

Report On  
**“Talent Management Process of BRAC Microfinance  
(succession planning)”**

By

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

BRAC Business School  
Brac University  
February, 2023

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**Declaration**

It is hereby declared that

1. The internship report submitted is my 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:**

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18304095

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

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**Shihab Kabir Shuvo**  
**Lecturer, BRAC Business School**  
BRAC University

## **Letter of Transmittal**

Shihab Kabir Shuvo

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship report

Dear Sir,

With due respect sir, it is my immense pleasure to submit my undergraduate internship on “Talent Management Process of BRAC Microfinance (succession planning)” with your guidance and support. The aim of this report was to discover the internal talent calibration process of a specific program.

I have tried to gather the required information and data relevant for the completion of this report. I believe I will be able to meet your desired expectations.

Sincerely yours,

---

Muntaha Anis

18304095

BRAC Business School

BRAC University

Date: February 22, 2023

**Non-Disclosure Agreement**

This agreement is made and entered into by and between BRAC and the undersigned student at BRAC University called Muntaha Anis in order to keep away from providing confidential data of the organization for the completion of the internship report.

## **Acknowledgement**

First and foremost, I would like to express my gratitude to the Almighty Allah to help me complete my internship successfully in one of the largest non-governmental organizations around the world. Also, enable me to finish the internship report with the designated time slots.

Moreover, I would like to express my sincere gratitude to my supervisor Shihab Kabir Shuvo sir and co-supervisor Abir Ahmed Choudhury sir for the guidance and support provided me during my internship report completion period. Also, they assisted me to discover a specific topic to work for my internship report.

Furthermore, I would like to show my heartiest gratitude to BRAC especially my talent management team to help me in every possible way. They helped me in providing all the necessary details for the completion of this report. Moreover, my team has assigned me number of significant tasks which helped me to explore the real time work related to HR. I got a diverse exposure from this internship.

Finally, I want to thank you microfinance team to helping me in circulating survey among the assessors. Also, I am grateful to all the persons those who helped me in gathering required information.

## **Executive Summary**

The purpose of this internship report is to understand the overall talent management process of BRAC Microfinance program. I chose only one program which is microfinance because it consists of 2/3 of BRAC NGO. In this report along with my internship experience and organizational overview, I tried to incorporate the possible aspects of succession planning of the key position. For instance- 5 competency framework, 9 grid box, etc. to make the readers understand about different frameworks. Moreover, I conducted a survey among the 25 respondents inside the organization among different program. Therefore, the result of the survey helped me to provide me a glimpse of the overall effectiveness of different assessments. Furthermore, I tried to provide some recommendations for future implications because few things related to succession planning need to be changed to cope up with the dynamic world.

**Keywords:** BRAC; Talent Management Unit; Human Resource; Microfinance; Succession Planning

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**List of Acronyms**

BRAC	Bangladesh Rural Advancement Committee
TM	Talent Management
HRD	Human Resource Division
BEP	BRAC Education Program
MF	Microfinance
CCP	Climate Change Program
PO	Program Officer
BM	Branch Manager
RM	Regional Manager
UPG	Ultra-Poor Graduation
HCMP	Humanitarian Crisis Management Program

## Chapter 1: Overview of Internship

### 1.1 Student Information

Name: Muntaha Anis

ID: 1830495

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM) and Computer Information System (CIM)

### 1.2 Internship Information

#### 1.2.1 Period, Company Name, Department/Division, Address

Period: 14th August to 15th December

Company name: BRAC

Department/Division: Talent Management Unit, Human Resource Division

Address: 75 Mohakhali, Dhaka-1212.

#### 1.2.2 Internship Company Supervisor's Information

Name: Dilruba Akter

Position: Manager

#### 1.2.3 Job Scope-Job Description/Duties/Responsibilities

- Develop a talent database and track talent pools size
- Prepare routine reports and fill ad hoc reporting requests from different stakeholders like program
- Perform data analysis, transform data into meaningful information and arrange information to aid the assessment process as required.
- Prepare and design assessment tools for acquiring talent
- Visit and coordinate with BRAC Learning Center (BLC) for different position's assessment
- Prepare questionnaire for the written assessment of different positions and programs
- Assist in the activities of Women Leadership Program
- Select and design training program for the development of the employees
- Assist in developing plan for the improvement of the employee wellbeing
- Make outbound calls to the selected participants for the assessment

### 1.3 Internship Outcomes

#### 1.3.1 Student's contribution to the company

Being an Intern in the human resource division talent management unit, I have tried to assist my teams in different day to day activities. At the beginning of my internship, I helped them in different documentation process such as update information regarding different assessment, preparing result sheet of different assessment, developing competency-based questions for the assessors, developing timeline for several assessment, developing plan for

events and so on. Moreover, after passing 1 month of the internship, there was a closing session of 6 months mentorship program called “Women Leadership Program”. The duration of the closing ceremony was 1.5 hours. In that particular event, I have planned the whole program such as activity of the program, gift item procurement, food management, venue booking etc. Apart from that, I went to Uttara Brac Learning Center (BLC) for RMT (Regional Manager Position) assessment. This assessment was for the branch manager of the microfinance. Our team has selected the potential candidates from different branches all over Bangladesh to prepare a talent management pool. I was there on the assessment day to observe all the activities such as making counts of the participants according to different boards, visiting different boards in order to observe the process of the assessors, documenting the marks of the feedback forms etc. During the tenure of my internship, I have attended several meetings along with my teams including top management meetings.

I have selected several training courses for developing women leadership from different renowned online training platforms such as edX, Coursera, Masterclass, Udemy, Acumen, and LinkedIn Learning. I have prepared a whole document based on the courses which will assist them for their development. The document contained information about course name, learning content, duration and course fee. In addition to that, in the middle of my internship tenure, I have proposed a rough plan for the employee's wellbeing. The actions needed for them to give a better workplace environment, mental wellbeing, and balanced work-life and so on. Moreover, during my internship tenure, my supervisor asked me to design 2 days training module for employee. Then I have designed a two days long training schedule and content. The name of the training module was emotional intelligence.

Apart from all these, I have also got the chance to prepare a questionnaire for one assessment. The best part of it was that after reviewing my supervisor, my questions got selected for that particular assessment. In addition to that, I have prepared Google form for the participants, one instructional video regarding assessment, made phone calls to all participants to attend the interview, and checked the report of Quilgo etc.

Furthermore, I have developed and modified the existing question bank for microfinance (Dabi, Progoti and AMTI). After having a look into it, my supervisor sent the questionnaire to the respective program for future assessment. I have also made competency-based questions that will be used by assessors for the feedback.

Besides, I have checked all the assessment documents that came from the several districts sent by the HR officer. I have gone through all the documents to check whether everything is ok or not? I have rechecked all the documents such as number of participants, no. of participants passed in the exam, no. of participants failed in the exam, how many participants were absent and information about the assessors etc. Moreover, I have also communicated and coordinated all 64 district HR officers to conduct the particular assessments and send the documents to the head office.

### 1.3.2 Benefits to the students

Being a part of the world's largest no.1 non-governmental organizations as an Intern, I have taken a lot of learning from BRAC. I am really blessed to get the opportunity to become a part of the BRAC family. BRAC has a strong positive culture which gives every employee a positive working environment. BRAC has an inclusive cultural practice throughout the organization which promotes diversity inclusion. As a result, I can say that I have experienced a well-established culture here in BRAC which helped me to shape my mindset. Also, this culture helped me to learn about the good practices of the organizations. Moreover, in BRAC, there are strong safeguarding policies for all the employees which gives a sense of empowerment among the employees by practicing safeguarding policies, actively dealing with safety related issues, promoting safe working environment etc. Moreover, the social relationship among all the employees is so strong such as everyone respects and take care of everyone irrespective of their position inside the organizations. We called everyone bhaiya and apu here in BRAC not sir/ma'am.

Here, all my team members in the talent management unit are so helpful and cooperative in nature which helped me to learn about teamwork. Everyone tries to help and support each other in the workplace. Moreover, I have observed that they shared a good relationship beyond work, for example- they hung out with each other, went for boot camp, movies and so on. These practices also developed my learning regarding effective teamwork and team collaboration. Besides, I have directly worked with my supervisor, co-supervisor which gave me a diverse exposure in different human resource activities. All these exposures assisted me to gain real life work experience related to my major. This will help me in my later future career to utilize these experiences. And upgrade myself.

Previously, I knew only the theoretical knowledge of HRM but never saw the effective implementation in real life work. But now, I got some exposure of the implementation of HRM in real-life work-related issues. For example- by working with different official documents I got to learn about how real-life HR works. Moreover, I got the opportunity to assist in different assessment like written assessment, assessment center, interview and so on. For this reason, I learned about different assessments about recruitment, selection and talent calibration.

Apart from all these, I have also participated in different meetings with my seniors and top management for this reason it helped to learn meeting etiquette in a more professional way. In future, it will help me in many ways for career development.

### 1.3.3 Problems/Difficulties faced during the internship period

After completing all courses of my university, I just stepped into my professional career. It was a huge transition for me as a fresher because I have very little idea about real life work. At first, I faced challenges regarding the culture related issues because everyone is calling each other as bhaiya and apa. But from the beginning of my university life, I used to call everyone as ma'am/sir. For this reason, I faced difficulties in adopting the culture of BRAC

previously. Some days later, I am used to the culture of BRAC. Moreover, I am an introverted person and for me to communicate with everyone take time. I worked on the 5th floor, Human resource Division at BRAC Head Office. There were approximately around 60 plus people working on the same floor. Therefore, it is very much possible for introverted people to interact with everyone. In addition to that, I am not used to dealing with real life human resource related work in a large organization. Therefore, at first, I faced several struggles to work with assigned tasks. Fortunately, my team members were so cooperative which is why they helped me every step. Furthermore, I had joined in the internship during the mid of last semester. Therefore, I faced a struggle to maintain a work-study balance. BRAC follows a standard guideline for preparing every document specifically but I did not have any idea about it. For this reason, I made several mistakes during the time of formatting, color, logo, front and so on. After that, I had less knowledge about all the programs of BRAC as it has several development programs such as microfinance, BRAC education program, Ultra poor graduation program and several others. Previously, I had little or no knowledge about all these programs and their system of operations Then, I have learned about the programs which I had involved for the assessment related work. Moreover, BRAC follows some frameworks such as five competencies of framework, nine box grid for employee assessment, 360 feedback, supervisor's feedback and so on. I was not familiar with all of these frameworks for this reason, I had to face difficulties. Apart from all these, while designing the training module for the development of the employees, I had to face difficulties while choosing the content and scheduling it. Because there were diverse grade people whose skills and capabilities were not the same. So, I faced trouble designing an interactive session with diverse background people. While preparing questions for different assessments, I was not confident enough about the standard of the questions. Because BRAC itself is a brand, being a representative, I had to take care of many things. I had to arrange an closing ceremony for a signature 6 months long women mentorship program named "Ujjayani". I had experiences in event management but it was a corporate event. Most importantly, our senior director was there as a chief guest. Therefore, I had a pressure in my mind so that everything went smoothly. Finally, I was not a regular user of Microsoft Excel, for this reason, I faced some hurdles to work with excel regarding some advanced functions like VLOOKUP, Conditional formatting and so on.

#### 1.3.4 Recommendations to the company on future internships

I have few suggestions to BRAC for further internship programs. The suggestions are as follows-

- Firstly, in-person orientation programs should be included for all the interns so that they can get to know each other.
- It is necessary to introduce each and every program to BRAC Interns so that they have ideas about the whole organization. Most interns like me do not know about all programs.
- Field visit should be included in the training program so that interns get the chance to learn about the field related work in BRAC
- Interns should get opportunity to do different self-development training available inside the organization for example- LinkedIn learning and other online platforms.
- Monthly, a get together program with all interns should be arranged so that all interns interact with each other to develop workplace relationships.
- Focus group discussion (FGD) with all interns at the end of the internship program should be incorporated to take suggestions/feedback from the interns.

## Chapter 2 Introduction

### 2.1 Overview of the company

#### 2.2.1 Brief about the company

When innovation, impact, and governance are taken into account, BRAC ranks as the world's leading non-governmental development organization. Sir Fazle Hossain was the founder of BRAC back in 1972. In this year, BRAC celebrated its 50 years of working anniversary on March 21, 2022 (*BRAC celebrates Golden Jubilee, 2022*). Long journey to stand beside people, it has created a significant impact in the people's lives and society.

#### **Vision**

The vision statement is to see a world free from all forms of exploitation and discrimination where everyone has the opportunity to realize their potential.

#### **Mission**

The mission is to empower people and communities in situations of poverty, illiteracy, disease and social injustice. BRAC's interventions aim to achieve large scale, positive changes through economic and social programs that enable women and men to realize their potential.

#### **Values**

- Authenticity
- Diversity
- Advancement
- Effectiveness

#### 2.2.2 The DNA of BRAC

**Unleashing the potential of individuals and groups:** Anyone can change their life if they choose to. The chance to realize it is what those who are affected by poverty and inequality are lacking. BRAC invests in fostering optimism and people's faith in their ability to effect change by ensuring the availability of information and resources and sparking the power of societies. To empower individuals to act as change agents themselves.

**Holistic method:** The complexity of poverty and disparities necessitates multidimensional remedies. BRAC assume full responsibility for the issue and don't give up until it discover a solution. The strategies are intended to guarantee welfare. They don't approach individual problems in solitude; rather, rather they consider how problems are related to one another and how their solutions may coincide. This is how they create and strengthen ecosystems. BRAC encourages people's entrepreneurial spirit, provides them with high-quality education and tools, and connects them to marketplaces so they can start their own small businesses.



## Scaling up

*“Small is beautiful. But big is necessary for meaningful and lasting change”*

*-Sir Fazle Hasan Abed*

BRAC test ideas on a limited scale, refine them through experimentation until they are productive and effective, and then train them to be more widely applicable. Scale can only be achieved through cooperation. They collaborated with governments and other parties to increase influence and serve as accelerators for universal development.

**Frontline Pragmatism:** Obstacles must be comprehended in their entirety. The BRAC crew comes from the same neighborhoods where they work, so they are always aware of the situation in its current form. They transform firsthand observations into tailored local solutions that are useful and appropriate for shifting demands. Members of the team interact and listen to communities continuously.

**Responding quickly and accurately:** Individuals who are confronted with social inequalities, illness, hunger, and illiteracy urgently seek intervention. They also deserve great quality. While some hold themselves to the greatest standards, they act quickly. We mix a predilection for taking action with a tireless emphasis on results to achieve execution excellence. And meticulous quality and effect monitoring.

**Learning through doing:** BRAC continuously improve by learning on the move and gathering real-time input, so they keep their implementation roadmap flexible and adaptable.

**The power of believing in women is multiplied:** The benefits of improving women's access to medical care, schooling, and employment extend well beyond any one person. A woman boosts the impact by making life better for herself and those around her. BRAC works to change behaviors and attitudes to enhance possibilities for women. They create and mainstream strategies to give women the expertise, attitude, and surroundings they deserve.

**Innovative economy:** To BRAC, being economical means building best results were achieved that leave no one behind when resources are limited and neighborhoods are challenging to overcome. The apprentices are on duty to resolve problems that are simple for groups to adopt and grow.

### 2.2.3 BRAC safeguarding

Since it commenced its anti-poverty work more than 40 decades previously, BRAC has placed a significant emphasis on the security of both the users in its programs and the staffs of its organizations. Safeguarding will be understood in the context of this legislation as defending against abusive behavior, explicitly against sex discrimination, kid and adolescent

ill treatment, retaliation and violence, verbal abuse, indignity and marginalization, overlook and manipulation. While the premise of protection itself has broader implications, safeguarding will be interpreted in the context of this policy (and in line with existing use in the humanitarian and development profession). Also, BRAC has devised additional safety procedures, such as the recruitment and education of staff, regulating and controlling procedures, reporting channels, interrogation, and penalties, if the concept and its execution cannot properly eliminate hazards.

Since the organization's formation, safeguarding procedures have been incorporated into all of BRAC's operations. By integrating its safeguarding principles across several organizational and operational dimensions, a quest to further reinforce the processes started in 2019. The BRAC safeguarding project's six main underpinnings; safe governance, safe people behaviors, safe collaborating, safe programming, safe risk management, and safe tracking all adhered to in this.

The safeguarding concept is now integrated seamlessly into BRAC's encompassing policy initiatives, recommendations, ongoing education and awareness campaigns, safe personnel policies and systematic safe people practices, program design detailed list, protecting risk analysis and prevention and control process, and due diligence assessment of partners. Most crucially, there is now an operational comprehensive monitoring and response mechanism, along with a 24/7 hotline center.

By assembling a group of "Shurokhha Bondhu" (selected individuals who will advocate safeguarding concepts in their various programs, departments, and social enterprises) at the district levels, the present emphasis is on delegating the safeguarding obligations at the field level. Moreover, a main objective for 2022 is to enhance social safeguarding awareness,

### **‘SHONGJOG’ App**

This incorporates information about local police, legal assistance, mental services, safe housing places, and health-related services. By connecting victims to resources and assistance intended to help them rehabilitate from their painful memories, Shongjog seeks to close the gap between victims and service providers. Across 61 districts and 435 upazilas, it includes a unified data and system consists of the following. Everyone has access to the database and is allowed to employ it for own or philanthropic reasons. The application has a crowdsourcing component where visitors can suggest essential relevant details to be updated to or amended, as desired.

There are several safeguarding policies maintained by BRAC. Though this report will be more focusing on HR perspective therefore I am focusing only the recruitment and selection related safeguarding policy.

## **Talent Acquisition Policies**

During the hiring, from generating the job description to lawfully partaking the staff, BRAC has a Safe Talent acquisition recommendation that outlines the actions that should be taken to minimize the likelihood of involving an individual who could pose an intolerable danger to children, teenagers, and individuals who have disabilities, women etc.

- All employment contracts should specify activities relating to safeguarding or the Rules of Behavior, along with acknowledge or connection to the organization's values and principles.
- In branding, be certain to highlight the organization's commitment to protection.
- Selecting candidates: Acquire and closely examine application details; address any previous employment voids, contradictions, or anomalies.
- Assessments - address subjects such dealing with children, teenagers, individuals with disabilities, and women, as well as the Guidelines for Conduct.
- Self-disclosure – Those who qualify for the short list will sign a document certifying that they have not previously been arrested for a crime, perpetrated an indictable offence, endured sexual misconduct, or molested a minor.
- Referee and background checks – confirm the authenticity, previous employment, and competencies of the picked candidate. Proposals shouldn't be acknowledged after the conclusion of all inspections.

### 2.2.4 Overview of different initiatives initiated by BRAC

**Growing financing sources:** BRAC consider microfinance in this initiative. They offer personalized solutions designed to satisfy the requirements of the wide range of clients. For example-

Tiny business loan: Credit for smaller companies that are neglected by conventional banking. Both male and female businessmen can get Progoti financing to spend in already-existing small companies that are too tiny to be authorized for lending from conventional banking. The financing give businessmen who want to develop their businesses independence. This fosters the employment generation, supports regional economy, and facilitates shared prosperity.

Loan for female: small loans no collateral that are exclusively offered to women via ngos for women. They have spent a great deal of time into providing women with access to banking services from the inception in order to boost their chances of obtaining sustainable livelihoods. Dabi loans enhance female equality in local areas by aiding limited women in owning real wealth, engaging investing in enterprises or rental properties, controlling disturbances, and levelling out consumption.

Loans provided to migrant families: The overall economy greatly benefits from the contributions sent back by migrant workers. Funds for the migrant families aid in enabling a migrant worker's transfer abroad while preserving the family back home. Secondly, it permits individuals to capitalize from a projected increase in income more promptly. Funds for eligible employees for work abroad, together with support from BRAC's migration program like pre-migration instruction and post-migration reintegration.

Micro insurance: empowering families to protect their resources and withstand unexpected financial upheavals in the event of the passing of a breadwinner in the home. Families with low incomes generally turn to divestments, cut backs for necessities like kids education, and additional lending to repay debts and cover cremation expenses in the event of a mortality. A customer may decide to register in Debt Guard Protection as a supplemental feature to micro lending, which would safeguard the subscriber and any remaining relatives in the event of a death against with a fixed fee and offer an immediate cash incentive to pay for burial expenses.

Safe Save: Standard banking institutions do not assist those who dwell in the slums. Their main sources of funding are household deposits and creditors that are both dangerous and occasionally dubious. For those residing in urban squalor, Safe Save offers a dependable option. Both savings and loan instalments may be received each day, and debts are unlikely to have a fixed time or payment date.

**Managing refugee catastrophe:** BRAC plays a significant role in Rohingya crisis. Since 2017, 13 square kilometers of shelters in Cox's Bazar, Bangladesh, have accommodated about a million Rohingya. The largest service supplier for the Rohingya refugee catastrophe is BRAC. The initiatives are as follows-

- Empowering children with the opportunity to core schooling and life skills can assist them in gaining perseverance.
- Availability to crucial medical care, such as reproductive health, immunization, diet, and emotional health, should be maintained.
- Access to safe drinking water, drainage, and sanitation facilities for instance make sure individuals have access to these amenities in order to prevent illnesses like acute vomiting and diarrhea, communicable diseases, as well as others.
- Create opportunities for a living to generate alternate sources of assistance to minimize overall dependency heavily on external assistance.

- Make that social challenges including marital and sexual identity violence, prostitution, and other global issues are guarded from, especially for women and children.
- Secure housing standards to assure the development of robust, comprehensive, and environment campsites and structures.

**Urban Development:** Cities are designed to be productive for all individuals. Our commitment to neighborhood redevelopment wants to make sure that urban residents who are marginalized receive vital services and prospects for jobs. BRAC collaborate with local government officials to foster sustainable, equitable, and sexual preference city growth.

- Fundamental services: Assurance the urban poor have reliable and secure, inexpensive, and rising services in the categories of medical, schooling, Hygiene, legal services, disaster response, and wealth creation.
- Effective rental and community improvement: Make doubly sure that there is adequate housing that is suitable and cheap, and rehabilitate the complete slum, along with the sewerage, sidewalks, access to streets, electricity, renewable power, waste disposal etc.
- Policy reform, urban planning and leadership: Promoting good service providing systems and boosting urban planning and leadership for egalitarian and robust city growth.
- Socioeconomic development: enable prospects for business, professional development, agriculture, and industry relations.

**Minimizing marginalized poverty:** UPG or Ultra-Poor Graduation program and integrated development team are working together to reduce the poverty of ultra-poor people. UPG, a tried-and-true technique to help individuals move themselves out of abject poverty, was devised by BRAC. The solution allows the families with the lowest wages and who are in the most disadvantaged circumstances to proceed along a roadmap to secure employment and macroeconomic robustness by using an integrated, timed, and progressive set of measures. There are four pillars of UPG program. For instance-

*Promotion of livelihood:* provides that individuals can commence a job or business that makes money. Solutions could include options for finding paying jobs, internships, vocational education, and capital exchanges to start a business.

*Social Security:* encompasses prevention, defensive, and promotional services that cater to families' basic necessities while they're taking part in the event. A financial deposit, nutrition

aid, medical care, additional help with freshwater sanitation, and entrance to a prestigious college for their kids are all instances of services.

*Monetary assistance:* enables individuals to quickly utilize convenient banking institutions and either formal or informal accounts arrangements so they can organize and save cash. To boost their economic competence, it might also incorporate schooling or personal finance management training.

*Social advancement:* boosts users' self-assurance and aids in their socialization. To enhance users' welfare, promote personality, and improve social and economic integration with the communal, offerings may include ongoing mentoring and survival coaching as well as connections to local community groups.

**Holistic development:** The extensive, need-based approach seeks to improve the socioeconomic situation and living conditions for 1.1 million individuals of indigenous groups, as well as those who were direly poor, and who lived in damn difficult areas like haor and char (riverine island) zones. Moreover, the interventions are done by collaboration with different partners.

**Climate change management:** BRAC took this approach in order to adapt with climate change and natural disasters. In order to combat the consequences of climate change, BRAC's proactive solution advocates adaptation and reduction actions through regionally adaption and environment solutions. In order to respond to the negative effects of the warming environment and implementing sustainable practices that improve vulnerability, they work to conserve ecosystems and expand access to the equipment and data requested. Moreover, As its first step, BRAC launched by offering humanitarian aid. The BRAC Disaster Risk Management Programme now seeks to assist those most damaged by calamities and build resilience within the most vulnerable positions. Anywhere all throughout country, the organization responds within 72 hours after just a catastrophe hit. For instance- since the beginnings of the severe flood event in the nation, the non-governmental organization BRAC has collaborated with the local administration. The group has set aside BDT 3 crore of its own funds for emergency disaster aid. The contributions will be employed to aid disaster victims with dry food, pure water, mouth saline, torches, lights, critical pharmaceuticals, and other assistance. Further, the resources will be used to evacuate groundwater persons. Around 52,000 individuals would get support from the stimulus initially.

**Access to healthcare:** this initiative encompasses demographic, diet, and wellness as well as water, sanitation, and cleanliness.

Demographic, diet, and wellness: A total of 50,000 women public health employees are employed under our community-driven physical wellness to provide elevated, reasonably priced general healthcare treatments in their localities and to foster connections with

professional practitioners. Via health promotion and assistance, a huge spectrum of additional facilities, initiatives, and personnel, they reach eighty million people around Bangladesh. The healthcare services are as follows-

- Basic healthcare: Societies in precarious positions have for far too long perceived high-quality treatment as a privilege requires substantial travel and massive price. With the help of grassroots community mental health activists known as shasthya shebikas, they help ensure that millions of families all over country have a wide range of practical and moderately priced hospital services via our critical health plan.
- Pediatric, maternity, and pediatric health: The program runs a thorough treatment for maternity, newborn, and children's health. Screening attentively and eliminating potential risks by timely identification is the core pillar. To provide services for antenatal care and analyze concerns during the pregnancies, community health specialists go from house to house. Community health specialists in urban areas direct moms to BRAC Pregnancy Centers in order to obtain safe delivery services. Mothers are accompanied during labor and delivery in complicated problems and transferred to public institutions.
- Reproductive health and family planning: Fertility management and maternal health are key concern factors for the country, which has a population of 160 million and one of the highest levels of child marriage in the globe. The substitution level of overpopulation that Bangladesh intended to achieve within fifty years of its independence has not yet been accomplished.
- Nutrition: To help pregnant women and young mothers manage their dietary habits, community health specialists perform regular visits, conduct therapy, mentoring, displays, and use recommendations. Assistance for early childhood development is offered through neighborhood outreach programs as well as through working with local government agencies to boost the efficiency of care provision. 1.6 million women got feedback on exclusive breastfeed and advised appropriate feeding strategies in the prior year.
- Care for special needs individual: In Bangladesh, individuals who are handicapped commonly encounter rejection and maltreatment, struggle to take part in financial activities, and are routinely thrown into hardship. Both the BRAC Orthosis and Physiotherapy Centre and the BRAC Limb and Brace Centre were built in Mymensingh and Dhaka, correspondingly, to benefit those who endure from physical impairment.
- Telemedicine: While assistance and rehabilitation from multiple sources has typically been concentrated on rural regions, the burgeoning population in urban slum neighborhoods is still underestimated. Furthermore, they are unable to get nearby economical healthcare. With the objective of providing great focus healthcare services to the urban population using a hub strategy and leveraging its grassroots community medical professionals, BRAC founded the urban medical center as a social entrepreneurial structure in 2018.

- Vision care: The extent of myopia and low vision in Bangladesh is not rate constants. Consensus is developing that vision problems and crystals, both of which may be eliminated at very cheap costs with prompt care, account for a vast majority of blindness and visual impairment in persons of all ages. BRAC's eye care activities raise demand for and convenience to sight treatment, which assists in addressing poor eyesight later enough.

**Water, sanitation, and cleanliness:** They supply assistance to those who reside in difficult-to-reach and impoverished metropolitan areas, especially high education, with the objective to guarantee that all, anywhere, has access to clean water, a hygienic toilet, and promotes proper hygiene. BRAC adopt a multidimensional strategy that includes establishing WASH marketplaces and forming alliances with municipal governments to optimize the management of hazardous and excretion waste.

**Gender parity and social inclusion:** By integrating gender balance across BRAC's projects, departments, and organizations, it attempts to create a just community. By improving the competencies of our employees and clients and advancing social equality, the strategy attempts to shift conventional male dominance that impedes women and girls from attaining their goals. Therefore, to create a gender balanced workplace, BRAC promotes diversity in the workplace, women participation, also, encourages women to take ownership. Besides, Influence legislation, strategies, and projects pertaining to closing the gender gap by appealing, consulting, and running campaigns with key governance and semi partners.

**BRAC School:** BRAC is now the main supplier of private secular education on the planet owing to the minimal, rising, adaptable educational strategy. They take an integrated initiative for continuous improvement, making sure of kids' educational needs from primary through high school. They cooperate with administrations to boost their endeavors to connect the underserved and carry about a revolutionary change on a global level. For instance-

- Pre-primary school: To help small kids transition smoothly into the standard primary level and maximize engagement levels by leading both parents and kids through basic learning stages. BRAC prioritizes interesting studying so children continue to adore it. All female teachers are selected from the local area.
- Primary school: In order to satisfy the requirements of kids who have left the conventional educational framework, this school offers a second attempt at education. The very same instructor administers the same school for an identical group of kids for four years. There are no set schedules for schooling.
- Secondary school: Through trained instructors and engaging online media, the high schools train children on ethics and equip them to be productive citizens. There really are typically ten classrooms in each school, and between eight and twelve educators are engaged therein.
- Rohingya Education: Over 50% of the 1 million Rohingya surviving in Cox's Bazar's settlements are young folks. In shelters and collaborative efforts, they are attempting



to expand and optimize the immediate availability of equitable active learning for adolescents and children aged four to fourteen. In contrast to consistently upgrading the caliber of administration, teaching, and opportunities for professional advancement for instructors, BRAC strives to create a comfortable and secure atmosphere.

**Skills upgrading:** Youngsters in Bangladesh can acquire development and job support via BRAC, which concentrates specifically on all of those who live in disadvantaged and challenging areas, those prompted to emigrate according to global warming, and those thrown into distress by pandemic. They provide several types of training for the skill upgradation. Such as apprenticeship, practical instruction in entrepreneurship, etc in order to enhance the skillsets of the clients. BRAC has its own skills development training institute to conduct the necessary training sessions.

#### **Establishment of social business:**

**Aarong:** employs the talents of thousands craftspeople throughout BD through a vast channel of individual manufacturers and local manufacturers. One of the leading trending retail companies is Aarong.

**Dairy:** maintains competitive pricing for peasants while allowing urban buyers availability to a diverse range of superior milk foods.

**Agro & Seed:** increasing quality seeds are prepared, advertised, and disseminated across Bangladesh by a massive network of growers, traders, and retailers.

**Artificial Insemination:** by developing superior quality cow genetics, delivers breeding operations to livestock owners in a bid to boost local income and dairy productivity.

**Sericulture:** administers a silk assembly plant by involving minimal rural women at each phase of the manufacturing. Exquisite textiles from BRAC Sericulture are available to purchase at exhibitions and Aarong.

**Homemade recycled paper:** convert shredded paper into commodities including cards, goodie bags, wall hangings, home decor etc.

**frozen preservation:** To verify that no portion of the potato growers' labor gets thrown away, a warehousing facility has been constructed for their crop production.

**BRAC sodium chloride:** makes sure that there exists a continuous flow of table salt to counteract the shortfalls that are frequent in local areas. Many multiple geographic salt miners obtain steady livelihood due to this initiative.

**Delivery Set and Hygiene Products:** Creates childbirth tools and medical supplies to guarantee safe childbirth, as well as customized, sanitized hygiene products to encourage women to constantly go outside.

**BRAC University:** This is also a great initiative taken by Fazle Hasan Abed. Students are getting high quality education provided by the renowned and experienced faculty members. Apart from the education, it enables students to develop themselves through different co-curricular activities. Moreover, it has collaborated with different foreign universities to create easy pathways for students to receive a foreign degree and other engagements. In recent days, it has put more emphasis on the research activities both for the faculties and students.

**Capital investment:** Significant investments are made in different potential sectors for instance- BRAC bank, Net, tea, IT and so on.

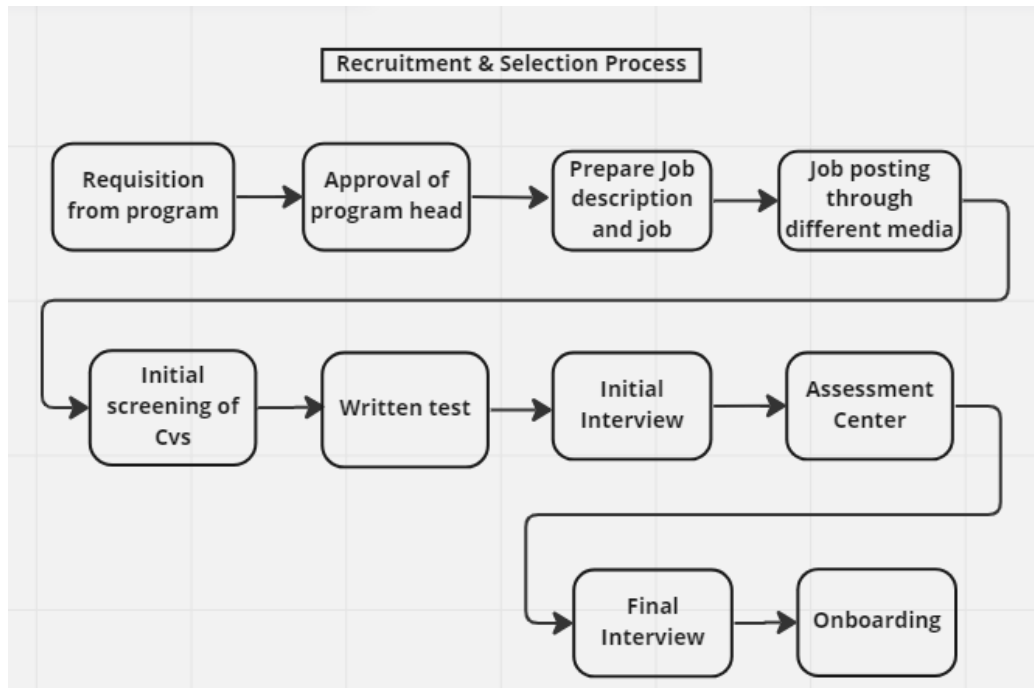
### 2.2.5 BRAC International

Prominent NGO BRAC International endeavors to strengthen individuals and groups poor and disadvantaged, unemployment, illness, and racial inequality. The strategy is based on the premise that those who are in disadvantaged circumstances may be agents of transformation if supplied with the education, resources, and desire they seek to enhance their existence. They build validated solutions and services that offer people the trust and encouragement they really ought to achieve their goals. Over 120 million people have daily livelihoods influenced by BRAC's term care on efficiently managed projects that are employed across ten countries and where our concepts are customized to every state's setting. Currently, they operate in Uganda, Africa, Philippines, Afghanistan, USA and many other countries.

## 2.3 Management practices

### 2.3.1 Human Resource Planning Process

This process varies from organization to organization. Every year, each and every department has to prepare a budget for hiring and recruiting new employees. The department needs to forecast the human resource demand of the organization by analyzing the past year experience and other things such as future targets, future strategy, organization's budget etc. Moreover, not all programs do not need many staffs such as microfinance holds  $\frac{2}{3}$  of overall BRAC. Therefore, this specific project requires extensive staffs and employees both in head office and field office. Therefore, demand for human resource depends upon several other factors as well.



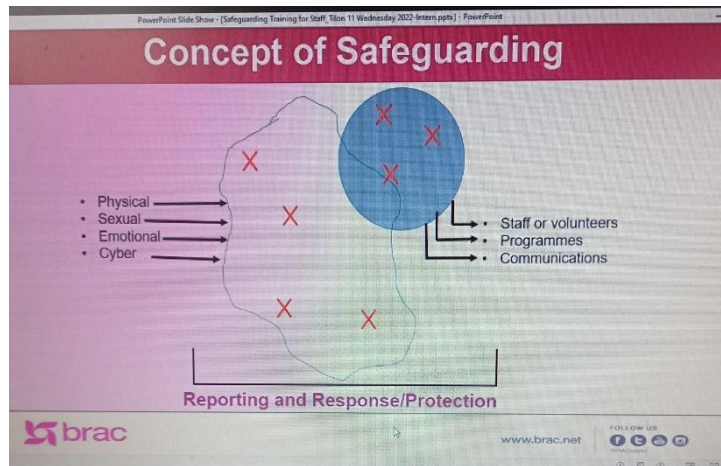
### 2.3.2 Compensation System

The compensation management varies to position to position. In BRAC, apart from the regular salary, they provide transportation facility, day care center, gym facility, health care facility, insurance facility to the staffs and employees. Moreover, based on the performance, the employees get different lucrative packages as an appreciation. Moreover, staffs also getting discounts from Aarong and other enterprises for being an employee of BRAC. As a intern, there is less exposure to payroll team. But they used to struggle a lot due to not having the automation process. Because giving manual inputs and adjusting leave, attendance is troublesome work

### 2.3.3 Training and Development

BRAC provides different training for the development of the employees. Such as-

**Safeguarding Training:** Fostering public livelihood and safeguarding them against harm is the practice of safeguarding. The establishment of anti-molestation, and anti-assault measures, the creation and execution of conciliation and arbitration, the installation of sexual misconduct alternative dispute resolution panels, and the adoption of whistle-blowing guidelines will all be reinforced by defense - in - depth.



**On-boarding session:** this training is provided by BRAC to the new employees in order to them understand the culture, organizational context etc. This session is particularly assist the new employees to know about the new organization’s policies and procedures.

**BRAC session:** In this session, interns get the opportunity to know about the BRAC. This session is conducted through online by one of the communication personnel of BRAC. The aims of session is to let late generation know about the overall activities of the organization, founder etc. The duration of this training was 1 hour.

**Women mentorship training program:** This signature training called Ujjayani is arranged by the talent management unit, human resource division for the improvement of the women leaders. This is a six-month long training session. Each mentee is assigned with one mentor for 6 months. Therefore, mentees get the opportunity to learn from the mentor. Last year on 11 September, the training had its closing ceremony of the first batch of participants.



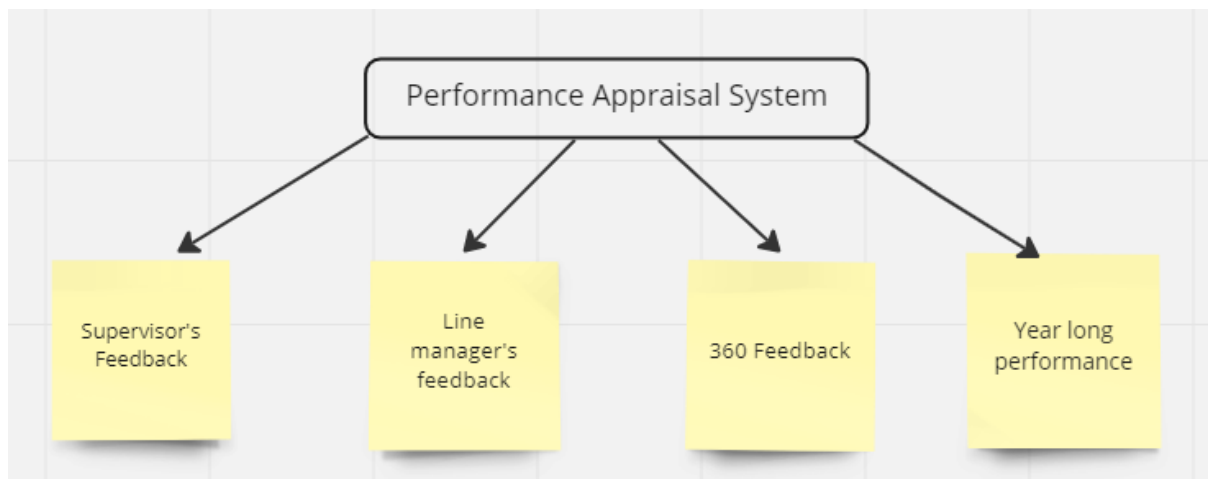
**Fraud Management Training:** This training is conducted each floor of BRAC head office. The presenters have discussed about types of Fraud, the prevention steps etc. to make awareness of the internal staffs and employees.

**Fire safety training:** There are some emergency tools installed for the fire safety management. But employees hardly know about the use of it. Therefore. In every floor they visited and took a session on how to use fire alarms, blankets, fire extinguisher etc. Moreover, they introduce the fire warden of each floor in order to get the emergency support from them.

**Fire drilling session:** this session was taken place on November month in BRAC head office in order to help employees give a mock session of fire safety. All of us have followed the learned steps from the fire security management staffs and safely got down by the stairs.



### 2.3.4 Performance Appraisal System



For the performance appraisal, BRAC conducts PMS (performance management system) at the end of the year. Each and every employee needs to prepare own objectives and goals, In order to attain the target, they need to work hard with dedication and integrity. It is not possible to achieve all targets together. Therefore, every employee sets weekly, monthly or quarterly targets and work according to that. According to manager of talent management

unit, it is not possible to give promotion all the time. Because sometimes it depends upon the seniority level. Employees receive recognition by receiving employee of the year, month. Moreover, they get some monetary benefits from BRAC. BRAC always try to recognize the potential staffs by doing talent calibration process. We will see on the later part of the report. For the improvement of the employee's performance, they provide one to one consultation, training, different professional certified courses, performance feedback. All of these initiatives help the employees to improve and modify their performance and unleash the potential.

## 2.4 Marketing Practices

### 2.4.1 Marketing Strategy

BRAC use creative ideas and content in order to create awareness among different stakeholders. Also, they do different stage drama in order to convey message to the audience. Last year on November month, BRAC head office arrange a stage drama in the auditorium and played stage drama with renowned artists. The name of the drama was "Beta". Moreover, BRAC has its communication department where employees are working with different content, graphics, poster, pitch etc. to make ready the mass communication materials and contents.



### 2.4.2 Target customers, targeting and positioning strategy

**Target customer:** BRAC directly work for marginalized people or people need support in order to improve their standard of living. Therefore, mainstream people is the main target audience of BRAC. Different program has different preferences such as in Microfinance Dabi the primary focus is solely on women. They only provide loan to women for the development of livelihood. On the contrary, Progoti is focusing on male and female both as target audience.

**Positioning Strategy:** BRAC is always trying to improve the living standard of marginalized people, empowered them with basic life skills, necessary tools, education, health care etc. Therefore, all the members are working for people, for developing the socio-economic condition.

**Marketing channel for services:** for the marketing of their services like loan, healthcare, education and other types of services BRAC prefer more in person marketing such as door-to-door visit, word of mouth etc. Because most target audience live in remote areas therefore, they do not have access to digital or social media. For microfinance, program organizer (PO) deal with the mainstream people. For example-they talk with clients, give payments, collect installment from the client etc. Then one branch manager is assigned in every area. Their responsibilities is to supervise and coordinate everything with regional manager. Moreover, regional manager oversees all the activities of the assigned branches and then report it to divisional manager.

#### 2.4.3 New product development

Innovation is playing a significant role in order to remain competitive in the marketplace. BRAC tries to develop new idea to cater the needs of the community. One good example can be micro insurance, empowering families to secure their resources and survive with unanticipated liquidity crisis in the case of a close person's demise who had been a breadwinner. In this way, they have taken different new initiatives which will give them to remain sustainable in the long term.

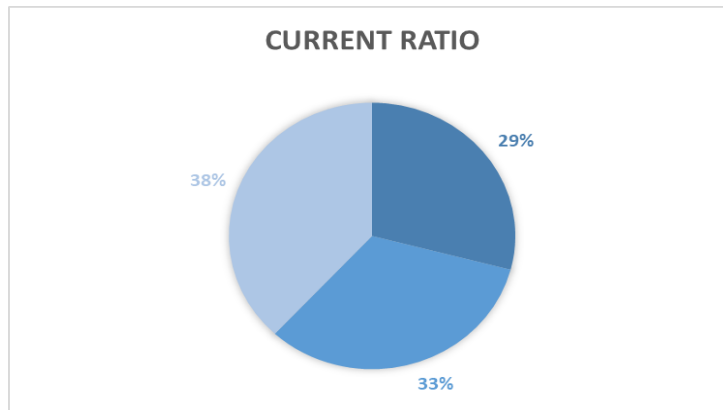
#### 2.4.4 Social media marketing

In this era, social media marketing has established its own place over the traditional marketing activities. BRAC is active in numerous social media platform for instance- Facebook, Instagram, Twitter, LinkedIn, YouTube etc. Moreover, they have an integrated website from where anyone can know and have a clear idea about the BRAC organization. Also, it has a enrich career page from where job seekers can look for better opportunities in the BRAC.

### 2.5 Financial Performance and Accounting Practices

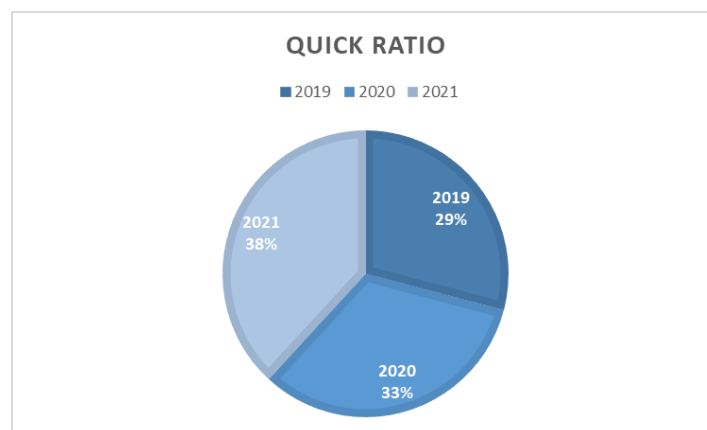
#### **Finance Performance:**

The financial performance of BRAC Enterprise has mixed scenarios as 2019, 2020 & 2021 have different economic situations. 2019 has shown stability where 2020 is completely unstable for everyone and from 2021 till now it is recovering. For understanding better there are some ratios I have used to analyze for the past 3 years. BRAC gets funding from a Netherlands based investor named FMO for 50 million USD to run its operation and enhance the organization



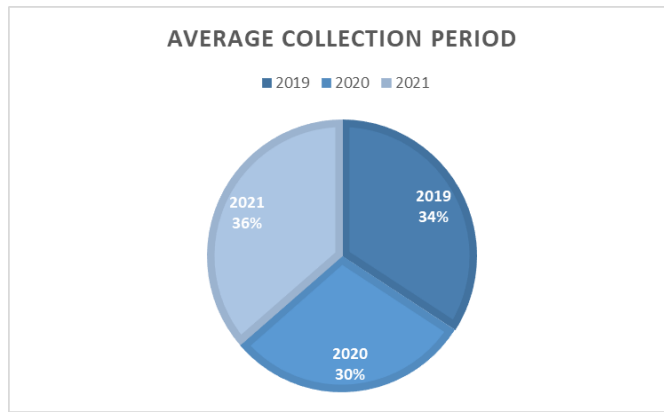
In 2019 BRAC has 1.64(29%), 1.85 (33%) in 2020 and 2.15 (38%) in 2021 in Current Ratio. Current liabilities of 2020 and 2021 have large amounts for this reason. Ratios are increasing.

For the pandemic, assets of BRAC are not increased against its liabilities. The short - term solvency ratio that assesses a company's ability to pay short-term or one-year obligations. It explains to investors and analysts how BRAC can maximize current assets on its balance sheet to pay off current debt and other payables.

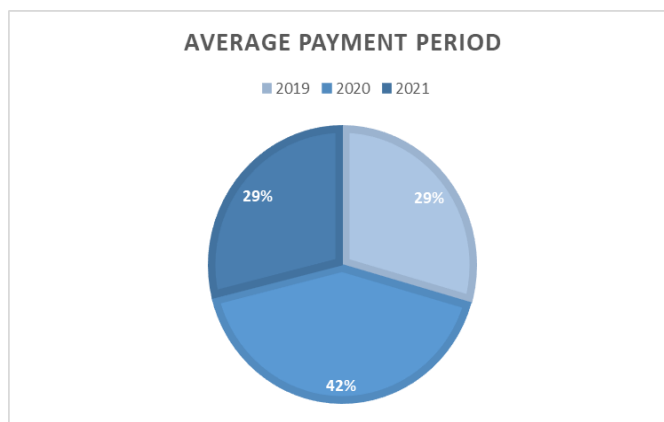


Regarding quick ratio, it is 1.61(29%) in 2019, 1.81 (33%) in 2020 and 2.11(38%) in 2021. Inventories of BRAC will increase in 2020 and 2021.

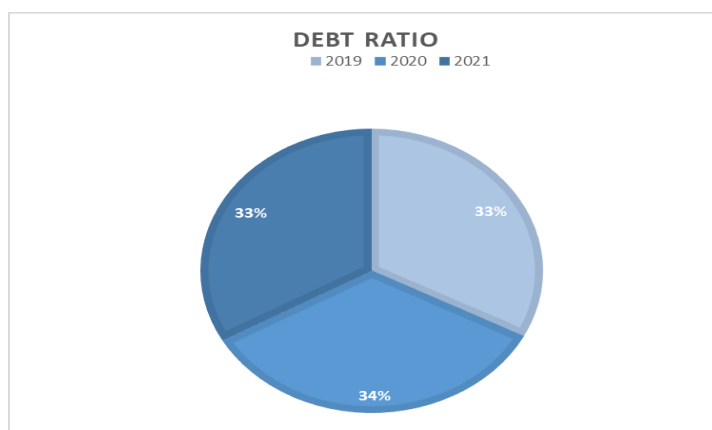




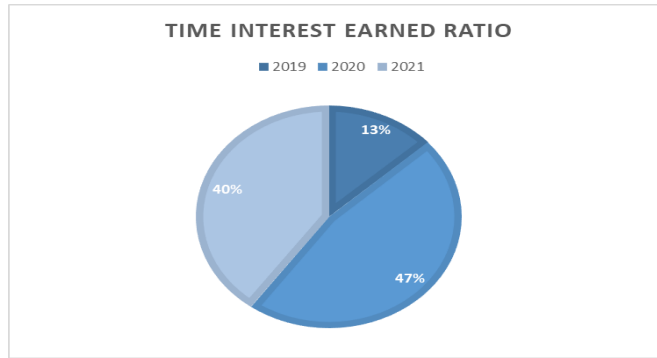
Average Collection in 2019 is 13.55 times (34%) , 2020 11.7 times ( 30%) and 14.44 times (36%) .



Average payment period in 2019 is 8.58 times ( 29%) , 12.16 times (42%) in 2020 and 8.42 times (29%).



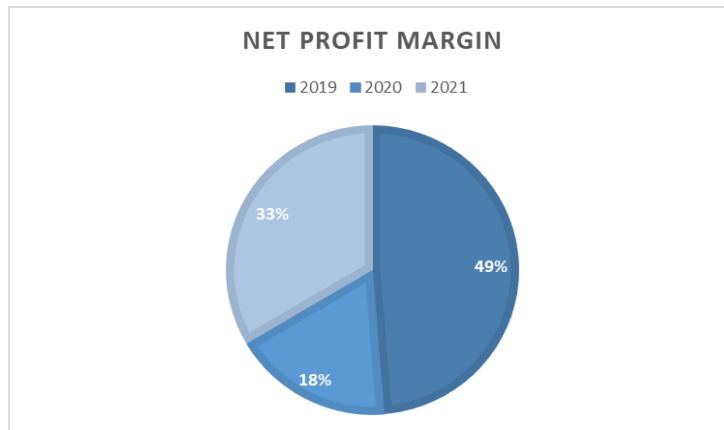
Debt Ratio in 2019 0.61 (33%) , 0.64 ( 34%) in 2020 and 0.62 (33%) in 2021.



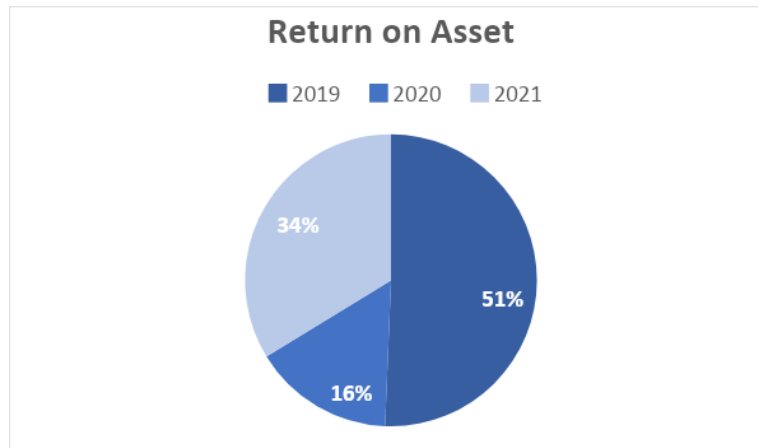
For TIER BRAC has 0.04 (13%) in 2019, 0.14 (47%) in 2020 and 0.12 (40%) in 2021.



In operating profit BRAC has the highest among three years in 2019 which is 20.13 ( 46%) , it has least profit in 2020 which is 8.17 ( 19%) and 15.09 (35%) in 2021.



In net profit margin BRAC had 19.31(49%) in 2019, 7.04(18%) in 2020 and 13.28 (33%) in 2021.



**Insights from Ratio analysis:** BRAC should be more cautious in terms of liquidity ratios because their current assets and current liabilities are nearly equal, making paying short-term obligations very risky. If we look at the activity ratios, BRAC's performance has been promising when compared to others in the industry, and their high turnover overstates everything because they have been very successful in generating high sales. They have been in an unfavorable position in terms of debt ratio because their debt ratio is very high, but on the other hand their times interest is very high, indicating strong loan payback ability, so their debt management is satisfactory. Looking at BRAC's profitability ratios, we can see that even though their sales are very high, their profitability is very low, implying that they are incurring a large amount of cost for selling goods and their operating costs may be high as well. Because their return on asset performance is quite good.

## 2.6 Operation management and Information System

Previously, BRAC used HRIS for doing the overall HR related activities. Right now, they emphasize more on the ERP software. They are trying to integrate everything with the ERP system. Therefore, during the internship tenure, I have noticed they have used ERP for the procurement purpose, requisition purpose etc. As a intern, I couldn't get much access to the database because of the internal confidentiality. Furthermore, BRAC use "My Brac" from where an employee can get access through their PIN and password. They use it for internal employee information, booking token for food, giving requisition for transportation and many other reasons. But temporary employees do not get the access of my brac.

## 2.7 Industry and competitive analysis of BRAC

### 2.7.1 SWOT analysis



### 2.7.2 Porter's Five Forces

**Threats of new entrants:** BRAC has already establish its place successfully. It is now considered as top rank NGO in the world. Therefore, there will be high threats for the new comers to enter in the NGO sector. People have a high acceptance for BRAC.

**Threats of substitute services:** this risk can be moderate to high for BRAC. Because due to advancement of technology and R&D, more substitute services are coming up.

**Threats of competition:** low to medium because BRAC has a worldwide reputation. Therefore, people prefer more BRAC than other NGOs.

**Power of buyer:** Here, the bargaining power of buyers are medium to high. Because now-a-days they have more available options for taking services than BRAC.

**Power of suppliers:** For some enterprise products BRAC is highly dependent on suppliers. For this reason, bargaining power of suppliers is medium to high.

### 2.8 Conclusion

In this chapter 2, I have tried to give a overall idea of BRAC. BRAC itself is a large organization therefore it is hard to put down all information in a particular chapter. Still, I have given my efforts to present it well.

## 2.9 Recommendation

- Use of latest technology for operating day to day activities is needed to maintain holistic approach in the organization.
- For recruitment and selection, psychometric test can be deployed because it helps the recruiter to match the fresher's values, beliefs with overall organization's culture.
- Fresh talents need to be deployed in the organization in order to get new and creative ideas
- Put more emphasize of the research and development activities.

## Chapter 3

### Project Part

#### Introduction

The topic of this report is the talent management process of microfinance. In other words, it can be said that succession planning of an organization. I have chosen a specific program for my report because microfinance contributes enormously to BRAC. It contains two thirds of the entire BRAC NGO. As this is the largest program in BRAC therefore a number of staff, personnel, field officer, program organizer, branch manager, regional manager are involved with microfinance. For this reason, it has several key positions which need to be filled up by proper talent management processes. Otherwise overall coordination will be broken down from top to bottom level employees. Maximum activities of microfinance take place in the field office or branch office, so key personnel play a significant role in maintaining the liaison between the various field offices and head office. Certain processes need to be followed in order to do the internal calibration of the employees. In the later part of the report, it will be discussed gradually. Furthermore, BRAC follows five competitive based frameworks while they are doing any employee assessments in the organization. In this particular report, I will try to assess the overall effectiveness of the assessment by conducting a survey. Based on the results, I will provide recommendations to BRAC for further development of the process.

#### 3.1.1 Background

Being an intern of the talent management unit of the human resource division, I was curious about the overall talent calibration process used for the organization. BRAC is the world's largest NGO therefore a number of employees are connected to this particular organization. For this reason, I have chosen this particular topic for this report because I believe this particular topic will help me to receive deeper insights of the overall talent management process. In addition to that, I can easily relate with my academic theories by collaborating the real organization practices. Furthermore, as I have stated earlier in this report that it is not possible to discuss all the programs in one particular research, for this reason I have chosen only microfinance for discussing the overall talent management process inside BRAC.

#### 3.1.2 Objectives

Objectives need to be cleared before doing any research particularly on any topic. There are two types of objectives for instance-

##### **Broad Objective**

- The broad objective of this report is to find out the overall talent calibration process of microfinance.

##### **Specific Objective**

These objectives help us to achieve the broad objectives overall. Such as-

- To find out the process of talent calibration process
- To discuss about the 5 competency based framework used in the BRAC

- To show some example questionnaires prepared for the assessments
- To look into the assessment tools used by the BRAC
- To assess the effectiveness of the assessments conducted for the talent calibration

### 3.1.3 Significance

This report will be playing a vital role for BRAC as well as for my talent management unit. Primary data has been collected through the survey from different assessors therefore this report will be helpful to evaluate the overall effectiveness of different assessments. Moreover, recommendations will be provided based on the primary and secondary research. These recommendations might be beneficial for BRAC and those can be implemented as well to some extent in order to evolve the overall talent management process. On the other hand, this report will give the readers an overview of the succession planning in BRAC. This will assist them to enhance their level of knowledge and relate with the academic theories. Furthermore, microfinance plays a crucial role in the overall success of BRAC. Therefore, to choose the right person for the key position is vital to remain sustainable and respond to the dynamic situation.

### 3.2 Methodology

For the completion of this report, I have used both primary and secondary data. I have conducted a survey to gather information for my report. I have collected 30 responses through the google form. I have used the snowballing techniques for the sample size. I was an intern of the human resource division but my talent management team shared a good relation with microfinance. Because, my team mostly does the talent management process along with them. They helped me to gather information from the MF team. Moreover, my sample size was from 3 different programs. The reason behind is that in BRAC for the assessment people from three different programs are selected. One is from HR, another one is from MF and the other is from the third program. This is done in order to ensure the fairness of the process. Furthermore, I have also used secondary resources in order to gather the secondary data for instance- BRAC annual report, official website, newspaper, etc. because I require a lot of information about the organization.

### 3.3 Introducing 5 core competencies followed by BRAC

These five competencies are very crucial for the recruitment, selection, talent calibration, and development of the employees. Though all the positions do not require all competencies, employers need to take care of these while they are involved with any talent management process. Before the talent calibration process, our talent management team set a meeting with the respective program supervisor and fixed the competencies needed for the role. For example- for a PO (program organizer) position, it is mandatory to have empathy, effective communication, collaboration but he or she doesn't have to be an action oriented person. The breakdown of 5 core competencies are as follows-



**Empathy:** it refers to recognizing basic humanity and treating respectfully. Under the umbrella of empathy, two points are addressed. One is people centricity which refers to human-centered guidelines that are applied to thoughtfully consider the viewpoints and requirements of the company, stakeholders, and population. Another one is humility which indicates to instead of self-serving objectives, pay attention to the big picture of the organization's goal, influence, and wellness of individuals. This also adapts through both successes and mistakes.

**Ownership:** being guided by a feeling of purpose, self-motivation, and perseverance to make a difference in an individual's lives. This ownership consists of accountability, courage and inspires vision and goals. Being accountable indicates emphasis on steady development via surveillance, proper review, and knowledge gained until targeted consequence is realized. Moreover, courage ensures that the person will approach unpleasant issues and communicate accordingly and do constructive critique of the accepted practices. Furthermore, inspires vision and objectives refers to foster an atmosphere wherein individuals are inspired to do their best to promote the organization by portraying an appealing narrative of the strategy and vision that stimulates others to action accomplish its objectives.

**Agility:** Two things need to be ensured in order to be adaptable. For instance- The first thing the person needs to be flexible, agile to learn from the situation, eager to change according to the circumstances. Working in an NGO is difficult due to having clients from different backgrounds. Therefore, to deal and collaborate with them is not an easy task. Moreover, keeping a calm mind and maintaining positive attitudes is also vital due to facing several adverse circumstances every day. For example- sometimes it happened that the program



organizer stole the collected installment and left from the place. At that moment, the branch manager needs to adapt with the situation and take constructive action.

**Relationship & partnering:** As I have stated earlier, in order to work in an NGO, the staff need to work and collaborate with people of different backgrounds. For this reason, they have to collaborate with different stakeholders such as government officials, local community personnel etc. to provide better service to the community. At BRAC, everyone promotes diversity inside and outside the organizations. Furthermore, communication plays a significant role because the microfinance program organizer goes to different villages and talks with the potential clients. That is why, it is also necessary to deliver messages in a clear, understandable way to cater the needs of the clients.

**Executive excellence:** three things need to be ensured in this particular core competency. First one is decision making quality, second one is being action oriented people and third one is result focused people. Making the right decision at the right time is needed to handle and cope up with the day to day issues. Also, expertise, experience, and opinion is vital before making any final decision. Long term and broad view is necessary in the decision making process. Moreover, BRAC always prefer flexibility in their workplaces for this reason they encourage their staff members to take on new challenges rather than do monotonous tasks on a daily basis. Finally, result focus is essential because every branch manager gets a target from the head office. They need to fulfill and exceed the desired targets In order to achieve the targets, the branch manager sets realistic targets for the field officer. In this way, all the staff collectively accomplish their targets.

#### Sample questions for the assessment

I have added some sample questions here in order to show the question pattern here. I couldn't add the exact same questions used for the assessment due to the internal confidentiality but tried to give the readers an idea of the questions. As it is seen that all the questions are related to their work. BRAC hardly prefers hypothetical questions in the succession assessment. In the questions, it is also visible that all the questions are made based on the 5 core competencies. Moreover, I have added the questions in Bangla because they prefer Bangla language most for the field office personnel. English language is also preferred in terms of other positions.

Competency	Question
Humility	<ul style="list-style-type: none"> <li>এমন কোন পরিস্থিতির কখনো সম্মুখীন হয়েছেন যেখানে আপনাকে বন্যা/করনাকালিন সময়ে গ্রাহকদের প্রয়োজন মিটানোর জন্য ভূমিকা পালন করতে হয়েছে?</li> </ul>

Situational adaptability	<ul style="list-style-type: none"> <li>এমন কি কোন পরিস্থিতির সম্মুখীন হয়েছিলেন কি যেখানে আপনাকে এলাকার জনপ্রতিনিধি বা প্রভাবশালী ব্যক্তিদের কাছ থেকে কিস্তি আদায় করার সময় কোন ধরনের সমস্যা হয়েছিল? যদি হয়ে থাকেন কিভাবে তা মোকাবিলা করেছিলেন?</li> <li>এমন কি কখনো হয়েছিল যখন আপনাকে নিজের ভিও ছাড়া অন্য ভিও দায়িত্ব পালন করতে হয়েছিল?</li> </ul>
Effective communication	<ul style="list-style-type: none"> <li>এমন কি কোন পরিস্থিতির কথা মনে পরে যেখানে আপনি প্রোগ্রাম বা ব্যাকের অন্য কর্মচারীদের সাথে নিয়ে কোন চ্যালেঞ্জের সম্মুখীন হয়েছিলেন?</li> </ul>
Action oriented	<ul style="list-style-type: none"> <li>গত বছরে করণার সময়ে আপনি আপনার টার্গেট কিভাবে অর্জন করেছিলেন?</li> </ul>
Result focus	<ul style="list-style-type: none"> <li>আপনি আপনার নির্ধারিত এলাকায় কি কি উপায়ে টার্গেট অর্জন করেছিলেন? এবং আপনি কি কি পদক্ষেপ করবেন বর্তমান গ্রাহকদের সংখ্যা বাড়ানো জন্য?</li> </ul>

#### Evaluation process:

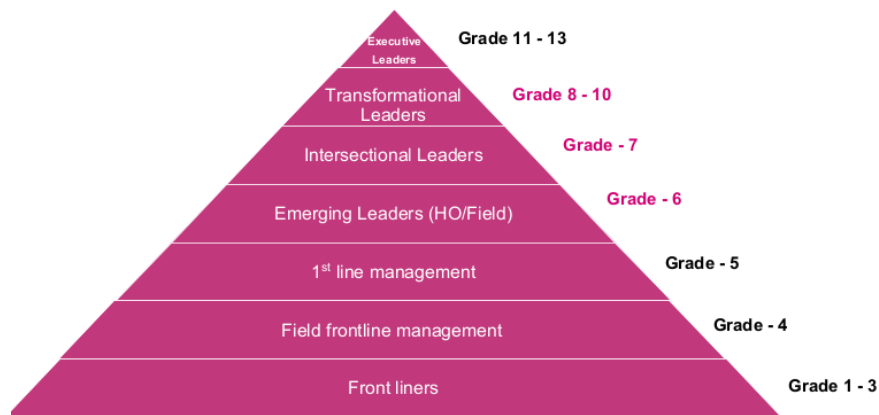
Here, in the below, I have tried to show a demo result of an assessment. multiple activities are taking place in the assessment but for the convenience and ease of understanding I have shown only two activities such as written test and case presentation.

SI	Name	PIN	Designation	Gender	Branch	District	Written Score (Out of 60)	Remarks	Venue	Ensures Accountability	Drives Vision & Purpose	Collaboration	Effective Communication	Remarks
1	X	1000	Upazila Accounts Manager	Male	Laksam	Cumilla	50	Selected for Assessment Centre	BLC Uttara	3	4	3	4	Selected for the next role
2	Y	2000	Upazila Accounts Manager	Female	Natore	Natore	45	Selected for Assessment Centre	BLC Uttara	3	3	3	3	Selected for the next role
3	Z	3000	Upazila Accounts Manager	Male	Bhola	Bhola	43	Selected for Assessment Centre	BLC Uttara	3	2	3	3	Moderately Selected for the next role
4	K	4000	Upazila Accounts Manager	Female	Bandarban	Bandarban	42	Selected for Assessment Centre	BLC Uttara	2	2	2	2	Not ready for the next role

## Talent Management process

At BRAC, the organization has segmented the people of different roles. They are actively involved in achieving organizational mission and vision throughout their career journey. Also, BRAC identifies the critical roles and provides training to make them eligible for the next role.

## People Segmentation



## Segments of identification form



These two things are done from the talent management process. Intensive training programs are arranged for the potential employees such as 6 months long mentorship program, young professional cohort, professional courses are offered by renowned platforms for instance master class, coursera etc.

Furthermore, identification of critical positions is also necessary for the organization because it will be troublesome for the organization like BRAC to run its activities without any key

personnel of any position. For this reason, the talent management unit creates a pool of selected candidates competent for the upcoming vacant key position.

## Basis of Identification

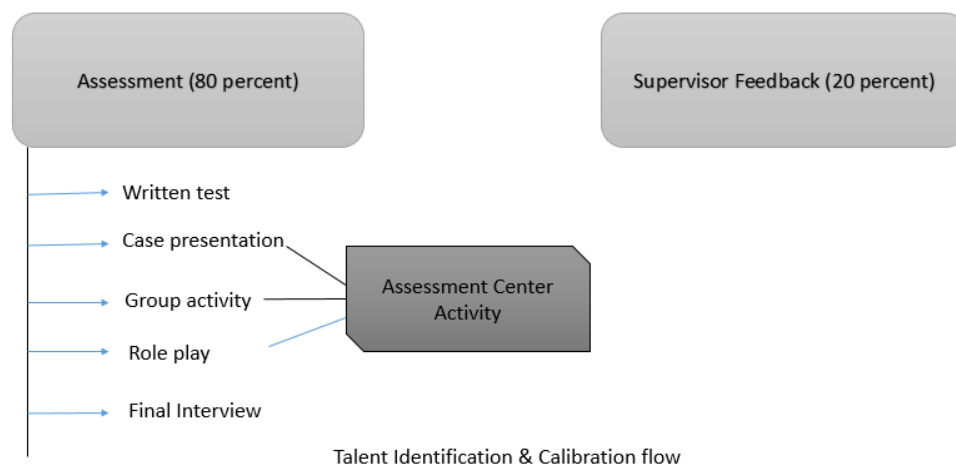


Using Nine Box Grid Tool for the identification of critical roles

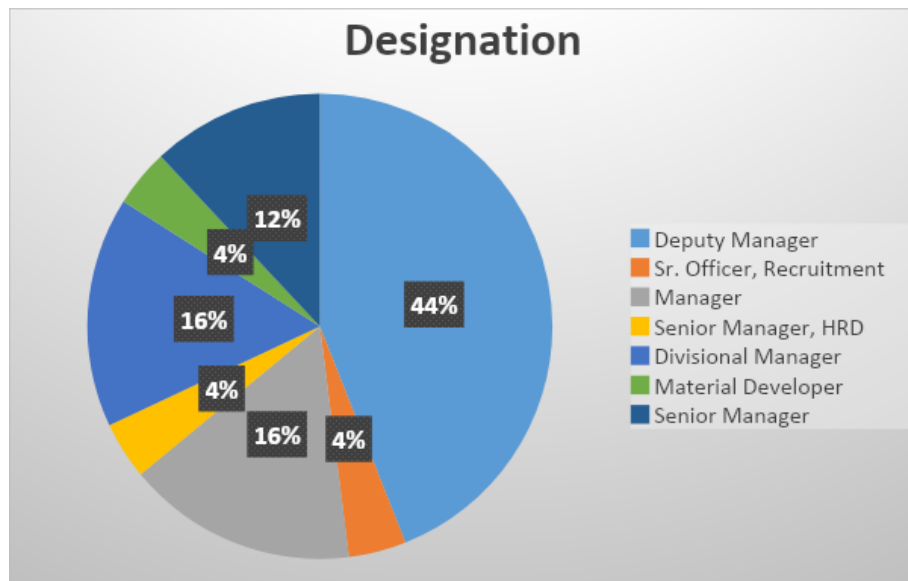


As per overall performance and potential, personnel are split into 9 categories by using a renowned succession planning technique called the 9 box grid. Supervisors emphasize two aspects when reviewing personnel performance. Including their current performance in addition to their foreseeable progress. The above-mentioned marked three boxes are the main priority of an organization. For instance-Stars, Core players and high performers. Stars employees are ready to go for the next role because their performance and potential growth both are high. Secondly, core players are the primary focus of the organization. Because they are moderately fit for any role. In this regard, the core players need support from the organizations in terms of learning and training. Then, they can go to the net position in terms of need in the organization. Finally, the high performers can perform well in the organizations but they have limited potential to grow. Still. The organization values them because these hard working people are needed by the organization (Vulpen, 2021).

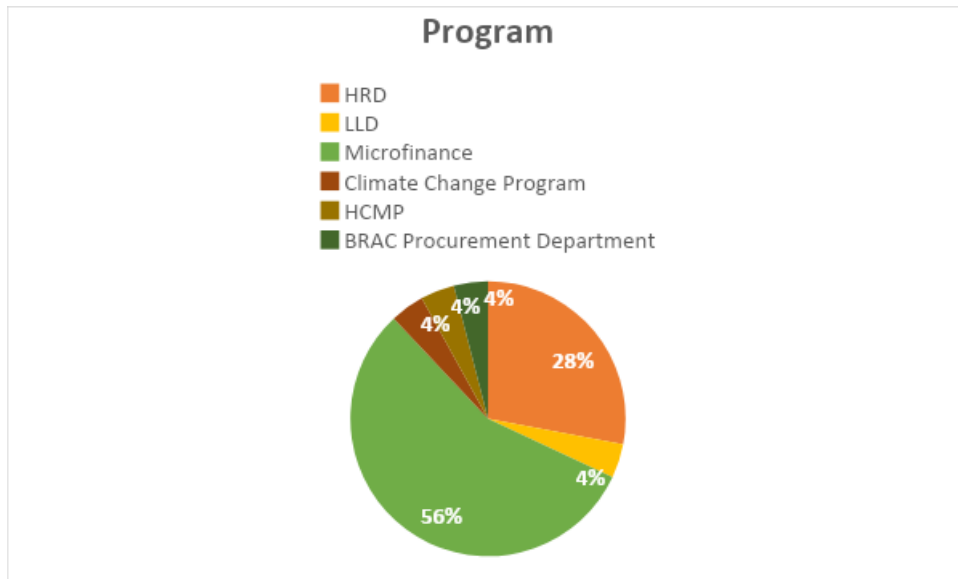
Talent identification and calibration flow:



## Survey results discussion and interpretation

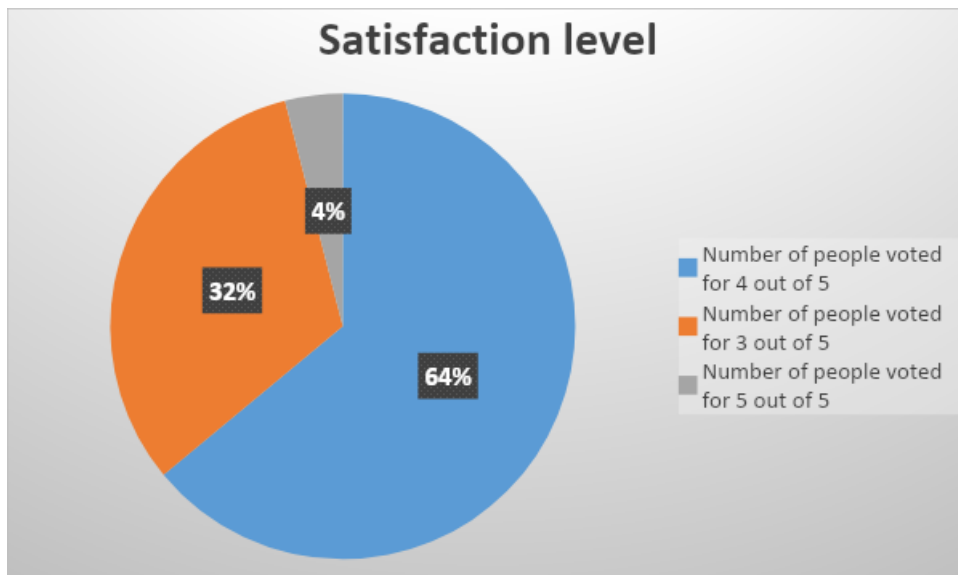


Here, I have tried to collect the data from different position people to get a holistic overview of the overall effectiveness of the assessment process. As it is shown in the pie chart, starting from senior officer to manager level position, the survey form has been circulated.



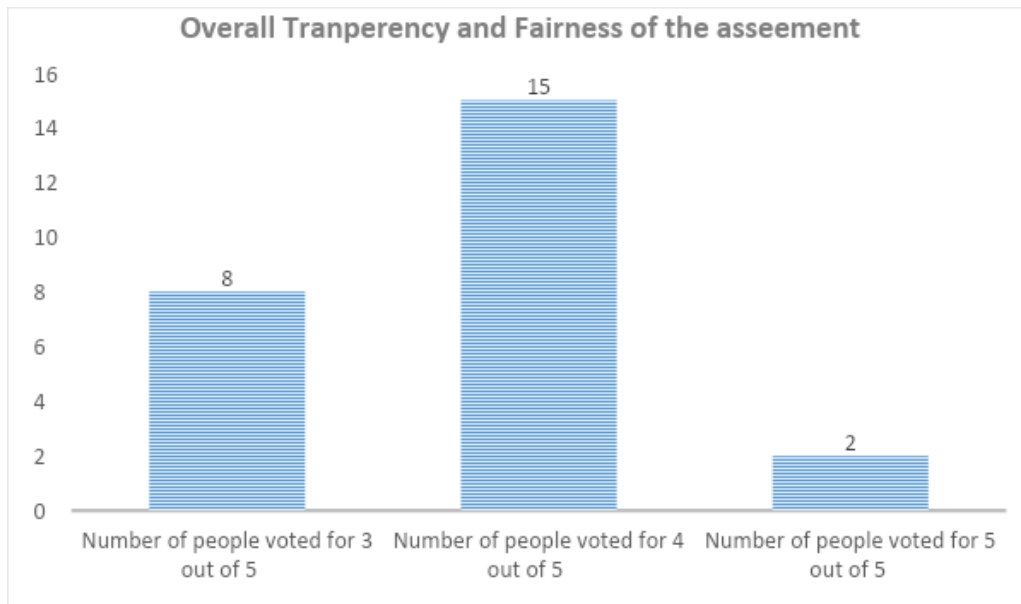
In the recruitment process of BRAC, usually 3 people present from the different program. One is from microfinance, another is from human resource and other is from third program such as BEP (BRAC Education Program), BRAC International, BRAC Enterprise etc. Therefore I tried to collect data from 3 program to get an integrated data.

**Please rate the overall satisfaction level for the assessment of different position?**



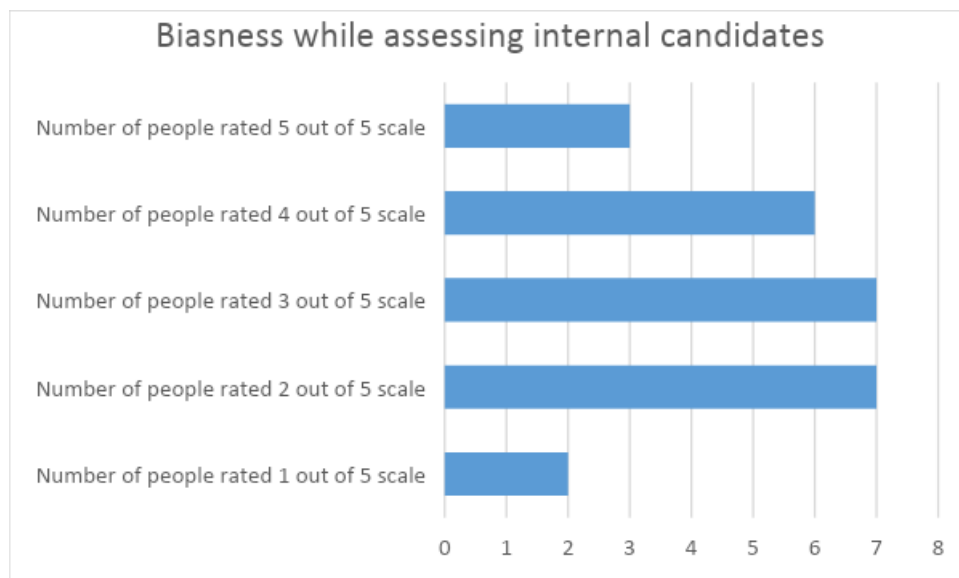
As it is shown in the pie chart that maximum participants think that it is a satisfactory process. Some people rate it in a medium level therefore they put 3 in the likert scale. Only few participants think that it is fully satisfied process.

**Please score on the overall transparency and fairness of assessment?**



BRAC always tries to remain fair and transparent in their assessment process. Therefore, 15 people out of 25 select 4 out of 5 in the likert scale. It is obvious because of the morale values and principles are strictly followed by the BRAC personnel.

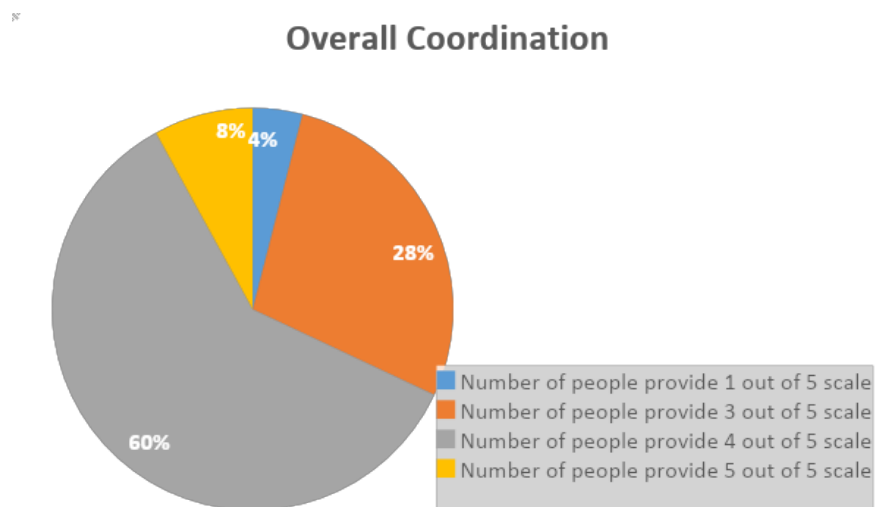
**While doing assessment of the internal employees, biasness can influence the assessors. Please rate the possibility of being biased?**





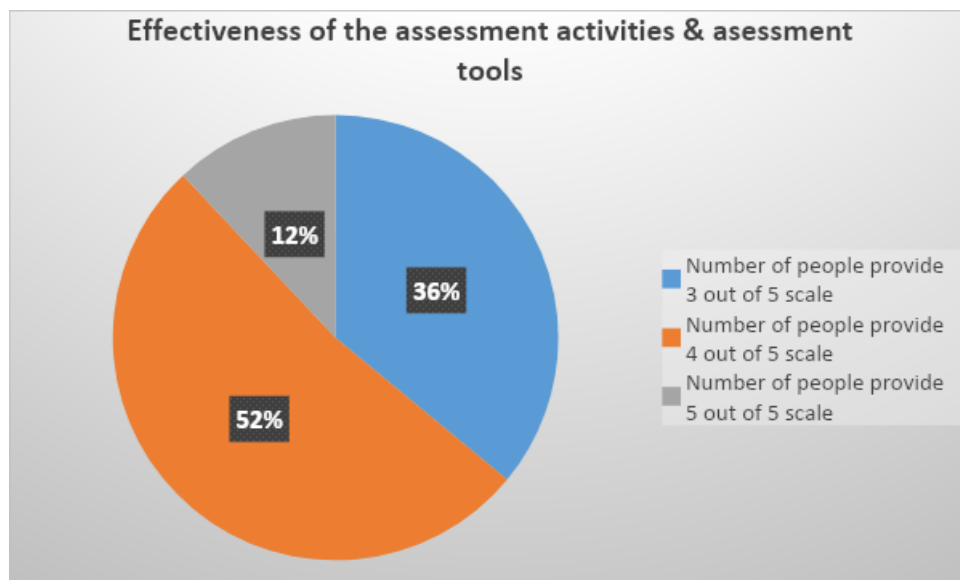
In this pie chart, we get the mixed opinion from the survey result. Being a human, we sometimes get biased towards others. But it is okay as far as biasness is not bringing any unfair means in the recruitment process. Therefore, BRAC needs to look into this biasness issue more carefully.

**Please rate the overall coordination of different assessments?**



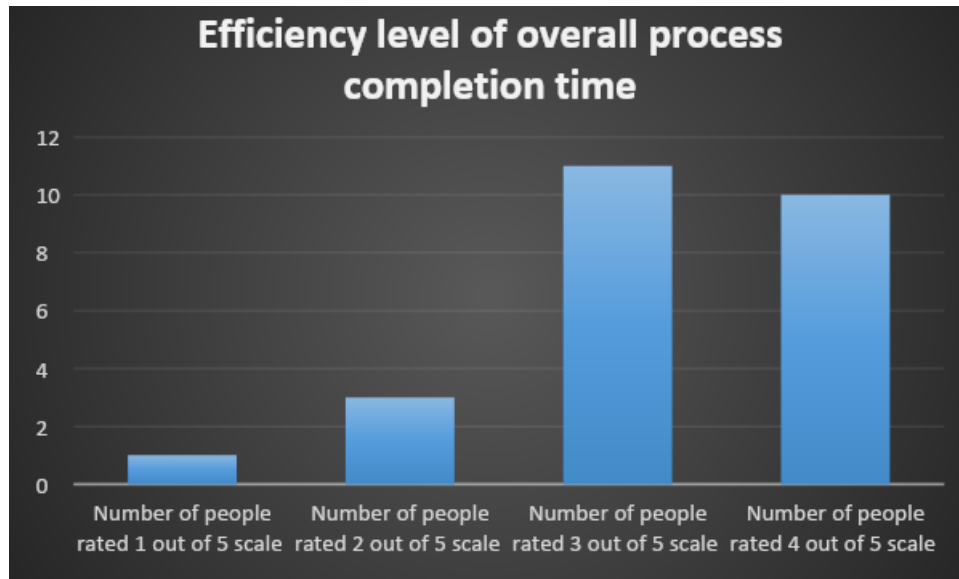
According to the survey result, overall coordination of different assessments is good. As 60% of the overall respondents provide 4 out of 5. Some respondents provide 3 out of 5 scale. But in general the coordination is okay.

**Please rate the effectiveness of the assessment activities and assessment tools used for different assessment.**



According to the respondents, the assessment activities and assessment tools both are good as they provide 4 out of 5. According to my opinion, it needs to be upgraded a little bit to recruit the generation Z and generation Alpha. Because they look into the flexible recruitment process rather than conventional one.

**Please rate the efficiency level of overall process completion time such as starting from the requisition to deploy employee in the particular position.**



In this question, the respondents provide a mixed opinion. Yes it is true that sometimes it took a lot of time of the overall completion of a recruitment process. It can be happened for several reasons such as background verification, rigorous recruitment process including multiple activities etc. Therefore, it need to be taken care of by the organization.

**Please provide your suggestions for the future development of the assessment process?**

The suggestions are as follows-

- In case of the contractual employee hiring process should be done quickly because the contract duration and hiring process consumes a lot of time.
- As I am a new employee, I have experienced little experience about the assessment process. So far, the process is satisfactory.
- Need to change question pattern & process
- Should use more online platform, prepare panel list (HO & field) of Assessors & take initiative for develop their capacity.
- Time gap between Requisitions to deployment could be reduce.
- So far everything is fine.

## Conclusion

My overall aim of this internship report was to understand the succession planning of the BRAC microfinance program. I have tried to incorporate all the possible aspects related to the talent management process. Moreover, through the survey, I tried to show the overall effectiveness of the different assessments conducted by the MF team.

## Recommendations

- Talent management team consists of 6 members in total but I think it needs to be increased in number because it became a hectic job when it comes to do the succession planning of overall organization.
- Contractual / temporary employee hiring process can be shortened and concise rather than rigorous one because it effects on the overall effectiveness of the recruitment process.
- Psychological test should be incorporated in the assessment process of succession planning in addition with the conventional assessments because this types of test can help to understand the person.
- Overall coordination can be better because sometimes throughout the large organization among departments coordination can be broken.
- There should be a ready panel pool of the assessors because it is seen that my team members were looking for the third program assessors at the eleventh hour.

## References

*BRAC celebrates Golden Jubilee.* Dhaka Tribune - Current & Breaking News Bangladesh & World. (2022, March 22). Retrieved February 22, 2023, from <https://www.dhakatribune.com/bangladesh/2022/03/21/brac-celebrates-golden-jubilee>

*Creating opportunities for people to realise potential.* BRAC. (n.d.). Retrieved February 22, 2023, from <http://www.brac.net/>

Vulpen, E. van. (2021, December 24). *The 9 box grid: A practitioner's guide.* AIHR. Retrieved February 22, 2023, from <https://www.aihr.com/blog/9-box-grid/>

Appendix A.  
Survey Form

## Overall effectiveness of different assessments of Microfinance

 muntahaanis22@gmail.com (not shared) [Switch account](#) 

\* Required

Designation \*

Your answer

Grade \*

Your answer

Program \*

Your answer

Please rate the overall satisfaction level for the assessment of different position? \*

1 2 3 4 5  
Not satisfactory      Satisfactory

Please score on the overall transparency and fairness of assessment?

1 2 3 4 5  
Not satisfactory      Satisfactory

While doing assessment of the internal employees, biasness can influence the assessors. Please rate the possibility of being biased? \*

	1	2	3	4	5	
Less likely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	More likely

Please rate the overall coordination of different assessments? \*

	1	2	3	4	5	
Not satisfactory	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Satisfactory

Please rate the effectiveness of the assessment activities and assessment tools used for different assessment. \*

	1	2	3	4	5	
Less effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	More effective

Please rate the efficiency level of overall process completion time such as starting from the requisition to deploy employee in the particular position. \*

	1	2	3	4	5	
Not satisfactory	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Satisfactory

Please provide your suggestions for the future development of the assessment process?

Your answer \_\_\_\_\_

# Survey Form Responses

<https://docs.google.com/spreadsheets/d/1ckEV5gpZgsAjWCsbo0BppiIdB0YyWzFO/edit#gid=1096722766>

Timestamp	Designation	Grade	Program	Please rate the overall s	Please score on the over	While doing assessment	Please rate the overall of	Please rate the effective	Please rate the efficiency	Please provide your suggestions for the future development of the assessment
12/8/2022 18:42:20	Deputy Manager	5	HRD	4	5	4	5	4	4	The assessment process is effective enough, however frequent use of different
12/8/2022 10:11:42	Sr. Officer- Recruitment	4	HRD	4	4	3	4	4	4	Besides, the regular training for the assessors should be done in order to main
12/8/2022 11:08:41	Deputy Manager	5	HRD	3	3	4	3	4	4	Performance as an assessor should be a KPI for every employee over grade 4. B
12/8/2022 13:02:49	Deputy Manager	5	HRD	4	3	4	4	4	4	If same type of assessments are going on different days for same type of batche
12/11/2022 8:08:20	Manager	6	Climate Change Program	3	3	3	4	3	3	External candidate should get chance to be shortlisted multiple times as externa
12/11/2022 15:12:58	DM	5	LLD	4	4	3	3	3	3	n/a
12/11/2022 16:31:59	Manager	6	HRD	5	5	2	5	5	4	
12/12/2022 10:08:50	Deputy Manager	5	MF	3	3	5	1	4	1	
12/12/2022 10:21:09	Deputy Manager	5	Microfinance	4	3	5	4	5	4	
12/12/2022 11:31:28	Material Developer	5	HCMP	3	4	5	4	3	2	In case of the contractual employee hiring process should be done quickly beca
12/12/2022 11:44:20	Deputy Manager	5	BRAC Procurement Dep.	3	4	2	4	4	4	As I am a new employee, I have experienced little experience about the assess
12/12/2022 15:34:34	DM	7	MF	4	4	3	4	3	3	Need to change question, pattern & process
12/12/2022 14:01:57	Senior Manager, HRD		HRD	4	4	2	4	4	4	Should use more online platform, prepare panel list (HO & field) of Assessors
12/12/2022 14:03:13	Senior Manager	7	MF	4	4	1	4	4	2	Time gap between Requisition to deployment could be reduce.
12/12/2022 14:08:04	Sr. Manager	7	MF	4	4	2	4	3	2	
12/12/2022 14:15:40	Divisional Manager	7	Microfinance Progoti	3	4	3	3	3	4	
12/12/2022 14:35:37	Manager	6	Microfinance	4	4	3	3	3	3	
12/12/2022 14:48:32	Divisional Manager	7	Microfinance	4	4	4	4	4	4	3 NA
12/12/2022 14:54:08	DM	7	Microfinance	4	3	2	4	4	3	
12/12/2022 14:56:47	Divisional Manager	7	MF-Dabo	4	4	2	4	4	3	
12/12/2022 15:34:34	Divisional Manager	7	Microfinance, Progoti	4	4	1	4	5	4	So far everything is fine.
12/12/2022 16:47:27	Manager	6	MF	3	3	2	3	3	3	
12/12/2022 21:52:48	Deputy Manager		HRD	4	4	3	4	4	4	
12/12/2022 22:58:00	Deputy Manager	5	MF	4	5	4	4	4	3	
12/13/2022 9:26:51	Senior Manager	7	Microfinance	3	3	4	3	3	3	