefits like pick and drop, subsidies, lunch etc. So, because of all this hospitality, I felt motivated, safe and confident. Thus, my performance was good and I got the opportunity to learn many new skills and these will help me in my future work place too.

BRAC does the best HR practices and their policies are employee friendly. They fear recruitment and selection process, well organized compensation system and performance appraisal system. As my major area is Human resources management, So, I have discussed all the HR practices in chapter 3

2.4 Marketing Practices

LLD's services are not open for all. Only the employees of BRAC, BRAC enterprise, BRAC international employees can take training from LLD. So, marketing practice is not that much activated within this department.

- **Marketing strategy:** LLD publishes brochures, magazine online videos of their offered training and workshop to draw attention of the employees of BRAC.
- **Target customers:** BRAC employees of different categories. Apart from BRAC, BRAC enterprise's employees like Aarong, BRAC dairy, BARC Bank etc. are also targeted customers of BRAC LLD
- **New tannings program development and competitive practices:** LLD tries to provide the best training to their employees. LLD tried with many organizations for arranging new training and workshop sessions like coursera, life spring, common purpose, British council, EMK center, Yunus center etc.
- **Branding activities:** LLD publish brochures and take feedback from employees who attended the training and workshops and show their development graph as branding of their own department.
- **Advertising and promotion strategies:** LLD do their promotion by their micro site and BRAC main websites. Also, LLD's trainer arranges town hall meetings with department heads and project leads and demonstrates new training programs and their usefulness. Based on requirements then department heads send employees of their respected department to attain that particular tannings.

2.5 Operations Management

LLD's operation management is divided into many parts. BRAC LLD's design team. They design training courses for the entire year. The team is built with a project lead specialist and a senior level manager. They lead the entire project. Managers, MTOs, officers play a vital role here to help them. They analyze the data and present the world's condition regarding that specific topic. Junior officers help them to write modules and training brochures. Interns work as helping hand in design projects like typing, PowerPoint slide making, mailing and other basic works.

Organogram of LLD

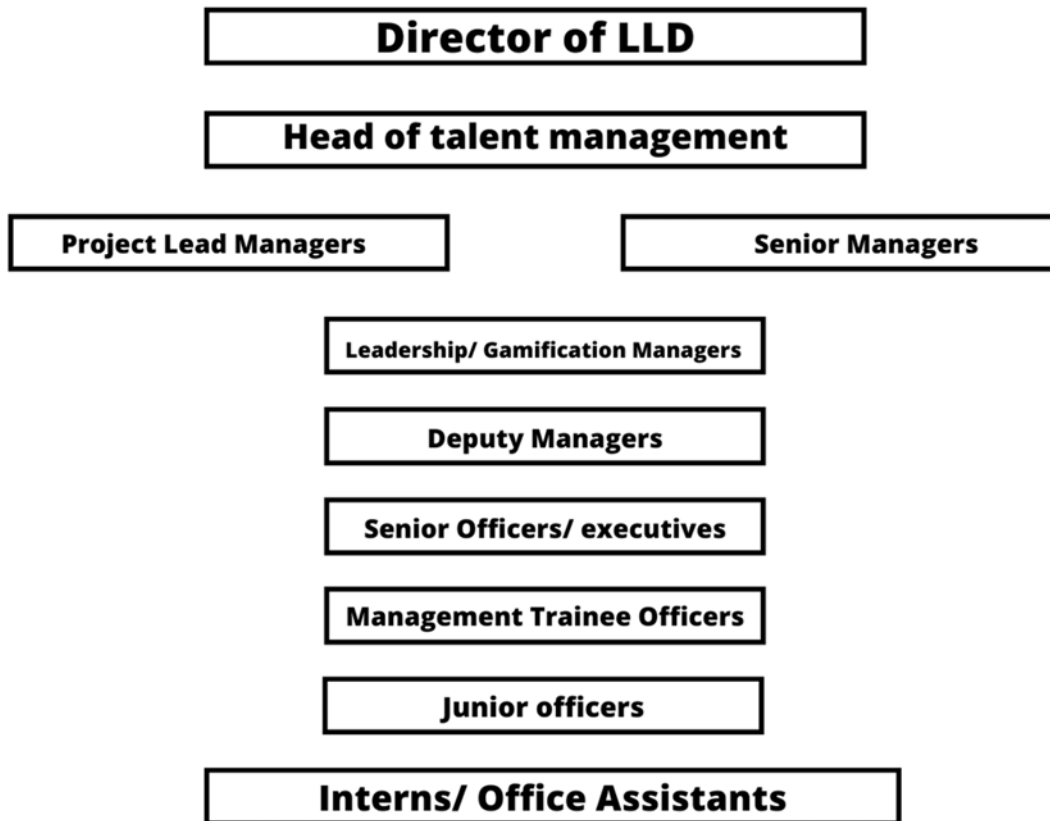


Figure 1: Organogram of LLD

2.6 Industry and Competitive Analysis

I will use SWOT analysis to conduct this competitive analysis.

- **Strengths:** LLD's biggest strength is its quality and time demanding training and workshops. They hire the best trainers or facilitators from countries and abroad. After surveying and analyzing feedback from employees, it is clear that the outcomes are really fruitful and beneficial for the organization.
- **Weaknesses:** Training programs are not cheap and sometimes we see less interest in employees to join training. Also, training requires a lot of time and progress happens very slowly.
- **Opportunities:** This training and related human resources practices have many opportunities like it helps to gain many soft and core knowledge. Build employees to face the future challenges. Also, it helps to grow them in their professional life and increase their leadership skills.
- **Threats:** BRAC never signs bonds from their employees as it is against Bangladesh labor law act. So, many times it happens that employees are joining training and after getting particular training they leave the job for better opportunities. That is the biggest threat.

<p>S</p> <ul style="list-style-type: none"> • Good outcomes • Quality training 	<p>W</p> <ul style="list-style-type: none"> • Training Cost Time & Money • Lack of interest
<p>O</p> <ul style="list-style-type: none"> • Performance boost • Increasing knowledge • Gainig knowledge & skills 	<p>T</p> <ul style="list-style-type: none"> • Leaving job

Figure 2: SWOT analysis of LLD

2.7 Summary

This particular chapter is about the organization part. Here all sorts of business practices like marketing practice, management and HR practices, and operational practices were described. Activities that boost a leader's skills, abilities, and confidence are described as leadership development. The difficulty, cost, and teaching style of each program varies greatly. Management and leadership are two common methods for guiding and developing leaders. BRRAC LLD particularly works in this particular area. BRAC LLD's particularly operates in the training and development area where they work for the development of BRAC's employees. LLD organized many training sessions partnering with my world class consultancy firm and other nonprofit organizations. LLD helps to grow the capacity of individuals, help people to work in a team and trains them to be future leaders.

2.9 Recommendations

Though I think BRAC LLD is a perfect organization and I have very little knowledge regarding giving recommendations to this department. But from the experience of these three months, I can give some suggestions where LLD may improve.

- LLD is mostly dependent on outside facilitators. Outside facilitators sometimes charge high costs and they sometimes refuse to share feedback data.
- There are many courses LLD assigned for employees which are mandatory. But sometimes it shows less interest within the employees. So, LLD should conduct more surveys before designing the courses.
- Few courses are lengthy and take a lot of time. Employees started the course with full energy but ended up with a lot of disasters. So, the syllabus and course outline should be in decent size.

Chapter 3

3.1 Human Resources Management practices

3.1.1 Introduction

BRAC's LLD was once part of the Human Resources department. That time BRAC conducted a few basic training sessions. But as BRAC was growing, they were facing many challenges. BRAC is now more than an NGO and it works in different sectors. So, their employees need training on different topics. like artificial insemination for BRAC dairy, business development training for BRAC enterprise (Aarong, BRAC nursery, BRAC chicken etc.) and different programs for BRAC and BRAC international. So, as it was a time demanding matter to open a different department to these purposes. Training and development are a part of Human resources as it works to build an ordinary person to a best fir person for the organization.

3.1.2 Literature review

Former President of the United States John F. Kennedy said "Leadership & Learning are Indispensable to Each Other." So, in every organization there should be a leadership development unit which will help employees to grow more and learn more. Rost, J. C. (1993) stated in his journal called "Leadership development in the new millennium" that in the new era employees cannot go long run just with basic university degrees. As the new millennium is the based-on information technology and new skills. So, employees need to learn many new techniques and skills to properly sync with the new work environment.

Day, D. V. (2000) told in his book called "Leadership development. The SAGE handbook of leadership" that employees need training and development skills in order to gain time-oriented knowledge and skills. There was an era when a basic institutional degree was enough to fix any particular job. But as the world becomes part of the modern village and in many cases, we have to take part in today's competitive world with others. We need core and soft skills.

Hernez-Broome, G., & Hughes, R. J. (2004) stated in their book Leadership development: Past, present, and future. Human resource planning that New leadership development strategies have proliferated in recent decades, as has a rising appreciation of the value of a leader's emotional

resonance with others. A rising understanding that leadership development entails more than just creating individual leaders has resulted in a greater attention on the context in which leadership is created, as well as thoughtful consideration of how to best deploy leadership competencies and work/life balance challenges. Internationalization, automation, return on equity, and different ways of thinking about the nature of leadership and leadership development are all potential future trends.

Zenger, J., Ulrich, D., & Smallwood, N. (2000) described in their book chapter named “The new leadership development. Training & Development” that Employees development means organizations development. In order to gain the best target margin training and learning is important. They also said that 29 percent male and 27 percent female stay in a company more than ten years. So, if companies invest in their employees, they may get the best possible ways from their trusted and loyal employees. So, the organization should invest more on their employees' grooming and developments. On the other hand, if employees can train well they can return well to the company.

Murphy, S. E., & Riggio, R. E. (Eds.). (2003) stated in their book called the “Future of leadership development”. Future leaders should have a lot of dynamic knowledge. Suppose, for doing any job in Google, every employee needs to know one programming knowledge. So, Google arranges training sessions for their non-tech employees based on their interest in the programming language. Same BRAC does, there may be employees who were in HRD in previous work life, now he/ she wants to shift in marketing or branding. So, BRAC arranges training based on employees' interest.

Zenger, J., Ulrich, D., & Smallwood, N. (2000) also stated that regular workshops also have many benefits in employee grooming as it gives freedom of speech to the employees. In a workshop or in an open forum, employees get opportunities to discuss their problems and comfort. It gives them feelings of safety and value.

Leskiw, S. L., & Singh, P. (2007) stated in Leadership development: Learning from best practices. *Leadership & Organization Development Journal* that keeps learning is the best practice. As employees learn they remain confident and well prepared for the upcoming challenges. Employees feel well fit for the new generation challenges and always come up with innovative solutions for the problems.

3.1.3 Objective

In Bangladesh, Human resources management practices are not well followed. Bangladeshi organizations are still facing proper HR practices. But BRAC here can be a pioneer role as organization BRAC follows proper HR practices and also BRAC employees are highly aware of it. As an intern I have learned many HRM practices which fall under the international standard of HRM practices.

3.1.4 Significant

LLD's HRM practices are highly significant as this sort of HR policies can be example of another organization as BRAC follows international human resources practices which is highly favorable for the employees and their personal growth. Because of this sort of human resources practices, BRAC can observe huge change in the employee behavior and tremendous growth in their work. Most importantly, loyalty, dedication, commitment grown within employees for the organization.

3.2 Methodology

Both primary and secondary data were used to conduct the report. An exploratory research has been conducted to analyze the impact of the training and talent acquisition process of the Leadership development unit of BRAC. Through the help of exploratory research, the result has come out and we got to know the insight of the training and development impacts of BRAC LLD. Also, got a wide insight of Human resource practices of LLD

Primary Sources

- Direct Observation
- Practical experiences and observations
- Tannings & workshops
- On site managers comments and instructions
- BRAC's leader's opinion
- Q & A sessions with employees who participated in tannings
- Survey forms

Secondary Sources

- Annual report of LLD
- Official job circular
- Website of BRAC
- Different journal & articles
- Published materials from BRAC like journal, magazine, books etc.
- The Internet

3.3 Human Resources activities and practices

3.3.1 Human Resource Planning of LLD

LLD has proper planning for their own department employees. LLD's initial target is to turn their employees into the best human resources. For that they have training and grooming sessions. It is mandatory for all employees of LLD to take part in basic training sessions before onboarding in their respective role. During the probation period, LLD designs many workshops and particular training and grooming sessions for their employees. LLD also feels for the development of their employees. They have a proper monitoring process and based on that monitoring process employees get promotions, increments and further roles.

3.3.2 Recruitment and selection of LLD

BRAC maintains proper fairness while recruiting and selecting candidates. As an intern I took part in this recruitment session and observed the recruitment process. BRAC provides a circular through their website and collects CV with an additional form of question and answer. Then they sort the CV by matching the criteria. Selected candidates get calls for viva and written assessments. BRAC sees potentiality and true talents. Only academic standards are not the only criteria. Other factors like potentially in a particular field, other soft and core skills and sincerity matters to get into BRAC LLD. Also interview takers ensure all sorts of support for the

candidates. No biases and nepotism happen here while recruitment. BRAC maintains honesty and clarity in the recruitment board.

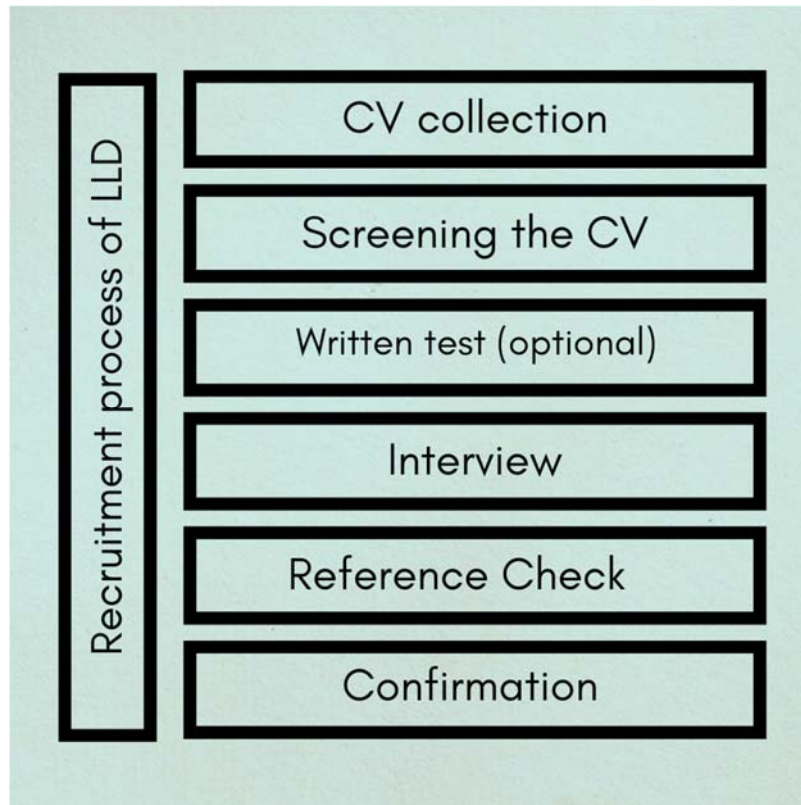


Figure 3: Recruitment process of LLD

3.3.3 Training and Development

Training and development are the core part of HR. It is a core quality of an organization to arrange proper training and development programs for their employees. Employees will perform better and can remain confident if they get proper grooming and nourishment in their professional life. BRAC is always willing to pay a good amount of money in employee training and workshop programs. BRAC arrange several types of trainings and workshop like supportive supervision program, focus group discussion, workshop with big management consultancy company, certification course like SCRUM, SCRM, YP's training program joined with BISD and other department of BRAC

Steps in Training and development

- Performance analysis
- Finding the gaps, talents and desire of training
- Arrange and agreement of trainings/ workshops
- Evaluation of post training performance

Types of trainings and development program

1. On job trainings

- a. Coaching and mentoring
- b. Certification courses with other organization
- c. Certification courses of LLD and BRAC's another department like BSDP, BISS
- d. Follow up
- e. Impromptu test

2. External/ off job trainings:

- a. Workshops
- b. Seminar
- c. Sessions
- d. Case study

3.3.4 Performance Evaluation

The success or failure of the training provided by the organization is entirely dependent on the outcome or result. Employees perceive that their performance is being monitored as a result of performance review, and they strive to do their best at work. It is easier for the organization to fulfill its objectives when employees give their all. Another benefit of performance review is that any deficiencies in performance may be immediately identified. Furthermore, performance evaluation aids in the development of the training plan.

- **Critical incident method:** Line managers and reporting supervisors of LLD keep track records of employees all the negative and positive sides based on employees work

- **Performance appraisal method:** LLD work in several projects. Line managers note down the performance of all the good and bad performances of employees. Based on the success rate of the assigned projects appraisal happens. Line managers send all the necessary documents to the BRAC HRD for the appraisal purposes.
- **Behavioral Method:** In this method, employees are ranked according to their conduct. Behavior that can be monetized and expedites the process.
- **Comparison method:** Employees are compared to their peers in a similar co-worker's level in this ranking approach. The appraisal is given to the person who performs the best.
- **Graphics design:** Employees all the performances are tracked in graphics methods. These graphics provide a pie chart, bar cart, histogram of performance of a particular employee and the overall scenario of the entire LLD's employees.
- **Ranking:** All of the selected behaviors will be ranked according to the chosen system in this ranking system.

3.3.5 Compensation & Benefits

LLD provides a good amount of compensation and benefits to employees. LLD ensure increments and promotions for the deserving candidates. BRAC offers insurance and other benefits to the employees. They offer pick and drop, subsidies, lunch and snacks, yearly picnic and recreation. Also, many employees get offers to visit BRAC international offices in Philippines, Myanmar, Afghanistan. BRAC provides two festival bonuses every year. Daycare system for the children. BRAC provides a sufficient amount of leaves if needed. During COVID BRAC ensures work from home facilities for their employees. Employees also get car loan, home loan with minimal rate of interest from its enterprise organization BRAC Bank if they are eligible. Employees also get education leave and scholarships in many cases. In BRAC University BRAC's employees have 10 percent cost waived.

3.4 Trainings and workshop

Learning and leadership development (LLD) of BRAC is known for its dedication towards employee training and development. BRAC believes employees are the main power source of their organization and that is why they need to be nourished properly. In order to build better human resources, training is highly important. To make today's employees tomorrow's leaders BRAC has many regular training and development programs. They are weekly sessions, monthly training programs, yearly grooming sessions etc. The regular training program as an intern which I was part of is described below.

3.4.1 Supportive Supervision Session

Every Wednesday, LLD organized a supportive supervision session with their employees of Cohort A and cohort B. Cohort A consists of employees from grade three to grade five. Cohort B consists of grades six to nine. In this session we pick employees from different departments and call them for discussion. Every supportive supervision session takes one hour to complete. In this training session we actually ask questions regarding their core work and daily progress. Also, we provide them with some topics, sometimes books related to autobiography, biography, leadership development etc. We believe slow progress is important and useful. This session is more like conversing with employees and having a cup of tea in a good manner to give them a feel like home. Mostly we call new employees here as they need an ice breaking session. One of the senior managers from LLD takes this session. They need to play a few brainstorming games like puzzle games, team collaborative games, pymetrics games etc. Also, they need to participate in drama sessions. This sort of activity helps them to sync with BRAC and they start feeling comfortable.

This supportive supervision session has many positive impacts. New employees feel safe and sound here. They may have many questions regarding BRAC and they need to know the best answer. But sometimes they hesitate to answer all these questions to the peer members or their reporting supervisor as they are new. But in this supportive supervision session they feel the same and truly comfortable. As an organizer, we also get feedback from them. We provide

them with a form and they fill it up with their own answer. Answers and feedback remain secret. We do not disclose their names and their answers. We keep those for further training and development purposes.

LLD has the intention to conduct thirty supportive supervision sessions every year. During my internship period of three months I attended eight sessions with my reporting senior manager. My prime task was to inform the participants for the sessions, preparing questions for them also, we arrange different games and ice breaking sessions for them. I used to send them feedback forms and collected those forms and kept notes during the session and then wrote those as documents for further improvements.

3.4.2 Focus Group Discussion

Focus group discussion better known as FGD in BRAC. In this session we call a few older employees here. Employees who have been working for more than one year are the participants here. As an intern my task was here to select the participants for the session and invite them to the office of LLD. There should be 8 FGD in every month and there has to be nine to ten participants. I used to collect the names of participants from the participants list. The rank of the participants should be within grade 5 to 8. Max deputy manager rank officers and lowest junior executives are allowed who spend at least one year in the BARC and they have to be permanent employees. This session is confidential. Mostly it is a relaxed discussion session where people will come and put their opinions regarding their team and reporting supervisor. They put their opinion regarding their supervisor's behavior and mentality. In BRAC, it is the supervisor's duty to motivate his/ her teammate and should provide them with good guidelines. Sometimes supervisors are very friendly and supportive that the employee feels highly safe and protected. But in many cases, we faced different scenarios where supervisors are not that supportive and good in nature. So, employees feel that this supervisor is not good for his/ her career development.

So, they complain regarding their reporting supervisors and problems they are facing because of the supervisor or team. Our initial task is to give them some tips for handling the situation and motivational and mental guidelines which are very much helpful to them. We actually record all the feedback and point out all these for further purposes. Also, in this session we ask

them whether they need training or not. In most cases people said that they need new soft skills training. For example, now google workstation is very much popular and handy. But there are many employees who are not good at operating all these tools. So, they need training like google workstation, zoom operating, Canva and abode illustrations etc.

3.4.3 Mastering Self, Problem solving workshop by McKinsey & Company

BRAC has an agreement with McKinsey & Company. It is a management consulting firm based in the US founded by James O. McKinsey. This firm is known for its consultancy in the arena of business, management, taxation, auditing etc. BRAC organized a workshop by the help of McKinsey & Company which is called mastering self, problem solving workshop. In this session BRAC usually short lists their employees from cohort A. Cohort A means upper senior level management body at least rank of programmer director or project lead specialists. As McKinsey & Company is highly expensive that is why from LLD we only selected top level management to attend this session. As an intern, my primary task was to take the schedule from the participants and inform them regarding the session. This session was a residential session. BRAC has a place called BCDM which is kind of a resort and all sorts of residential sessions take place there.

I was highly lucky enough to join this kind of training with McKinsey & Company. On 1st march 2022, I took part in such a workshop. This workshop is three days long and is a residential workshop. Every year McKinsey & Company comes trice in BRAC to train their upper management. Most of the employees here are head of program or at least hold the rank of senior management body. In every workshop, there are 25 participants who can join apart from the organizer from LLD. I was part of LLD as I was an intern here. Two of the lifestyle coaches came from McKinsey and they trained regarding variety skills. The topic was mentoring yourself, working on yourself, how to handle pressure in daily and professional life, basic meditation, yoga and many fun oriented games like secret buddy, case competition, kahoot. Also, a feedback session was also there for the trainers and the LLD team.

The impact of this workshop is huge. As a new learner I have learned a lot and gained many new experiences which will help me to guide me in the new path of life and will help me to grow and be a leader in future. But it has a huge impact on the employees of BRAC. As

participants are mostly from senior management, they now hardly get time for the training and other skills requirement program. So, McKinsey has done a fantastic job here. They have perfectly synced them with the workshop because of their extraordinary skills of people management. Their senior management got to know many new tricks and skills relevant to this new world as they are a bit old and hardly get the opportunity to get time for this. Also, we got the responses from them through google form that points where LLD and we need to improve ourselves while designing the training which is also another learning for us as feedback is always important.

3.4.4 Human Centered workshop with common purpose

BRAC's learning academy is always one step further while it is time for mentoring their employees and for this purpose they hired the world's best trainer. Human centered workshop is like such a platform where employees can discover new horizons which is better for their personal and professional growth.

This time LLD conducted this session with common purpose UK which is a nonprofit organization which runs leadership development all over the world. This provides training, training modules, lifestyle coaching etc. Group chief officer Adirupa Sen Gupta conducted the three-day long training session with the help of BRAC LLD team. As a part of LLD my assigned task was to guide the outside facilitators. There were a total three facilitators from outside, two from common purpose and another one from UNDP. Also, one of the BRAC University faculty members was there. His name is Syed M Hashmi, professor of Economics and social science.

In this workshop, I participated in a particular segment where I had to represent the BRAC and LLD. I presented a ten-minute-long presentation, where I covered the achievements of LLD and BRAC. The importance of training and development sessions and most important the employee's satisfaction regarding the trainings and workshop of LLD. This was a three-day long workshop with a field visit. As a part of a field visit, I visited Younus center along with the Common purpose team.

The insight of this session is quite good and helpful to me. Because as an intern, this was quite a good opportunity for me to join such a platform where I can get the opportunity to meet the world's finest leaders. Common purpose is such a big leadership organization from where I have learned a lot in these three days. My point of view regarding coaching, mentoring and the usefulness of these sessions has changed a lot. This session was truly important as employees as this session helps to think outside the box and gives the answers of their professional life's questions. This workshop helps to learn pressure handling, dealing with supervisors, daily life problems solutions, growth of life and many more. As a participant of this workshop my insight was really good as it helped me to grow my horizon and I will apply these lessons in my upcoming workplace.

3.4.5 Skill development trainings, coaching and mentoring

LLD has a joint program with BISD (BRAC Institute of skills development) where they provide many core and soft skill training to the employees. This training program has three categories. First one is for the senior employees. Means old in age. Second one is for the fresh employees and third one is for the employees who belong to the informal group.

First of all, we design training for the people who are in senior positions but older employees. They are loyal and the backbone of BRAC. But as the world is advancing they need more technology-oriented core training. Like MS office tools, google workshop training and other basic computer skills. They are experienced but they need these skills to sync with the new world. Here my task was as an intern to guide them which training they need actually by discussing them and sending the required document to them and collecting those and again returning to the BISD.

Next is for the newcomers in officers' class. They need a little training based on the assigned work and skills. As a part of LLD, my work is to talk to them and register them in many certification courses. The courses like scrum master, google analytics, icddrb course etc. LLD takes time to time updates from the participants regarding the course. Courses payment clearance, certificate collection and other technical support BRAC provides them. Nowadays, BRAC's LLD signs a few courses with coursera and life spring. BRAC employees can access those courses anytime with their BRAC domain mail.

Next is for the third and fourth grade employees. This group is mostly a non-graduate community. They need basic technical training for them like basic call operation with proper extension, how to operate air conditions etc. I also took their grooming session as their trainers once. BRAC encourages their employees to train in different fields. Even if they are not highly educated. BRAC gives these employees a chance to grow their skills through the BRAC ultra graduation program. They can learn driving and basic logistic operations under this program. Thus, they can acquire skills in technical fields and change their quality of life.

3.4.6 Young professionals training

LLD conducts an eight months long trepanning program with YPs and MTOs. YP and MTO is a talent hunting program conducted through BRAC HRD. Fresh to one-year old graduates can apply for these both categories. After successfully completing the recruitment process they come to LLD for the training. Based on their assigned position in different departments they got tannings from LLD. This tanning is combined field and course based. Field level training is conducted by BRAC LLD. Mostly LLD organized seminars and short workshops for YPs and MTOs. University professors, scholars, business leaders, and service holders from both government and non-government organizations came here to teach them many knowledge and hands-on experiences. They share their knowledge through group discussions, question answer sessions.

During my internship period I got two sessions with YPs. Basically, I just participated there. First on is economist and professor of BRAC University MR. Sayed M. Hashmi. He took two days long sessions with YPs and he provided much microfinance-oriented knowledge to this young professional. Another one is a photo exhibition of YPs. The photos they had clicked during their training program in the field. My task was to collect votes from participants, visitors who came to see the exhibition.

During my internship period I got very few chances with YPs and MTOs. But the association with this young professional opened my eyes and increased my respect for this NGO profession. The amount of dedication these people show for the organization shows the values of BRAC. Also, LLD has done a fantastic job to train them properly and to make them realize the value of the development sector.

3.5 Fresh Talent acquisition and management

3.5.1 Project BDP

Project BDP is an ongoing project in the BRAC leadership development unit. It is a pilot project and BRAC wants fresh innovative ideas from the university students. It is a youth immersion program hosted by the world's largest development sector BRAC. As its 50th anniversary BRAC has launched this project. This project is designed for hunting new talents and innovative ideas which will bring betterment for the society. Here participants registered for the competition and sent their ideas to the BPD team.

The topic of the idea has to do with the vocational field. There are many students we have in our community who hardly get after graduation. Vocational training can be an option for those who are unemployed after having a university degree. As they are educated they can learn this vocational training easily.

As an intern, my job was to design posters for the events and organize road shows in national universities through conducting the respected authorities. Also, I had to prepare the google registration form for the participants and sorted the initial application. We have finalist 24 team for the next rounds where they have to preach their ideas on the next round. We focusing on mainly three area. These are freelancing, agriculture and micro RMG sector. Who we can reduce the employed through new innovation and ideas are the main focus of this projects. A team of a project lead manager, one senior manager, two deputy manager and three interns are working on it. Luckily, I am working on this project from the beginning and got to learn many things from this project which will helps me to grow my knowledge regarding vocational field and such pilot projects.

This project is still ongoing and the winner will be announced in July. The winner will get an opportunity to visit any one of the African countries where we have a BRAC learning center. Second runner up will get the opportunity to visit Cox's bazar Rohingya camp where BRAC's HNPP is working with UNICEF and UNDP where BRAC is providing basic education to the Rohingya children. BRAC development prodigy (BDP) will create a new area in the developing case competition among the students of Bangladesh. Its main goal is not to create a profit-oriented business but to create jobs for the people who are still struggling to get employed.

3.5.2 Campus Volunteer's recruitment

For reaching out to the students we need to assign campus ambassadors for branding and marketing. LLD has a communication department from which we tried to assign volunteers for this project. Our initial target was government college, national universities, transgender community and minority of Bangladesh as these communities remain out of most of the facilities and job market.

First of all, we have reached the national universities to find campus volunteers. We have reached almost 30 universities across the entire Bangladesh and got few energetic campus volunteers from those institutions. We have done our first road show on campus. Statistics say 66 percent of students of national universities remain unemployed at least two years after his/her graduation. So, our target is to promote BDP among them and promote their thoughts and ideas.

Next is transgender. BRAC is always one step further when it comes the rights of transgender rights and their development. So, there are many transgenders we know who want to change present conditions. So, we need to know their thoughts and ideas. We have chosen campus volunteers from that minority community too. Also, we got the volunteers from the Marma, Mro, and Chakma community too.

For this recruitment process we took a CV through google form and sorted many CVs. Then we called them for viva through google meet as that time Covid19 condition was at its peak. We have interviewed them and asked them many required questions. We intern at LLD conducted the viva session and selected almost 36 campus volunteers from different parts of the country. After selecting them we took an orientation session for them through zoom. I was glad enough as I hosted the entire session. My fellow intern colleagues were there and they also helped me a lot. Then regularly we are maintaining the connection with them and we are giving them the instruction to promote our project to their communities and universities.

We have selected campus volunteers based on a few criteria. These are punctuality, presentation performance, boldness, openness to all and some other vital criteria. Because of their performance, we got many teams and received many innovative ideas.

3.5.3 Findings and Analysis

BRAC leadership development unit is very much secretive regarding sharing their data and statics. Upon request, the department provided me data of two weekly sessions conducted this year where so far 82 people participated. The transparency of this data seems questionable to me as one person joined more than one time in the same session. So, he/she participated in the same evaluation/ feedback form twice. As BRAC LLD is only for BRAC employees. So, for the analysis part all I have is these data provided by my respected department. No outside data were used here.

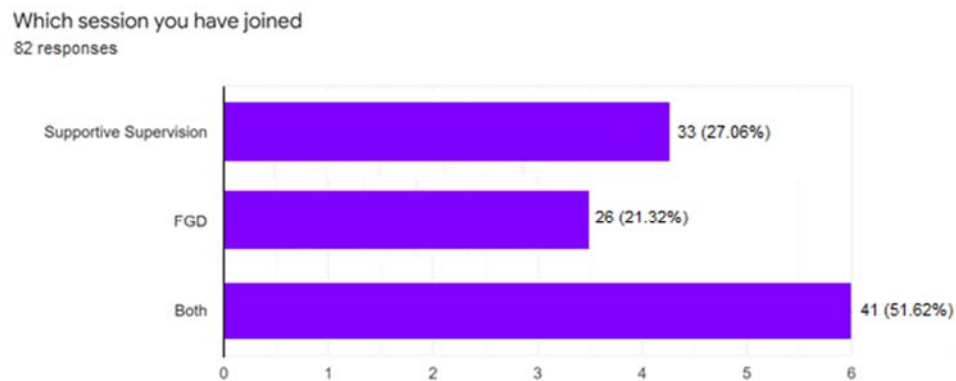


Figure 4: Finding & Analysis figure 1

From the above figure it is clear that most of the employees have joined both FGD and supportive supervision sessions. Only a few joined one session. The joining purpose is not only depending on the LLD or the employees. Respected program or department heads also recommended few employees to join the session.

Are you satisfied with the topic of the sessions?
82 responses

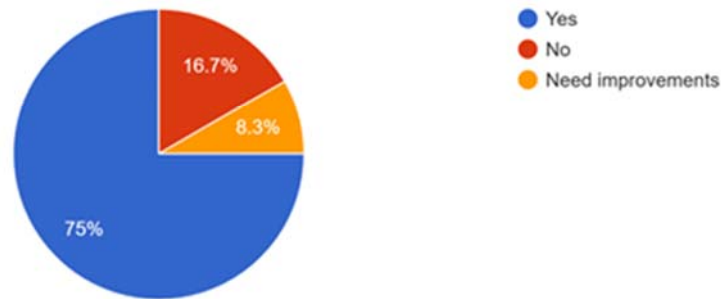


Figure 5: Finding & Analysis figure 2

From the above figure, it is clear that the majority of the people agreed that they are satisfied with the sessions. But 16.7% of people claim they are not satisfied, which is a big matter of concern. Only a few said they want improvement.

Have you observed any change within you because of these sessions?
82 responses

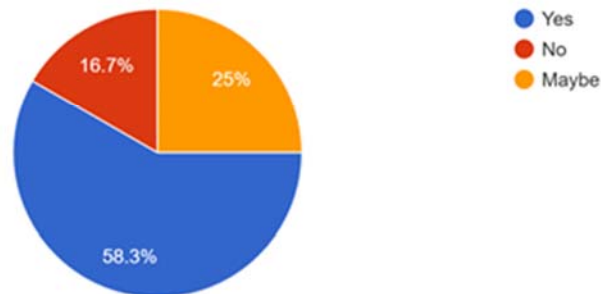


Figure 6: Finding & Analysis figure 3

The intention of these sessions is to bring changes within the employees. Here LLD is successful as the majority of the participants says they faced changes within their behavior after joining these sessions. Again, people who were not satisfied said no as the number is exactly the same. But a big portion said they are still in doubt. But after attending these sessions there should be positive changes within them in terms of handling pressure, leadership development, relationship with supervisor etc.

Do you think LLD's facilitators are well trained and able to provide solutions to your problem?
82 responses

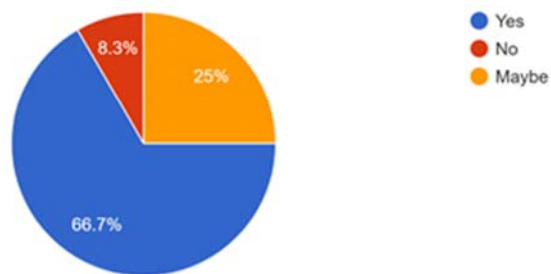


Figure 7: Finding & Analysis figure 4

For conducting quality sessions, we need good, qualified facilitators and trainers. BRAC LLD brings most of the trainers from the outside. Even sometimes from aboard. Majority of the participants claimed that they are happy with the facilitators. Almost 67%. Only few claimed no and few said they are not sure.

Which sort of sessions you want more in future
82 responses

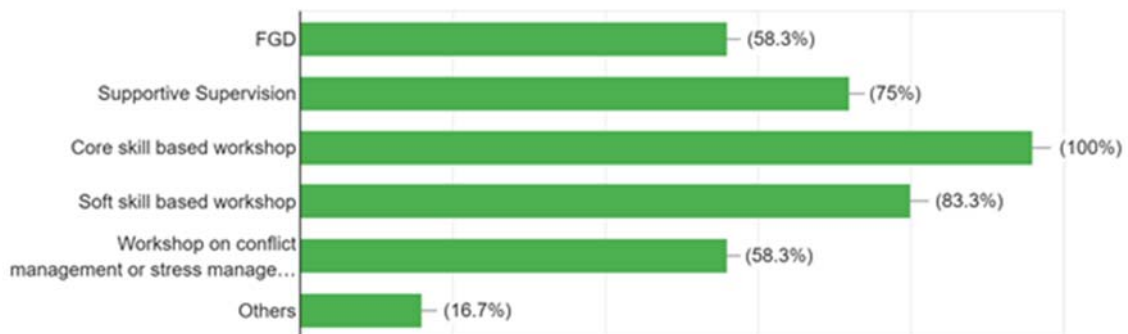


Figure 8: Finding & Analysis figure 5

From this graph, it is clear that people want core-based training from LLD. Soft skill is number second. Big portion of the people said that they need more supportive supervision as these sessions help to grow mentally. It refreshes the mind and provides a confidence booster. But most of the people said they need more than two training or workshop program.

Please rate each of the following attributes based on how satisfied you are, using the scale provided. Please enter one answer for each item

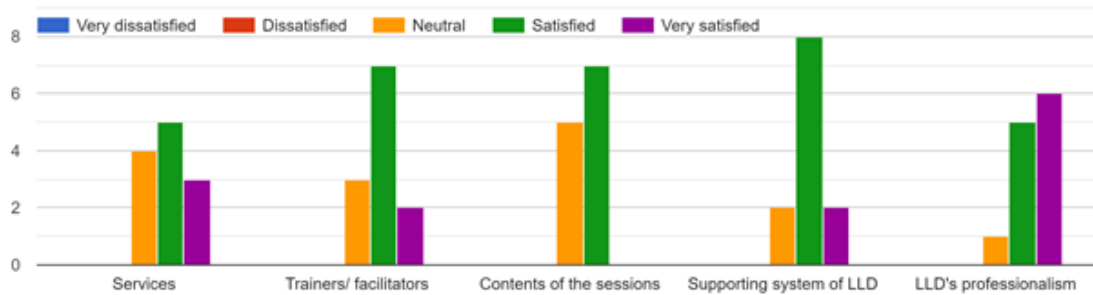


Figure 9: Finding & Analysis figure 6

From this graphical diagram, it is clear that in every attribute BRAC LLD has good feedback. In services, trainer's quality, session contents, supporting system and in professionalism LLD got satisfied feedback. It shows the integrity, consistency of LLD. Neutral category is also less in number

LLD also conducts workshops. During my internship period from February to April, there were two workshops conducted by outside facilitators. One was with McKinsey & Company and another one is with Common purpose, UK. For both of the workshops the initial feedback form was same and got the feedback data from the department. In every workshop there attend 25 participants and all belong to cohort A

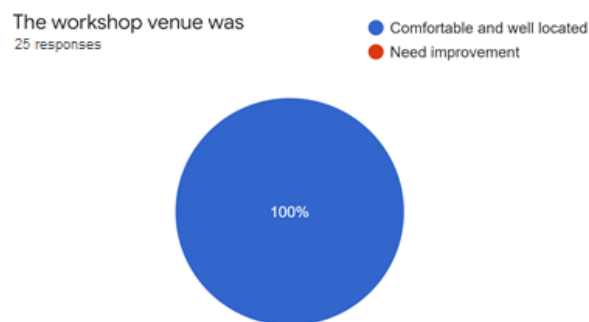


Figure 10: Finding & Analysis figure 7

From this graphical figure It is clear that the venue was comfortable and well located for all as 100% voted on it. One was held at BCDM and another one was held at BRAC Centre auditorium.

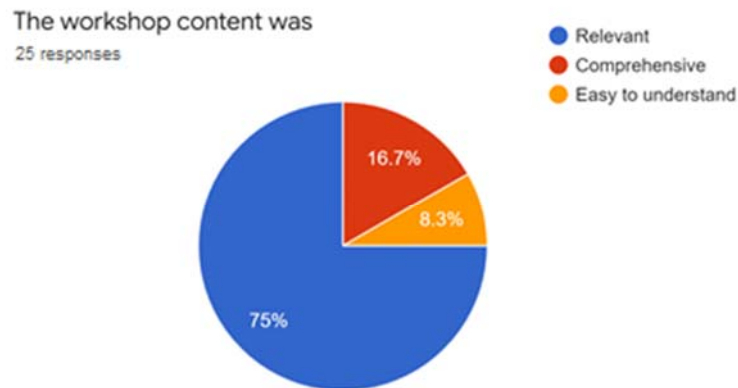


Figure 11: Finding & Analysis figure 8

Workshop content was so well organized and very interesting. Majority of the crowd agreed that contents well relevant which is 75% and vey less said easy to understand as the session way whole day long so, it may seem bit difficult for others.

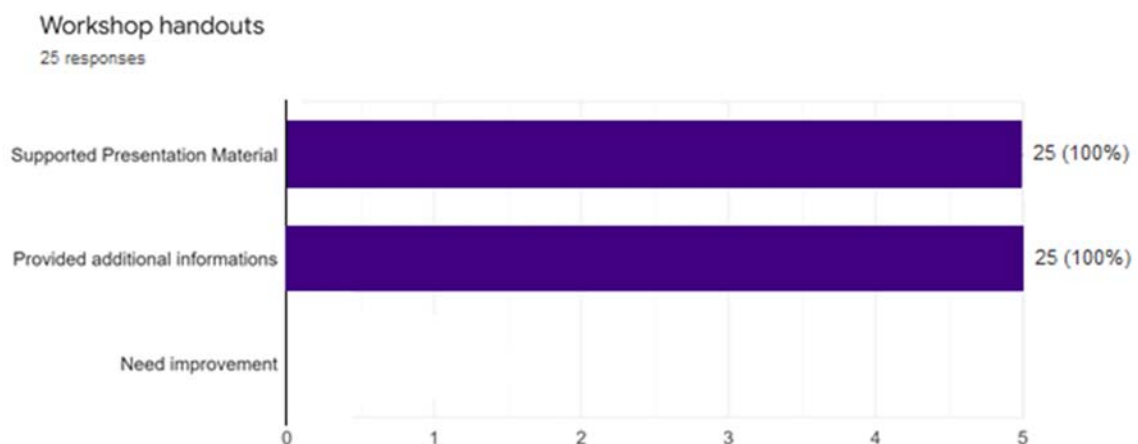


Figure 12: Finding & Analysis figure 9

All 25 participants agreed that workshop handouts supported presentation material and also provided additional information. No one mentioned that there should be any improvement. It shows the highest level of satisfaction for the workshop handouts.

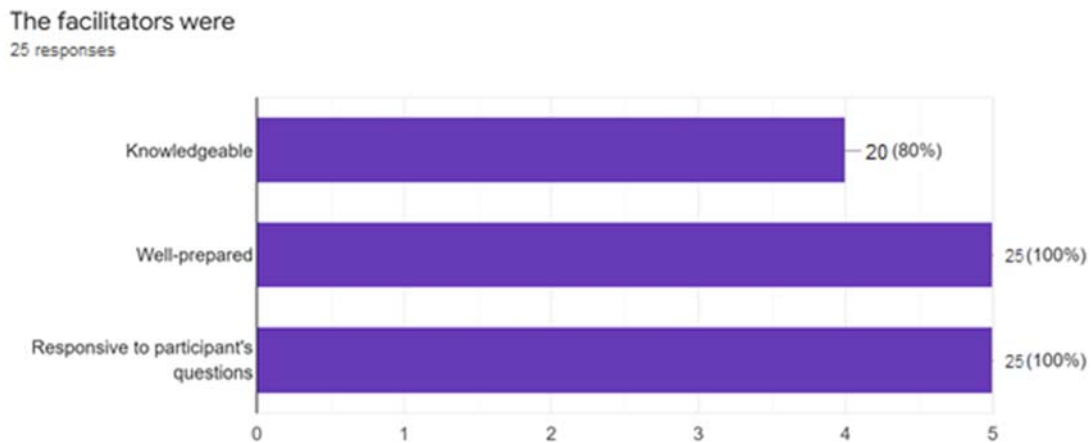


Figure 13: Finding & Analysis figure 10

Trainers or facilitators are the most important part of any training's session as he/she needs to be synced with the audience. In both workshops' trainers came from outside of BRAC. One was Major Deepak Iyer, retired Para commando of the Indian army who currently works in McKinsey & Company. Another one is Adirupa Sengupta, from common purpose. 100% claim that they were well-prepared and responsive to the participant's question. 20 people means 80% also said they were knowledgeable.

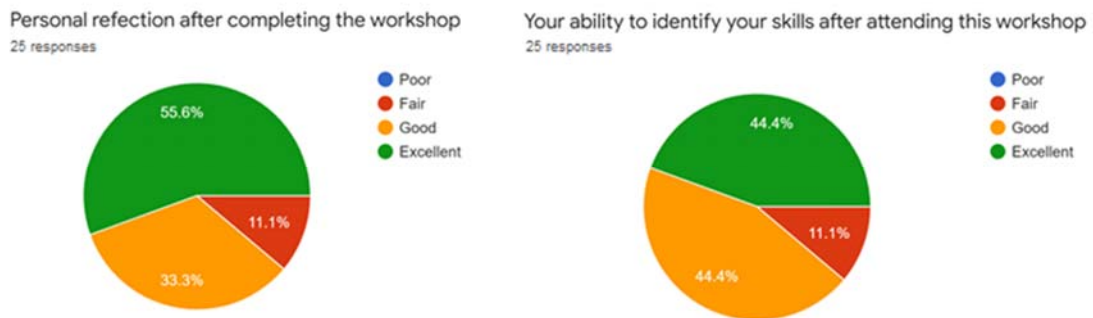


Figure 14: Finding & Analysis figure 11

Both the pie charts are based on outcome evaluation. Here a big portion of the people voted in favor of LLD. Majority says reflection of the workshop on them is excellent. A good number of participants claimed that they felt good and very few said it was fair. No one said poor.

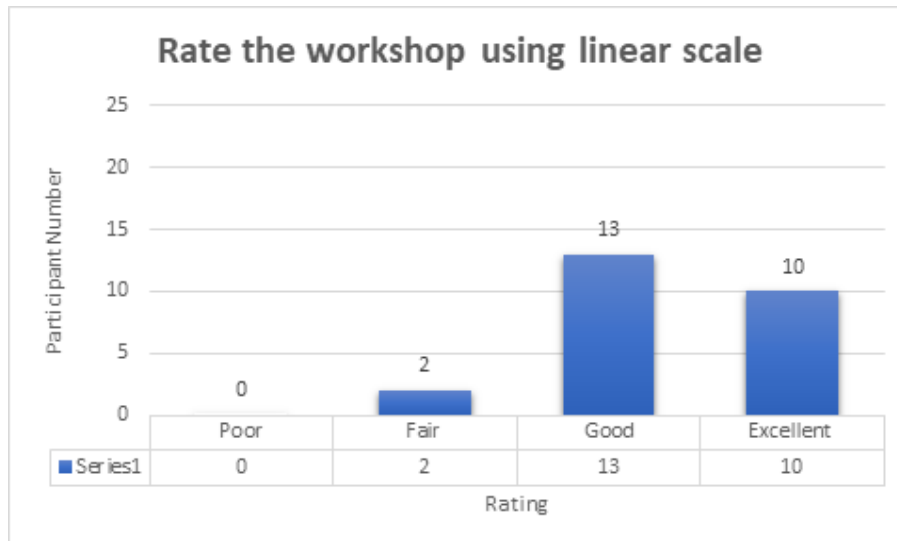


Figure 15: Finding & Analysis figure 12

This graph shows the rating of the participants. Majority said the overall workshop was good. Then a big portion of the people said the workshop was excellent. No one said the workshop was poor.

After analyzing all the data, it is sure that LLD is actually organizing a good quality of training and workshop for the employees of BRAC. Because most of the data show positive outcomes and in favor of LLD. So, here analysis says LLD is successful in terms of executing their jobs. Because of this, employees are getting advantages. The number of participants should be bigger but because of Covid-19 outbreak during February and March, LLD conducted the sessions with a smaller number of employees.

3.6 Conclusion

It was really a matter of pride to work with BRAC which is the largest development organization of the world. As I have done my major in human resource management and training and development is the most vital part of HRM. Even in our university life, we have

done many courses based on training and development. So, being part of a department, whose primary job is to organize training for their employees, was a big beneficial experience for me. BRAC LLD's Human resources practices are really beneficial for their employees and workers. As an intern, I have learned a lot regarding human resources practices from this department. Human resources practices and better human resources policy is always welcoming and beneficial for the organization. LLD is one of the most secretive departments in the company as they are not always disclosable regarding their training expenses and employee data. I was not allowed to have access to all of the material as an intern. All of the information used in this report came from the annual report, magazine and my communication with other employees. This study is primarily based on the impact of training and development and training related HR procedures and policies.

3.7 Recommendation

After analyzing the data and other surveys, the result says that LLD's success rate is high. Employees are satisfied with the services and HR practices of LLD. After the establishment, LLD improved in many areas. It is not a very big department in terms of employee size. So, sometimes workload become high and it becomes difficult to give the delivery works on time. So, LLD should increase their man power. LLD should improve their services in many cases like they should do more survey before designed any workshop. Sometimes, topics are not time demanding or too difficult that people lose interest. Another important changes they should bring that they should do survey by online and also registration through online. Because handwritten reviews take time. Moreover, LLD is one of the best and clean department of BRAC and LLD should work more to continue this legacy.

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5. Appendix

Feedback question collected from LLD

Set 1 (Supportive supervision, FGD)

Which session you have joined in 2021

- Supportive Supervision
- FGD
- Both

Are you satisfied with the topic of the sessions?

- Yes
- No
- Need improvements

Have you observed any change within you because of these sessions?

- Yes
- No
- Maybe

Do you think LLD's facilitators are well trained and able to provide solutions to your problem?

- Yes
- No
- Maybe

Which sort of sessions you want more in future

- FGD
- Supportive Supervision

- Core skill-based workshop
- Soft skill-based workshop
- Workshop on conflict management or stress management
- Others

Please rate each of the following attributes based on how satisfied you are, using the scale provided. Please enter one answer for each item (Very dissatisfied, Dissatisfied, Neutral, Satisfied, Very satisfied)

- Services
- Trainers/ facilitators
- Contents of the sessions
- Supporting system of LLD
- LLD's professionalism

Set 2 (Workshops)

1. The workshop venue was

- Comfortable and well located
- Need improvement

The workshop content was

- Relevant
- Comprehensive
- Easy to understand

Workshop handouts

- Supported Presentation Material
- Provided additional information
- Need improvement

The facilitators were

- Knowledgeable
- Well-prepared
- Responsive to participant's questions

Personal reflection after completing the workshop

- Poor
- Fair
- Good
- Excellent

Your ability to identify your skills after attending this workshop

- Poor
- Fair
- Good
- Excellent

Rate the workshop (Linear scale)

Poor 1 2 3 4 5 6 Excellent