

Report On
An Examination of the Recruitment Process of BRAC International

By
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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

BRAC Business School
BRAC University
May, 2023

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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 BRCA 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 have acknowledged all main sources of help.

Student's Full Name & Signature:

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Supervisor's Full Name & Signature:

Saif Hossain

Assistant Professor & Director, BRAC Business School

Letter of Transmittal

Saif Hossain

Assistant Professor,

BRAC Business School

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66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on Recruitment Process of BRAC International

Dear Sir,

I am pleased to inform you that I have submitted my internship report (BUS400) on "An Examination of the Recruitment Process of BRAC International". It is an enormous honor that I was given the excellent opportunity to work for BRAC International. In the report, I have reflected on my internship experience and analyzed different aspect.

Thank you for providing me with this opportunity and for your guidance and support throughout my internship. Please let me know if you require further information.

Sincerely yours,

Tasmia Iqbal

19104003

BRAC Business School

BRAC University

1st April 2023

Non-Disclosure Agreement

I acknowledge that, as an intern, any confidential information disclosed to me while I'm working with the Company is confidential. I now promise to treat such information as confidential and not to share it with anyone else without the Company's prior written consent. I will still have to perform this duty when my internship with the organization ends.

Student's Full Name & Signature:

Tasmia Iqbal

Intern-BRAC International, HRD

Supervisor's Full Name & Signature:

Farzana Ahmed

Senior Manager, HRD

Acknowledgement

First, I'd like to thank my academic supervisor, Mr. Saif Hossain, Assistant Professor at BRAC Business School, for his unwavering encouragement, kindness, and helpful suggestions as I worked on this internship report. Working closely with my supervisor and line managers during the hiring, selection, and interviewing process gave me a wealth of experience and insight into the industry. I also want to thank Farzana Ahmed, Senior Manager, HRD, BRAC International, who has been my on-site supervisor for the past three months. Without her, it would not have been possible to write this report in such a professional manner.

To summarize, I would like to thank BRAC Business School for providing me with the chance to acquire academic and practical skills related to my degree and for assisting me in applying those talents in the workplace to become an asset to the company and the country.

Executive Summary

This report provides a comprehensive understanding of BRAC International's recruitment process. BRAC International is a well-known international non-governmental organization (NGO), and runs many different programs and projects with the goals of reducing poverty and promoting long-term development. When hiring new employees, BRAC International takes a methodical approach to finding those who best represent the organization's mission and values. The objectives are to determine the critical actions, investigate the tools and methods for candidate attraction, validate the selection procedure and standards, and conduct exit interviews for feedback. The report's success in these areas provides insight into how well BRAC International's recruitment process brings in and keeps talented people who share the organization's mission and values. BRAC International places a premium on diversity, equity, and inclusion in its hiring practices. BRAC International is committed to hiring a diverse and enthusiastic team that reflects the people it helps. Overall, BRAC International's recruitment approach is a thorough and all-encompassing method that seeks to entice and select adequate knowledge for its worldwide activities. BRAC International follows a methodical approach, emphasizes diversity and equity, and offers professional development to keep its workforce dedicated to its purpose of eliminating poverty and promoting equitable prosperity.

Key word(s): diversity, equity, hiring, recruitment, interview

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List of Acronyms

BI- BRAC International

BLC- BRAC Learning Center

BRAC- Bangladesh Rural Advancement Committee

CEO- Chief Executive Officer

HR- Human Resource

HRD- Human Resource Division

HRM- Human Resources Management

NGO- Nonprofit Organization

YPP- Young Professional Programme

Glossary

Applicant: A person who responds to a job posting by submitting an application for a job.

Assessment: A process that BRAC International uses to evaluate the skills and abilities of potential employees. Assessments can take many forms, such as written tests, interviews, and skills demonstrations.

Background Check: A thorough study into the candidate's educational credentials, career background, criminal records, and other pertinent information.

BRAC International: A global development organization headquartered in Bangladesh that works to alleviate poverty and empower the poor and disenfranchised through a variety of programs and projects.

Diversity and Inclusion: A dedication to creating an inclusive work environment that honors and respects people from all backgrounds, such as gender, race, age, handicap, and so on.

Employer branding: the practice of shaping and advertising an organization's reputation as a preferred employer in order to attract quality candidates and improve the recruiting process.

Equal Employment Opportunity: The notion that all people should have equal access to job opportunities and be treated equally and without prejudice during the hiring process.

HRIS: A software or database system used by HR departments to handle and store employee-related data, including recruitment information.

Human Resources (HR): An organization's department in charge of overseeing the recruitment process, employee relations, and other related tasks.

Job Advertisement: A promotional piece or notification that describes a job opening and urges qualified individuals to apply.

Job description: A written document that specifies a certain work position's responsibilities, duties, qualifications, and requirements.

Job vacancy: An unfilled position inside an organization for which a search is being undertaken to find and hire a suitable individual.

Onboarding: The process of assimilating a newly hired employee into an organization by providing the required orientation, training, and support to enable a smooth transfer into their role.

Orientation: A process that BRAC International uses to introduce new employees to the organization and its policies and procedures.

Recruitment: Process of attracting, sourcing, screening, and choosing qualified persons to fill employment openings in a company.

Reference Check: The process of contacting references provided by the candidate to check their employment experience, skills, and qualifications.

Screening: The preliminary screening process in which applications are assessed in order to find qualified applicants based on established criteria.

Selection: The final decision-making process in which the best candidate for the job vacancy is picked based on their qualifications, skills, experience, and performance during the recruiting process.

Shortlisting: The process of selecting a small number of individuals from a large pool of applications who meet the necessary credentials and criteria for further consideration.

Talent Acquisition: The systematic approach to identifying, sourcing, and hiring elite talent to satisfy an organization's present and future labor demands.

Chapter 1: Overview of Internship

1.1 Student Information

Name: Tasmia Iqbal, ID: 1910403, Program: Bachelor of Business Administration, Major: Human Resource Management and Finance and Banking.

1.2 Internship Information

1.2.1 Period, Name, Department, Address

My internship at BRAC International was completed at the BRAC Center (14th floor), 75 Mohakhali, Dhaka 1212. Additionally, I worked in the Human Resources Division, and the duration of my internship was four months. The internship term lasted from January 2, 2023, through May 15, 2023.

1.2.2 Line Manager

My internship supervisor's name is Farzana Ahmed and she is the Senior Manager, HRD, BRAC International

1.2.3 Job Description

The primary function of an intern is to assist the supervisor and other employees with various tasks. I was primarily allocated to the recruitment area as an intern in the human resources division. My duty was to support the team's recruitment efforts in various forms. Maintenance of the hiring process includes creating and posting job advertisements, reviewing applicants, and creating interview materials, including candidate summaries, interview results, and declaration notes. I kept track of employee details such as contact information, absences, and attendance. Additionally, I favor assisting the HR division with administrative tasks and

integrating Management. I'll briefly describe my four-month (or 16 weeks) worth of work and experiences in the table below.

Week	Tasks
1	This week began my journey as an intern for BRAC International's HRD division. My supervisor introduced me to every member of my team as well as the other senior employees on the floor. She spoke briefly and gave me an idea of what I needed to do. Additionally, I took part in an orientation session where I learned about the rules and regulations I was required to abide by and filled out some paperwork.
2	This week, I began to sort resumes independently after learning the entire process. Additionally, I practically learned how to create hard files, add taglines, and add pages to them
3	I just sorted resumes for three to five positions this entire week. According to the instructions, it was my responsibility to sort it out carefully, and once I had done so, I was to mail it to my supervisor.
4	This week I learned how to create interview files for shortlisted candidates by entering their personal information into a Word and Excel document. Then I made interview files with candidate summaries, notes of declarations, and interview results for the candidates who had completed the shortlist.
5	I received instructions and was shown how to contact the individuals who had made the shortlist. Following that, I called each of the candidates who had been chosen and invited them to the interview session.
6	This week, I only worked on essential files. I created and organized a few significant files for the HRD unit and the shortlisted candidates. I had to first set up the physical copies before adding various taglines based on the different document files.
7	The candidates for the new position were sorted by their country of origin, Kenya and Uganda. I sent a viva invitation mail as soon as I had finished sorting.
8	This past week, I developed an attendance sheet for the candidates selected for interviews and studied the procedures. After creating the sheet, I had to print it and send it to the reception desk.
9	This week is a bit different than the usual one. I took our international guest to the shopping mall. It was an excellent opportunity for me. I learned about BRAC, how it operates outside of Bangladesh, its work culture, HR policy, and so many other things.
10	For a senior position, a written interview was required. I had to set up a room with laptops and other equipment. When the candidates arrived, I welcomed them, got their signatures on the attendance sheet, and led them to the exam room with the appropriate instructions and rules. After finishing the exam, I gathered the students' digital copies and mailed them to my co-supervisor.
11	I learned to book several foreign tourist tickets online this past week. Even though this work was far outside my usual routine, I still enjoyed it and learned something.
12	This past week was somewhat busy. I worked on the summaries of the three senior positions' shortlisted candidates. One of my biggest tasks was that. I put in a lot of effort with the rest of my team to submit it on time.

13	I created copies of the pre-screen and other extremely private and confidential documents for the candidate who got the job and will join the organization shortly. I gave my supervisor the completed file with all of the final candidate's details. In addition to this duty, I was also sorting resumes as usual.
14	This week, I also had the opportunity to work with the leadership unit. I created a flowchart and based my summary on it.
15	This week I worked with some very confidential data about Sir Fazle Hasan Abed Value Award. It was an excellent opportunity to work closely with this prestigious award. I learned about some noble people who worked for BRAC their entire life.
16	I was once again busy organizing resumes and creating interview files for the candidates that made the shortlist this past week.

Table 1: Week-wise description of my duties and responsibilities

1.3. Internship Outcome

1.3.1 Contribution of Student

I was fortunate enough to work for BRAC, the leading NGO in the world, and get knowledge from my supervisor and other staff members. It should be noted that the setting at BRAC is quite inviting and polite, which enables the personnel to excel in their particular fields of endeavor. In addition, I was a part of the Human Resource Division, where I learned everything there was to know about hiring procedures and other HR-related operations.

I worked in the recruiting field. Thus, sorting CVs was my primary task. Job circulars are used to open daily for various positions. The number of candidates was enormous. I, therefore, downloaded all of them initially before I began to organize them. Although it took a lot of time, my assistance simplified the hiring process for my supervisor and co-supervisor. By putting my CVs in order, they could quickly send them to the top authority and find the best candidate. Posting jobs to job portals was one of my main tasks. Job advertising created per job descriptions must be posted on various websites, where CVs are then received.

Making interview files was another crucial responsibility. Interview files must be prepared in Word and Excel. The names of the panel members, the date, time, and location of the interview, along with other pertinent information on the selected candidates, were all included. Therefore, it was a very delicate and significant task. I had to properly organize all of the information and data and mail it to my supervisor and co-supervisor. Through this, they could quickly obtain a file with all the crucial and confidential information about the upcoming candidates. This task would make their interview easier and less time demanding.

A crucial step in the interview process is communication with the candidates. It's my job to call the chosen candidates and tell them about the written test and interview. A critical phase is also sending emails with the details. Pre-screen and self-disclosure forms are just two primary pieces of paperwork that candidates must complete.

The personal file contains a few papers, and they must be organized in the right order. The following is a list of the papers that belong in a personal file:

- Staff Requisition
- Job Description
- Advertisement
- CV
- Self-disclosure form
- Written Test
- Interview outcome
- Joining form
- Offer letter
- Appointment letter
- Reference check form

- Code of conducts
- Passport size photo
- Passport photocopy
- NID photocopy
- Academic Certificate
- Training certificate
- Pay slip
- Release form
- Personal Information Form

Along with these tasks, I was also charged with photocopying, scanning, proofreading documents, and handouts, preparing the top sheet of handouts, etc. In addition, I attended meetings with the supervisor and other team members to take meeting notes.

1.3.2 Benefits to student

It was one of my great opportunities to work in a Human Resource Division unit because I majored in HR. All academic theory was applied here. I learned about the primary activities and the necessity of human resources in every organization. My primary responsibility was to sort CVs; thus, I understood what types of CVs are more likely to get approved. I learned in the CV what sorts of important information should be included, which key elements make the CV more solid and appealing, what types of the template is preferable, and the appropriate length of a flawless CV. I was instructed to concentrate on a few specific components while sorting to narrow down the possibilities. Now that I've acknowledged it, my CV must reflect this and be targeted. There is an excellent likelihood that someone will choose my CV wherever I can apply this correctly. By observing my supervisor, I now understand the pros and cons of the task, stress, workload, and HR unit. After learning this, choosing a career will be easier.

Internship programs help students gain the hands-on experience they need to become competitive job candidates. Learning the fundamentals of HR and gaining in-depth expertise in running each HR activity at BRAC International was a fantastic opportunity.

In conclusion, BRAC International is where my journey begins, and I will be eternally grateful to them for giving me this opportunity. This experience and what I've learned will help me in my future job. The sum of my experiences and abilities will guide me in my professional and personal life.

1.3.3 Difficulties

For the most part, my experience working with the BRAC International team was positive. Given that the BRAC International Human Resource Department is one of the busiest departments, having one-on-one time with a supervisor can be difficult to resolve any queries immediately. It's challenging to have meaningful conversations with my boss because she is the senior manager of HRD and is responsible for multiple recruitments daily. But this problem pushed me to develop better interpersonal and communication skills, as I learned to ask for help when I needed it from coworkers and to build up my confidence to handle some problems on my own.

I struggled the most with meeting the deadline for resume sorting. I was tasked with downloading and sorting all applicants' resumes on time. Inputting candidate data and creating interview files was another obstacle. Since a single typo in the data entry could jeopardize the entire HR department, this task required extreme care and urgency. I had to carefully create an interview file without making a mistake.

1.3.4 Recommendations

Compared to BRAC Bangladesh, there is much less opportunity for field visits in BI. So, the newcomers can get the proper exposure to learn about how BRAC works at the root level.

Moreover, in light of the issue I described in the previous paragraph, setting up a weekly meeting between the intern and the supervisor is the best course of action. As a result, communication between the supervisor and the intern will increase, and the supervisor will better understand the intern's job progress.

Chapter 2: Organization Part

2.1 Introduction

BRAC is a global development organization headquartered in Bangladesh. Sir Fazle Hasan Abed founded BRAC in Bangladesh in 1972, following the country's independence, and it is now one of the foremost innovators of cost-effective, evidence-based poverty initiatives in extremely impoverished, fragile, and post-disaster settings. 70% of BRAC's approximately 100,000 employees are women. They reach over 126 million individuals. BRAC is the largest non-governmental improvement organization in the world based on the number of employees. Therefore, BRAC was registered with the NGO Affairs Bureau of the Government of Bangladesh in order to receive foreign donations. In addition, the goal is to empower individuals and communities impacted by poverty, illiteracy, illness, and social injustice. By implementing economic and social programs that assist women and men in reaching their maximum potential, our initiatives aim to produce widespread positive change.



Figure 1: Sir Fazle Hasan Abed and Microfinancing Programme

BRAC employs a holistic approach, actively involving local communities and utilizing their own human capital and financial resources. By employing a comprehensive approach that

includes microfinance, education, healthcare, and prison services, BRAC fosters an empowering environment in which individuals living in poverty can regain control of their lives. Notably, BRAC stands out as one of the few development and humanitarian resource organizations located in the global south, highlighting its extensive knowledge of and commitment to addressing the specific challenges faced by communities in these regions. In February 2020, the Geneva-based NGO Advisor acknowledged BRAC's extraordinary contributions by naming it the sector's top non-governmental organization (NGO) for a remarkable fifth consecutive year. This esteemed independent media organization is committed to highlighting and celebrating innovation, impact, and effective governance in the nonprofit sector. After the liberation war, BRAC's contribution to Bangladesh was significant. After the liberation warfare in Bangladesh, there were several refugees who required assistance in loads of regions, consisting of training, fitness care, finance, and others. Non-governmental corporations saved people's lives, and Bangladesh's social development system started after the emergence of NGOs. The humanitarian programs of the NGOs assisted the people of Bangladesh in overcoming put up-conflict problems. In addition, NGOs commenced soliciting budgets from overseas donor agencies, which enabled them to amplify their operations and offer offerings that include healthcare, microcredit, education, girls' empowerment, and so on. BRAC is a shining instance of spinning human beings' lives on their heads and assisting them to stand on their own feet. As a result, BRAC has helped about 110 million human beings in Bangladesh since the liberation warfare. Over 8 million landless individuals, the bulk of whom are women, get hold of monetary help through the Microfinance programme, and over 40 million children obtain education care.

2.2 Overview of the Company

BRAC is displayed in all 64 districts of Bangladesh, in addition to 10 countries across Africa and Asia. Through its Dutch-registered Stichting BRAC International, BRAC commenced its

first operation outside of Bangladesh in Afghanistan in 2002. BRAC International reaches approximately 19 million people outside of Bangladesh, giving them the opportunity to escape the cycle of poverty.



Figure 2: Global operation of BRAC International

BRAC International is a distinguished non-income company whose mission is to empower people and communities dealing with poverty, illiteracy, ailment, and social injustice. They layout proved, scalable solutions that equip people with the aid and self-warranty necessary to realize their full capability. BRAC's institutional knowledge on effectively carried out applications is implemented in ten international locations, impacting the lives of more than one hundred thirty million people, wherein our fashions are adapted to the neighborhood context.

BRAC International's schooling initiative, which has efficiently reached 232,000 students, is exemplary. This initiative has provided entry to super education, equipping individuals with the talents and know-how vital to enhance their socioeconomic status.

The fact that ninety-six of BRAC International's Microfinance customers are girls is evidence of the enterprise's dedication to empowering girls. By facilitating admission to economic

services and fostering entrepreneurial possibilities, this program has performed a vital function in enhancing the financial situations of ladies, enabling them to flourish and take pride in their lives.

BRAC International's Health programme has superbly affected healthcare, providing essential scientific offerings to about 12 million individuals. By imparting comprehensive healthcare solutions, preventive measures, remedies, and cognizance campaigns, the agency has significantly contributed to improving the health and excellent of life of limitless individuals.

BRAC International's Youth Empowerment Program has efficaciously engaged 148,000 young people, permitting them to recognize their capacity and actively participate in improving their groups.

BRAC International has made a giant effect on the lives of individuals and communities in its operational nations thru its multifaceted initiatives and unwavering willpower. By prioritizing schooling, women's empowerment, healthcare, and adolescent improvement, the employer keeps selling high-quality exchange and contributes to the general advancement of these countries.

BRAC International has its operation in ten different countries and those are –

1. Afghanistan
2. Kenya
3. Liberia
4. Myanmar
5. Philippines
6. Rwanda
7. Sierra Leone
8. Tanzania

9. Uganda

10. South Sudan

The programs they have are - Microfinance, Agriculture, Food Security and Livelihood, Early Childhood Development, Education, Health, Humanitarian Program, Ultra-Poor Graduation, Youth empowerment. It envisions a future free from all types of injustice and prejudice, in which everyone is given the opportunity to live up to their full potential. These initiatives intention to establish a data-driven global where BRAC International continuously innovates, exams, and improves its solutions to beautify its effectiveness. BRAC INTERNATIONAL also seeks to create an engaged network that meets neighborhood needs and builds collaborations. BRAC provides a holistic method and lasting solutions to quit poverty through social firms and BRAC applications.

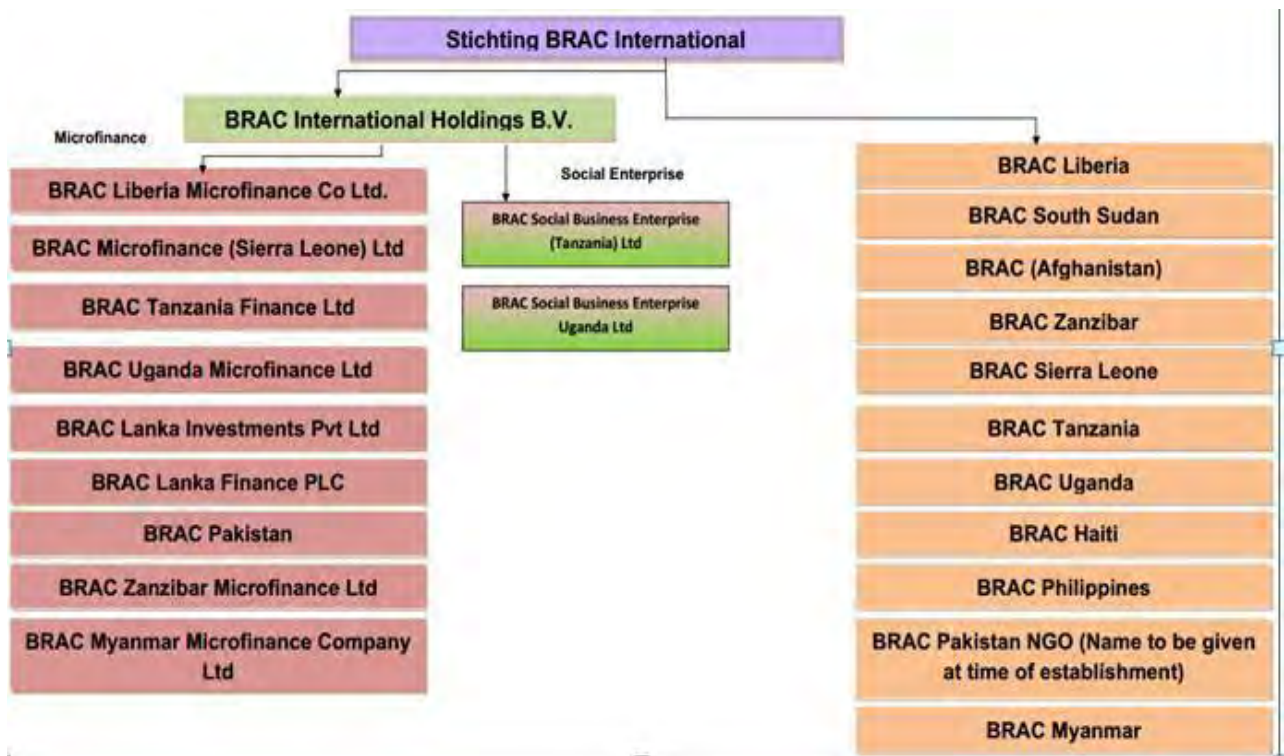


Figure 3: Organizational Chart

BRAC International Holdings B.V. is another BRAC subsidiary. It was established as a private limited liability business in 2010 and is a completely owned subsidiary of Stichting BRAC International. BRAC International Holdings B.V. (BIHBV) is a for-profit social enterprise that involves people in financial and income-generating sports. The major goal of BIHBV is to provide microfinance services to those living in poverty in order to help them build financial resilience, contribute to women's economic empowerment, and improve the quality of life in the communities it serves. BRAC began expanding its international microfinance activities in 2002 and now operates in six countries in Asia and Africa, serving over 650,000 clients, 96% of whom are women.

2.2.1 Mission and Vision

BRAC International's purpose is to provide people and communities with the tools they need to overcome poverty, illiteracy, sickness, and social injustice. Through economic and social programs that enable women and men to realize their potential, our interventions seek to achieve large-scale, positive changes.

BRAC International has 4 values. They are- Integrity, Innovation, Inclusiveness, Effectiveness.

2.2.2 Organizational Structure

BRAC International's management staff includes an Executive Director, Africa Region Director, and Chief Finance and Risk Officer. Additionally, BRAC International Holdings B.V.'s Management Board includes a Managing Director, a director, and a Deputy Managing Director. The Ultra-Poor Graduation Initiative has four leadership positions: Managing Director, Director of Monitoring and Evaluation, Country Portfolio Director, and People and Operations Director. On top of that, BRAC International has 12 directors for various programs and sectors.

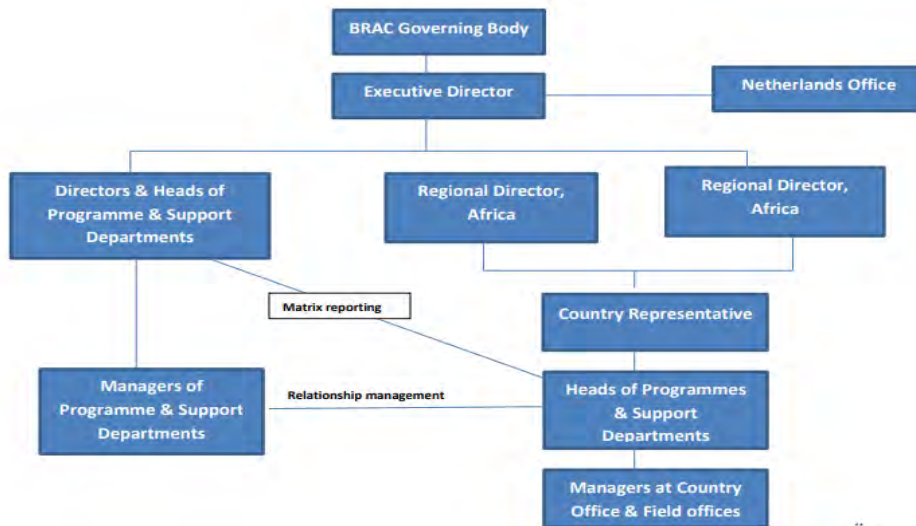


Figure 4: Management Hierarchy

2.2.3 Departments of BRAC International

Human resources manage a few functions that contribute to the company's strategic decision-making process. Below are some of the industries where the HR department is active:

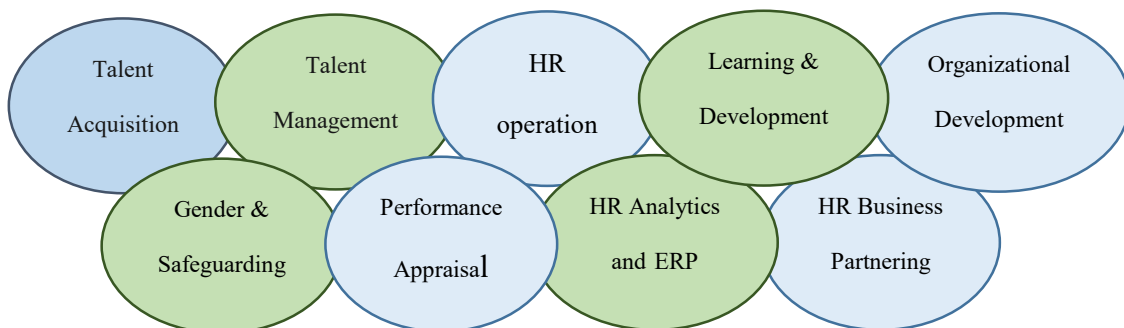


Figure 5: Departments of BRAC International

Talent Acquisition: BRAC promotes effective talent acquisition tactics to attract and choose qualified employees who share its mission and values. They systematically find, recruit, and onboard outstanding individuals to build a strong team.

Talent Management: BRAC invests in staff growth. Talent management programs identify high-potential employees, provide growth opportunities, and create career development plans to maximize employee contributions.

Organizational Development: BRAC prioritizes organizational development to improve efficiency and effectiveness. Restructuring, change management, and culture-building align goals and optimize performance.

HR Analytics and ERP: BRAC collects and analyzes HR data using HR analytics and ERP technologies. These tools improve operational efficiency, personnel planning, and data-driven decision-making.

Learning and Development: BRAC places great importance on learning and development to foster continuous growth and improvement. They offer training programs, workshops, and skill-building initiatives to enhance employees' knowledge and capabilities.

Performance Appraisal: BRAC's performance appraisal method is fair and objective. Feedback, goal-setting, and performance reviews encourage accountability and recognition.

HR Business Partnering for Different Countries: BRAC's HR function acts as a strategic business partner, collaborating with different country teams to align HR practices with local requirements and regulations. This ensures HR initiatives are adapted to specific contexts, supporting effective operations across diverse locations.

HR Operations: BRAC prioritizes effective HR operations to simplify payroll, benefits, and labor law compliance. HR optimization lets the company focus on strategic projects and better service employees.

Gender and Safeguarding: BRAC is committed to gender equality and safeguarding practices. They prioritize creating an inclusive and safe work environment, implementing policies to prevent discrimination, harassment, and abuse. BRAC promotes gender diversity, empowerment, and safeguards the rights and well-being of its employees.

2.3 Management Practices

BRAC is famous for its employee control and HR methods. Each BRAC department follows exceptional management practices to preserve high standards. Their subculture encourages junior reps and interns to proportion ideas, fostering inclusivity and collaboration.

The HRD branch of BRAC International excels at HR practices. They always prioritize worker nicely-being and delight. Their bold, moral recruitment and choice procedure guarantees openness and fairness. BRAC International's pay management machine ensures fair reimbursement primarily based on roles, obligations, and overall performance. This method motivates and rewards employees even by supplying truthful compensation. The employer additionally evaluates worker performance holistically. This promotes organizational development and expert advancement.

Finally, BARC's staff control and HR policies are fair and progressive. BRAC International excels in human resource management because of its employee-friendly standards, moral recruiting and choosing rigorous pay management, and comprehensive performance assessment.

2.3.1 Leadership Style

Management and leadership are essential to the success of any business or organization because they not only motivate workers, but also boost output through changes to the physical work environment and increased accountability and transparency among team members. Furthermore, a leader's style affects all of these factors. BRAC primarily employs a combination of the laissez-faire and participatory leadership styles.

Participative leadership-

It's a style of management that encourages hearing out and considering the opinions of workers. When leaders implement a participative leadership style, employees feel valued and

appreciated for their contributions. I've observed in the HR department that the department head (Executive Director) schedules meetings with his team before making any significant changes so they may get input and feedback from employees as well as discuss rather than just notifying them after making a choice.

Laissez-faire leadership-

It's a delegative leadership style that emphasizes "letting them do." A high level of confidence in the abilities of subordinates characterizes this type of leadership. During my time as an intern in human resources, I observed that the executive director did not intervene too directly in the selection and recruitment process, either by offering too much criticism to the executives chosen for the role or by taking over the role himself. Instead, ED used to encourage employees to use their connections and experience when making hires while offering feedback and coaching when necessary.

2.3.2 Human Resource Practices

Human resource development (HRD) is a set of tools that helps businesses prepare for the future and motivate their people to be successful in their jobs. Human resource management software is typically used to carry out the viable and fair-minded in all aspects of HRM for the staff.

The Human Resources Development (HRD) team at BRAC is primarily responsible for providing personnel with access to opportunities for professional development, promotion in their current roles, and the development of new roles within the company. The HR department boosts worker assurance and helps workers create a more profound commitment to the company and its goals through a variety of activities, including hiring in which the HR team recognizes the correct employees for each of the company's 19 parts and programs that allow workers more ways to collaborate and communicate.

2.3.3 Recruitment and Selection

BRAC International's human resources department oversees and manages the entire application, interview, and hiring procedure. They also proceed their recruitment process for other countries, like Afghanistan, Ghana, Kenya, and Tanzania. At first, they advertise a position for a set amount of time in a job portal like LinkedIn, their website, devex etc. Then, in response to the external and internal emails, applicants began sending in their resumes. Once all the resumes were downloaded, we sorted them based on the inputted qualifications. Those who make the cut participate in a written exam and viva. Genuine abilities and potential are more highly regarded than recommendations from others. So, no favoritism or other forms of bias are involved in the hiring decisions made here. This section is continuously on the lookout for a qualified new member.

BRAC international's recruitment and selection process takes in these following steps-

- First- Programmes that have an immediate need for staff submit staff requisition to the HR department.
- Second- Following careful consideration of the job's specifications and criteria, recruiters post an ad on LinkedIn or devex.
- Third- Potential resumes are selected from a vast pool of applications and sent to particular programmes.
- Fourth- After a pool of qualified applicants has been narrowed down, the interview schedule is settled upon between the interviewers and the applicants. Interview procedures might change from one position to the next. Two interviews are typical for entry-level roles, whereas at least three are required for mid or top level, with the Executive Director conducting the final one.

➤ Fifth- Following a thorough evaluation of all relevant information like reference check and other formalities, the HR staff will select the most qualified candidate, offer him a salary, and, if he agrees, officially welcome him to the team.

2.3.4 Training and Development

BRAC International prioritizes training and development programs that increase staff members' knowledge and capacities. One of the most important things a company can do for its employees is to provide them with training and promotion opportunities. Employees can acquire new skills, sharpen current ones, improve performance, increase efficiency, create continuous learning, support professional progress, connect employees' talents with organizational objectives, and be far more effective leaders as a result of training. A firm is the sum of its employees' efforts, so it's in the company's best interest to ensure that its workers always give their very best. Supportive supervision programs, focus group talks, workshops with a large management consultancy firm, and certification courses like SCRUM, SCRUM, and YP's preparing program, joined with BISD and other divisions of BRAC International, were among the training and workshops previously organized by BRAC International.

2.3.5 Compensation & Benefits

The human resources department at BRAC International offers competitive pay and perks to its staff. Human resources ensures that deserving workers receive pay raises and other benefits. In addition, employees receive holiday bonuses annually. Additionally, BRAC International is a very adaptable workplace. It allows for a reasonable number of vacation days and, in addition, provides for two days of work from home per week. Other perks include transportation, meals and snacks at a high-quality restaurant named "Shuruchi," a yearly picnic, recreational opportunities, and financial support. There are additional amenities for employees to use if they

have children. Employees here, however, not only go on field trips, but also get to visit nations like Kenya, Uganda, Afghanistan, the Philippines, Sierra Leon, and many more. BRAC Bank, its subsidiary, offers low-interest auto and mortgage loans to qualified staff members. In addition, BRAC University offers a 10% tuition waiver to its employees and allows them to take educational leaves whenever they like.

Additional Facilities for Women Employees

The BRAC group is doing an excellent job of providing all the amenities their female employees need. This organization is anti-discrimination, anti-bullying, and pro-gender equity. The Human Resources Division has a disproportionately large number of female employees compared to other divisions. Skilled women fill a variety of roles in the company, including floor management, senior HR manager, recruitment specialist, head of finance, and communication specialist. The HRD places a premium on providing supplementary amenities for their female employees in addition to safeguarding their fundamental rights.

The presence of a daycare center is one of the many benefits of working at BRAC International for women. Most women who are in the workforce must stop working once they become mothers. BRAC provides daycare for its employees so that their children can be cared for by trained professionals while their mothers are still close by. Because of these benefits, female workers are able to work freely and at a low turnover rate.

2.4 Marketing Practice

2.4.1 Marketing Strategy

BRAC was founded to help those living in extreme poverty, ignorance, illness, and social injustice. They have faith in the power of giving individuals chances to grow. For this, they employ a variety of marketing strategies,

Content Marketing:

BRAC uses an extensive content marketing strategy to interest and inform its customers. The organization's goal is to end poverty and strengthen local communities, thus it produces and disseminates helpful content toward those ends. BRAC shares educational and thought-provoking material on its programs, initiatives, and effects through a number of venues, including its website, blog, social media platforms, and newsletters. They have their own platform to share their new initiatives, named BRAC Bridge. They usually generate content on education, healthcare, entrepreneurship, women's empowerment, and sustainable development. The goals of BRAC's content marketing are to inform the public about pressing social issues, showcase the organization's achievements, and connect people and groups doing similar work with useful resources. BRAC gains credibility and recognition as an industry leader via its dedication to producing consistently high-quality material. The information is meant to mobilize audiences to take part in and rally behind the organization's causes. BRAC's quarterly publication, BRAC Today, contains articles about the organization's work and the individuals it assists. Combined, BRAC's Facebook and Twitter accounts have more than a million followers.

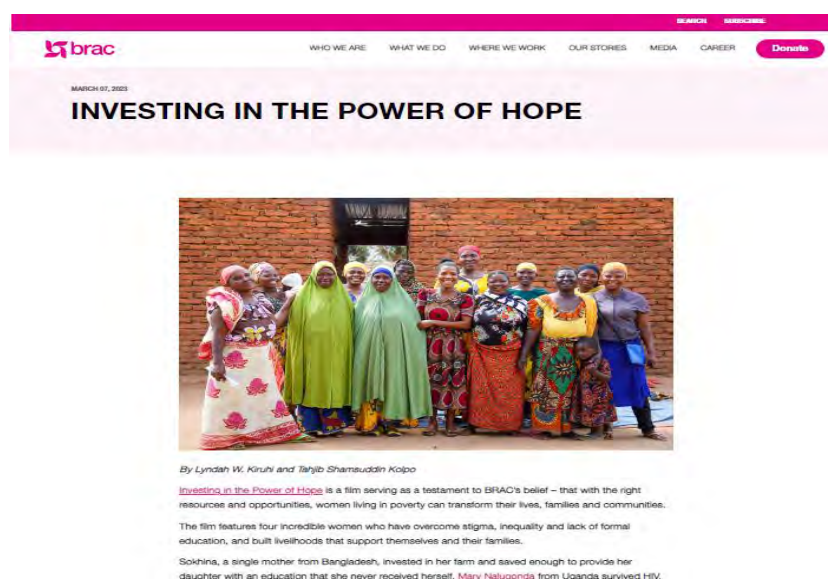


Figure 5: Content Marketing of BRAC International

Influencer marketing-

BRAC team up with key opinion leaders to spread their message further, raise their profile, and attract more customers. Influencer marketing is a method of capitalizing on the popularity and trustworthiness of public figures with large audiences or specialized knowledge. Asif Saleh, ED of BRAC, Rafiath Rashid Mithila, head of ECD, creates huge impact in this strategy. They discussed about various activities of BRAC to amplify it and enhance the awareness.



Figure 6: Influencer Marketing of BRAC International

Branding Strategy-

BRAC has a powerful brand identity based on its dedication to social justice and track record of success. Branding is used to convey the organization's values and mission to potential donors and partners. BRAC's branding strategy effectively communicates the organization's goals, values, and results. A key goal of the company's branding initiatives is to establish a name and image for the business that will be memorable to its intended audience. The logo, color scheme, and other visual components that make up BRAC's brand are instantly identifiable. By partnering with other organizations, governments, and significant stakeholders, BRAC is able

to expand its brand's reach and influence. BRAC collaborates with a multitude of organizations, including governments, businesses, and other non-profits. These alliances enable BRAC to expand its impact and reach more people.

BRAC HOPE FESTIVAL was also a part of their branding strategy. They celebrated their 50 years of success through this huge celebration. They collaborated with their other entities like bKash, BRAC Bank, BRAC University and IPDC. This initiation brings a huge breakthrough to their marketing strategy.



Figure 7: Branding activity of BRAC International

2.4.2 Marketing segmentation:

Market segmentation is the process of dividing a market into smaller groups of individuals with similar requirements and desires. This allows BRAC International Bangladesh to modify its programs and offerings to each group's specific needs.

BRAC International Bangladesh is a non-profit organization that employs individuals to reduce poverty and inequality in Bangladesh. The company offers a vast array of applications and services that annually reach tens of thousands of people.

BRAC International must comprehend its target market to be effective. The company uses market segmentation to identify distinct groups of individuals who may be interested in its programs and services. BRAC International Bangladesh selects its target market based on a number of segmentation variables. These variables include:

Geographic location: BRAC International operates in 10 countries. The company's packages and services are tailored to the specific needs of the people in each region.

Rural Areas: Targeting communities in remote or disadvantaged rural areas where access to basic services and development opportunities may be limited.

Urban Slums: Concentrating on densely populated urban slums characterized by poverty, overpopulation, and lack of basic amenities

Income: BRAC International works with people at all phases of their profits. The organization's programs and services are intended to be affordable for all.

Gender: BRAC International believes that women are the key to alleviating poverty. The organization's programs and services aim to empower women and assist them in enhancing their lives.

Age: BRAC International Bangladesh works with individuals of all ages. Their programs and services are intended to meet the requirements of all age groups.

Occupation: BRAC International Bangladesh employs individuals from a variety of occupations. Usually, people who are low-income group, people who are underprivileged are the targeted portion.

2.4.3 Targeting Strategy

BRAC International Bangladesh works with individuals who are affected by poverty. The agency's programs and services are intended to assist individuals in escaping destitution.

Women: Designing products and services to address the unique needs and difficult circumstances confronted by girls, such as girls' empowerment, access to education, and maternal healthcare. The enterprise's applications and services are geared toward empowering women and assisting them with life enhancement.

Children and Youth, developing interventions to improve the well-being and future prospects of children and youth, including educational, vocational, and youth empowerment initiatives.

Vulnerable groups, targeting marginalized communities, such as ethnic minorities, people with disabilities, and socially excluded businesses, with inclusiveness and equal opportunity marketing packages. BRAC International Bangladesh assists those at risk of poverty and inequality. These organizations serve individuals with disabilities, those living with HIV/AIDS, and those afflicted by natural disasters.

People and communities seeking empowerment, self-sufficiency, and skill development are catered to through entrepreneurship, training, and capacity-building initiatives.

Providing aid and resources to **ultra-poor communities,** with a focus on poverty relief, asset development, and sustainable livelihood initiatives.

Targeting individuals and small business owners in need of microfinance services to support their businesses and income-generating endeavors.

2.4.4 Marketing Channels

The HRD department's only marketing channel source is digital marketing. They publish a variety of job advertisements on BRAC's website, Facebook page, and LinkedIn.

2.4.5 Advertising and promotion strategies

For the department's promotion, the HRD unit is focusing more on advertising. They intend to establish a network with other local companies. BRAC has an existing relationship with IPDC, so the HRD unit intends to advertise its employment opening with Standard Chartered as its sponsor. They intend to use Twitter to spread word of their job openings and increase interest in the division generally.

2.5 Financial Performance and Accounting Practices

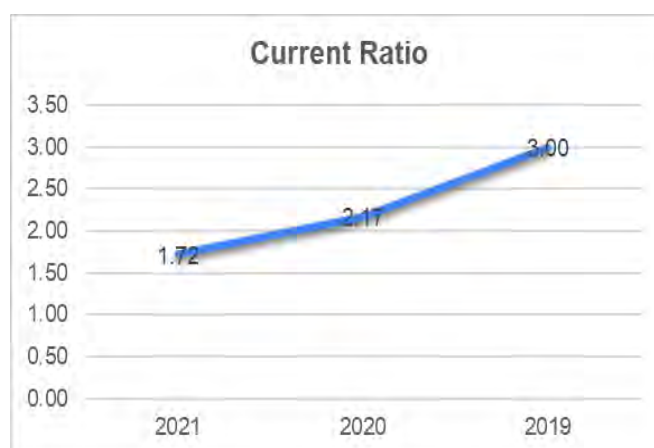
2.5.1 Financial Analysis

Liquidity Ratio:

Liquidity Ratio	2021	2020	2019
Current Ratio: Current Assets / Current Liabilities	1.72	2.17	3.00
Quick Ratio (Acid-Test Ratio): (Current Assets - Inventory) / Current L	1.72	2.17	3.00
Cash Ratio: Cash and Cash Equivalents / Current Liabilities	0.87	0.71	0.92

Table 2: Liquidity Ratio

Current Ratio:

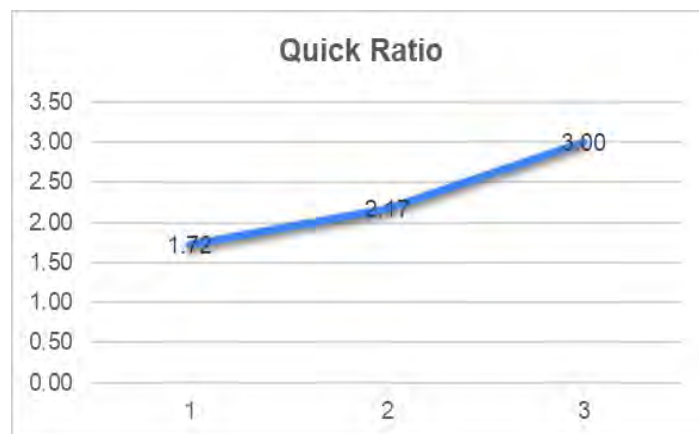


BRAC International's current ratio has been declining over the last 3 years. In 2019, the ratio changed into 3.00, which reduced to 2.17 in 2020 and further to 1.72 in 2021. This decline

suggests that BRAC International has fewer liquid property to cover its quick-time period obligations.

The company may have overinvested in long-term assets without making enough money from operations. Cash flow may fall due to higher expenses. The lowering current ratio makes it more challenging for an organization to meet short-term obligations, leading to financial issues. BRAC International must consider cutting long-term asset investments or raising net income from operations to increase liquidity.

Quick ratio:



Over the past three years, BRAC International's quick ratio has been dropping. The ratio reached 3.00 in 2019, fell to near 2 in 2020, and remained at 1.72 in 2021. Due to this decline, BRAC International has fewer liquid assets to meet its immediate obligations.

The organization investing more in long-term assets without producing enough cash from operations could be one reason for the decline. BRAC International struggles to collect debts to some countries with unrest political situation. But its good that the ratio doesn't fall below 1. If the quick ratio drops below 1, it indicates organization lacks liquid assets to meet its short-term obligations.

The company's ability to meet short-term obligations is hampered by the declining short ratio, which undoubtedly contributes to financial issues. To increase liquidity, BRAC International should keep in mind actions like reducing cost and fundraising more. Also focus on the regular and stable cash stream.

Cash Ratio:



The last three years have seen a decline in BRAC International's cash ratio, which gauges its ability to cover immediate obligations with liquid assets. The cash ratio increased to 0.92 in 2019 before dropping to 0.71 in 2020 and then to 0.87 in 2021. Due to this decline, BRAC International now has less liquid property available to meet its short-term obligations.

The organization may face trouble collecting debts. Also, it's quite obvious that since BRAC International operates globally it surely face struggle to collect debt from some country. Moreover, it's alarming that the ration falls below 1. This indicates the NGO cannot meet its short-term obligations. It leads them to diminish reputation and hard to get new donor.

A lower cash ratio does not necessarily indicate financial difficulty for an NGO. Spending and sales might lower the cash ratio. An NGO's cash ratio should be investigated and addressed if it is decreasing. To increase liquidity, BRAC International must take steps like reducing investments in long-term real estate or increasing cash flow from operations.

Solvency Ratio:

Solvency Ratios	2021	2020	2019
Debt-to-Asset Ratio: Total Debt / Total Assets	0.65	0.53	0.47
Debt-to-Equity Ratio: Total Debt / Total Equity	1.82	1.12	0.87
Equity Ratio: Total Equity / Total Assets	0.35	0.47	0.53

Table 3: Solvency Ratio

Debt to Asset Ratio:



The debt-to-asset ratio for BRAC International in 2021 was 0.65, which means that for every \$1 in assets, the organization owes \$0.65. This suggests a heavy reliance on debt for financing operations. It increased in every year.

A rising debt-to-asset ratio may indicate that an organization is having financial difficulties. More leverage and reliance on debt to finance operations are indicators of a lower debt-to-asset ratio. Additionally, it makes a business more vulnerable if its revenue falls.

BRAC International's debt-to-asset ratio has been rising over the past three years, which suggests a growing reliance on debt for financing. BRAC International's growing debt-to-asset ratio makes it more vulnerable to financial difficulties if income drops. In order to address this, the employer should take measures to reduce the ratio, such as selling assets or raising equity, which enables it to increase its economic role.

Debt to equity:



The debt-to-fairness ratio for BRAC International in 2021, which is 1.82, indicates that there are \$1.82 in debt for every \$1 in fairness. This suggests that it heavily relies on debt to fund its operations.

A higher debt-to-fairness ratio denotes increased leverage and a reliance on debt for financing operations. Additionally, it makes a company more vulnerable in the event of a decline in profits.

The debt-to-equity ratio of BRAC International has been increasing over the past three years, which suggests a growing reliance on debt as a source of funding. The increasing debt-to-fairness ratio for BRAC International causes more problems because it makes the company more susceptible to financial distress in the event of declining earnings. To address this, the company must take action to lower the ratio, such as selling assets or raising equity, in order to strengthen its financial position.

Equity ratio:



The equity ratio gauges the financial leverage of an organization by comparing general equity to total assets. A higher equity ratio suggests a lower reliance on debt, while a lower ratio suggests a greater reliance on debt.

Over the past three years, BRAC International's fairness ratio has been declining. The ratio was 0.53 in 2019; it fell to 0.47 in 2020 and then to 0.35 in 2021. This decrease demonstrates how BRAC International is becoming more and more reliant on debt to fund its operations.

In certain circumstances, a declining equity ratio might just mean that the NGO continues to invest in fresh projects or initiatives that will result in future financial advantages. To improve its economic performance This could include cutting costs, raising revenue, or improving the way the NGO operates. In some situations, seeking external support, such as from a financial professional or a fundraising advisor, may be required.

Profitability Ratio:

Profitability Ratios	2021	2020	2019
Return on Assets (ROA): Net Income / Total Assets	0.02	0.01	0.06
Return on Equity (ROE): Net Income / Total Equity	0.05	0.01	0.11

Table 4: Profitability Ratio

ROA:



Over the past three years, BRAC International's return on assets (ROA) has decreased. The ROA decreased from 0.01 in 2020 to 0.02 in 2021, and from 0.06 in 2019. This decline could be caused by a number of things, including investing in new, unprofitable projects or activities, unforeseen costs, such as a natural disaster or unrest political situation in operating counties.

A low ROA can be a sign of financial trouble because it implies that a company is not making enough money off of its assets to maximize returns. However, it is crucial to keep in mind industry standards and contrast BRAC International's ROA with those of other organizations operating in the same industry.

In the case of BRAC International, ROA is lower than the industry average for the financial services sector. Companies with low ROAs are more likely to fail, therefore investors should be cautious. Before making investment decisions, numerous elements, such as the organization's debt levels, cash flow, and control competence must be considered.

ROE:



BRAC International's declining ROE over the previous three years, with a decrease from 0.11 in 2019 to 0.01 in 2020 and further to 0.05 in 2021, may suggest financial difficulty. Due to factors like increased competition, rising costs, or declining income, an organization with a low ROE is not producing enough to maximize its equity.

It is obvious that BRAC International's ROE has decreased when compared to the industry average for economic offerings. Investors should exercise caution when considering investments in companies with low ROEs because they carry a higher risk of going out of business. In this regard BRAC International may be obliged to reduce programs, cut off employees, or possibly shut down their operation to some countries. Before choosing an investment, it is important to keep in mind additional factors like the business's debt levels, currency fluctuations, and management team.

2.5.2 Accounting Practices

Generally Accepted Accounting Principles (GAAP) of the USA are used by BRAC International, a non-profit organization operating in Asia and Africa. Its accounting procedure complies with all relevant rules and regulations of the countries in which it conducts business.

Accountability Guidelines

The accounting process used by BRAC International is based on the following accounting standards:

The accounting process used by BRAC International is created to provide accurate and trustworthy financial records to its stakeholders, partners, and funders. Every year, an independent auditor performs an audit of the company's financial accounts. The auditor's record provides assurance that there are no material misstatements in the financial accounts. also, BRAC International is committed to duty and openness. The company makes its financial statements available to the public by publishing them on its website. Additionally, BRAC International has a variety of internal controls in place to guarantee the accuracy and dependability of its financial information. The company employs agency and accountants who collaborate to ensure that its accounting practice complies with all applicable laws and regulations. Sustainability is a priority for BRAC International. The organization's accounting procedures are made to support its goals for sustainability. For instance, the company's accounting process contains a variety of indicators of its influence on the environment and society. Lastly BRAC International's accounting procedures are always being improved. The agency frequently looks for ways to enhance its accounting procedures and give its stakeholders even better economic information.

Accounting Policies

- **Earning Identification:** BRAC Int. Identifies revenue while maintaining the right to be paid for goods or services provided.
- **Liability Recognition:** BRAC Int. values its liabilities at the present value of the anticipated future cash flows needed to cover the liability.

- Consolidation: BRAC International combines the financial statements of its subsidiaries with its own financial statements. (Ex: BRAC Uganda, Sudan, Sierra Leone etc.)

Internal Records

Internal controls are in place at BRAC Int. to ensure the accuracy and dependability of its financial data. Among these controls are:

- Individual Duties: BRAC Int. divides the tasks of approving, documenting, and overseeing transactions.
- Accounting techniques: To ensure the quality and dependability of its economic figures, BRAC International maintains a collection of accounting techniques.
- Audits: An independent auditor annually reviews the financial accounts of BRAC Int. The auditor's report guarantees that there are no material misstatements in the financial accounts.

The accounting process at BRAC Int. is intended to give funders, partners, and other stakeholders accurate, trustworthy, and transparent financial information. The organization's accounting process is governed by the laws and regulations of the nations in which it conducts business and is based on the Generally Accepted Accounting Principles (GAAP) of America. To ensure the accuracy and dependability of its financial figures, BRAC Int. has implemented a variety of accounting regulations and internal controls.

2.6 Operations Management and Information System Practices

2.6.1 Operation Management

For almost four decades, BRAC International has worked to end extreme poverty and promote global sustainability. Its operations management includes strategic planning, project design and execution, resource management, monitoring and evaluation, supply chain management,

quality assurance, partnerships and engagement with stakeholders, risk management, knowledge management, and measuring social impact.

Effective data and information administration is crucial in this age of information and technology. Each division should store information in a way that makes it straightforward to retrieve it when needed and put it to use promptly in decision-making.

2.6.2 Information System

Data Collection: HRD collects monthly statistics from every employee in every country where BRAC International operates. Included in these documents are employee information, attendance, revenue, transfers, and separations.

HRMS System: BRAC International utilizes an in-house HRMS system, SBI Cloud, developed by BITS. This device serves as a crucial repository for HR-related activities, including employee entry, transfer, revenue management, separation procedures, and attendance monitoring.

Data Preservation: The collected HR records are maintained on the SBI Cloud HRMS device. The system is designed to store and manipulate employee-related documents securely.

Sharing of Information: HRD shares the gathered information with the relevant parties based on their needs. This should involve exchanging data with managers, departments, and other agency stakeholders.

BRAC International has recently purchased SAP for its talent acquisition, recruitment, and learning and development (L&D) divisions. However, it is evident that the SAP implementation has not yet been initiated or completed.

Finance Team: The finance team uses Oracle, a software platform, to manage financial operations and oversee procurement procedures. Oracle offers comprehensive financial

control, budgeting, and purchasing capabilities, enabling efficient and environmentally friendly financial operations.

The **administration division** utilizes an in-house developed Enterprise Resource Planning (ERP) system. This ERP system facilitates the management of a variety of administrative duties, including aid distribution, center control, inventory management, and standard administrative procedures. The in-house ERP solution is tailored to BRAC International's specific requirements.

Orbit is the software utilized by the safeguarding team to manage and resolve issues relating to security measures. Orbit most likely provides a dependable and centralized platform for monitoring, managing, and reporting safety incidents, ensuring the safety and well-being of individuals within BRAC International.

2.7 Industry and Competitive Analysis

The primary purpose of a SWOT analysis is to assist businesses in developing a comprehensive comprehension of all factors influencing a business decision. In addition, the purpose of SWOT analysis is to develop recommendations and strategies that capitalize on strengths and opportunities to surmount weaknesses and threats. Doing a SWOT analysis before engaging in any kind of company action is vital, whether that activity is exploring new ventures, rewriting internal procedures, examining opportunities for a turnaround, or making adjustments midway through implementation.

2.7.1 SWOT Analysis

The SWOT analysis for BRAC International is outlined below.

Strengths-

- BRAC International has a global footprint, functioning in countries such as Afghanistan, Myanmar, Rwanda, Kenya, Uganda, Tanzania, South Sudan, the Philippines, Sierra Leone, and Liberia, and has presented several initiatives to address the country's current circumstances. Thus, they are able to draw upon their varied experiences and insights.
- BRAC is rated as the number one NGO in the world, and its name is universally recognized. BRAC International is widely recognized as the foremost international development organization. They have a history of implementing innovative and effective solutions to poverty, education, and other social issues.
- When the human resources department works assiduously and effectively, a business can operate with pinpoint accuracy. BRAC International has established a department of human resources with the most qualified personnel who are able to manage all HR-related activities in these countries in addition to Bangladesh. This greatly contributes to the seamless operation of the business.
- BRAC International's portfolio of programs and initiatives includes microfinance, education, healthcare, and the empowerment of women. This enables them to have a comprehensive impact on a variety of development aspects.

Weakness-

- BRAC International's operations are largely dependent on funding from donors. Because of this, they may be less stable over time and more susceptible to changes in funding.
- This nonprofit organization typically pays its experts significantly less than other multinational corporations or financial institutions. Moreover, BRAC tends to provide

individuals with greater job satisfaction, motivation, and a pleasant environment rather than a respectable salary, which typically has a negative effect on employees who are not service-oriented.

- There can be no labor without government oversight and authorization. According to new regulations, NGOs in Bangladesh will need approval from the NGO Affairs Bureau before beginning any project and putting it into action with foreign donations. This is in accordance with a proposed law on foreign grants that aims to establish transparency, accountability, and the proper allocation of foreign funds. In addition, an organization's registration application must accurately detail its financial sources and expenditure categories.

Opportunities-

- In order to better utilize their combined capabilities and resources and further the development goals, BRAC International might look into collaborating and forming partnerships with other organizations, governments, and businesses.
- BRAC International can increase its resources, expertise, and networks by establishing strategic partnerships with governments, donors, local organizations, and other stakeholders. Joint efforts have the potential to have a greater impact, encourage the exchange of information, and guarantee long-term success.
- BRAC was founded in Bangladesh in 1972, and throughout its existence, it has distinguished itself as a pioneer in recognizing and addressing the myriad realities of poverty. In addition, it has garnered recognition as the world's largest non-governmental organization. In addition, they now enjoy a solid global reputation and positive relations with numerous international nations.
- Challenges and demands are constantly appearing in the world, and BRAC International is able to anticipate them. Organizations can remain pertinent and have a

significant impact by keeping abreast of global trends and adapting their programs to address issues like climate change, migration, urbanization, and emerging health crises.

Threats-

- BRAC International works in politically and socially unstable areas. These variables may hamper the implementation of programs and the maintenance of long-term interventions.
- So-called "charitable" organizations have been responsible for stealing billions of dollars intended for the underprivileged and then disappearing with the money. For this reason, not only are the poor and their donor's losing faith in NGOs, but NGOs themselves are also suffering.
- In the countries where BRAC International operates, economic fluctuations and unpredictability can have an impact on the availability of funding and the socioeconomic conditions of the communities they serve.
- BRAC worldwide isn't the only organization of its kind; there are others that focus on worldwide development in similar fields and areas. Potential obstacles include rivalry for limited resources and partnership opportunities.

2.7.2 Porter's 5 forces model

The purpose of this is to determine the industry's attractiveness.

Competitive Rivalry-

Due to the presence of numerous organizations pursuing similar objectives, the global development region is characterized by a high level of competitive rivalry. BRAC International faces opposition from well-known NGOs, multilateral organizations, and local organizations.

However, BRAC International's robust popularity, global presence, and diverse portfolio can help it stand out from the competition and preserve its competitive position.

Threat of Substitutes-

In the context of BRAC International, substitute products or services may refer to alternative organizations or initiatives that address similar social issues. As numerous organizations and initiatives are working in the enhancement area, the likelihood of substitutes is likely to be low. BRAC International's competitive advantage derives from its extensive experience, established reputation, and diverse portfolio, distinguishing its offerings from potential competitors.

Threat of New Entrance-

In the global development sector, the threat posed by new entrants is relatively low. Nonetheless, many businesses and non-governmental organizations operate in comparable regions. In order to enter this field, you must have sufficient funding, knowledge, and established relationships with governments and donors. Furthermore, the prominence and long-standing presence of BRAC International can deter potential new entrants.

Bargaining power of buyers (beneficiaries)-

The applicants who stand to benefit from BRAC International's work could be viewed as "buyers" in some sense. Due to the fact that these beneficiaries are frequently members of marginalized groups, their bargaining power may be limited. Nonetheless, BRAC International must maintain a participatory approach, ensuring that the packages are devised and implemented with the input and participation of the communities they serve.

Bargaining power of suppliers-

In the context of BRAC International, suppliers can consult with a variety of stakeholders, including local partners, contractors, and suppliers of goods and services. Suppliers' bargaining

power might vary widely depending on the specific situation and the availability of alternate options. A strong reputation and a vast network of local partnerships also provide BRAC International with tremendously advantageous bargaining power when negotiating with suppliers.

2.8 Summary and Conclusion-

Competent leadership, a well-thought-out strategy, and a commitment to quality and innovation have all contributed to BRAC's success. This section explains the various business practices of the HRD department, including marketing, management, operational, compensation, and industry analysis. BRAC International is a contemporary title for all aspects of administering individuals within an organization. As a result, the department emphasizes a broad comprehension of the issues pertaining to individuals and their management within an organizational context for the purpose of promoting general improvement. Organizational growth, rivalry, and estimation of operations necessitate the need for a competent workforce in order to achieve organizational objectives. This includes strategies for HRD planning, enrollment, selection, training, improvement, performance evaluation, and remuneration administration. In addition, HRD plays a significant role in recruiting and selecting qualified candidates who are healthy and able to contribute their knowledge to the organization's success.

In conclusion, BRAC is a reputable and formidable corporation that has differentiated itself in a variety of industries. Because of the company's dedication to innovation, quality, and corporate citizenship, it is well-positioned for continued growth and success.

2.9 Recommendation-

- To keep up a good reputation, it's essential for companies to have an honest dialogue with unsuccessful applicants even after they've been eliminated from consideration.

The organization can cultivate a positive image and maintain benevolence by elucidating the reasons for non-selection and providing statistics on how applicants can improve.

- When I worked there as an HRD intern, I observed that existing employees were under a great deal of stress due to a dearth of personnel. Therefore, there should be sufficient employment.
- In the course of the hiring process, companies should highlight opportunities for professional growth. This enables candidates to comprehend how they can shape their career directions within the framework of the organization's policies and programs. This type of communication fosters employee loyalty, efficiency, and performance.
- Human resources professionals must prepare role-related interview questions that are immediately applicable to the job. This guarantees an accurate evaluation of candidates' qualifications for the position.

Chapter 3: Project Part

3.1 Introduction-

3.1.1 Background-

People and the world are always changing and adapting. Bangladesh is currently one of the fastest-growing nations in all facets. The rate of literacy is also increasing. People are more knowledgeable and aware of their surroundings. In addition, Gen Z is the latest addition. They are attempting to transform everything in an efficient and beneficial manner. They desire greater transparency and impartiality in the employment sector than previous generations. They want the recruitment and selection process to evolve over time. In this case, we must deploy and update the method to keep up. This application of modern technology makes the entire process more streamlined and effective. The recruitment procedure is one of the most important aspects of the human resources department. The Department of Human Resources at BRAC International is staffed with exceptional individuals who execute the entire recruitment procedure with maximum efficacy. The primary purpose of a proper recruitment procedure is to hire individuals with the required skills who can satisfy the position's best practices and regulatory requirements. In addition, the success of the personnel process is contingent upon the precision of each phase of the recruitment process. This technique has been developed and refined through time to lessen the possibility of failure and, by extension, the opportunity costs. BRAC International employs a comprehensive and methodical recruitment procedure that enables them to select the ideal candidate for the position.

3.1.2 Objectives-

- To identify the key steps involved in BRAC International's recruitment process.
- To examine the tools and techniques used by BRAC International to attract potential candidates

- To assess the selection process and criteria used by BRAC International.
- To conduct exit interviews to understand the effectiveness of the recruitment process.

3.1.3 Significance-

BRAC International's recruitment process is a rigorous and well-established method for identifying and recruiting exceptional candidates for open positions. The process begins with a task analysis, which is used to determine the skills, knowledge, and experience required for the position. As soon as the job requirements are identified, BRAC International begins to develop a candidate pool. This may be accomplished via a variety of methods, including online job postings, employee referrals, and headhunters. BRAC International's recruitment procedure is intended to ensure that the organization employs the most qualified candidates for available positions. The system is systematic and structured, and it takes the requirements of the business and the qualifications of applicants into account.

BRAC International's recruitment procedure is significant because it enables the organization to achieve its goals. By employing the most qualified candidates, BRAC International can ensure that it has the necessary skills to deliver its programs and services effectively. The recruitment procedure also ensures the organization is a great workplace. BRAC International can establish a fantastic and productive work environment by hiring candidates who complement the organization's culture. It can assist you in attracting qualified candidates for your open positions. It aids you in making better recruiting decisions. Examining the recruitment procedure can shed light on how BRAC International promotes diversity and inclusion by providing equal opportunities to people from diverse backgrounds. It allows you to save time and money. The recruitment strategy influences organizational culture by nurturing a high-quality work environment consistent with BRAC International's core values. It will allow you to form a formidable group. It allowed you to increase employee retention.

3.2 Methodology-

The report was compiled utilizing both primary and secondary data. I can readily implement the primary sources and did not need to rely solely on secondary sources. The results of exploratory research have been revealed, and we have gained insight into the BRAC HRD recruitment process. Following is a list of the sources from which I obtained information for my report:

Our first objective is to identify the key steps involved in BRAC International's recruitment process. To meet this objective, we conduct a review of the organization's recruitment policy and procedures and conduct interviews with HR personnel responsible for recruitment.

The strategy of interviewing HR staff to analyze the recruiting process and policy is a great way to acquire an in-depth insight into the current system's strengths and limitations. An in-depth evaluation of the current system and the creation of improvement proposals will be made possible through the interviews' revelations about the recruiting process and policy from the perspective of HR professionals. The strategy is anticipated to be of interest to a broad range of stakeholders, including HR experts, managers, and policymakers.

Then we examine the tools and techniques used by BRAC International to attract potential candidates. To meet this objective, we conduct a review of the organization's job advertisements and social media presence and conduct interviews with HR personnel responsible for candidate attraction also conduct google form survey to understand the effectiveness of it.

BRAC International attracts potential employees through a range of channels, including job advertising, social media, career fairs, and universities. They are also widely recognized as a reliable brand. BRAC International is able to draw in a significant number of qualified applicants because of the wide range of strategies it employs. BRAC International can measure

the number of applications, the caliber of applicants, and the length of time it takes to fill vacancies to determine the efficacy of these strategies.

After that we assess the selection process and criteria used by BRAC International. To get the clear view of this objective we conduct a review of the organization's selection criteria and procedures and conduct interviews with HR personnel responsible for candidate selection.

This strategy's overarching objective is to perform a thorough investigation into the criteria and procedures that BRAC International use in the candidate selection process. It plans to do so by conducting an exhaustive analysis of the efficiency, benefits, and restrictions of the existing system, with the goal of locating areas that could benefit from being improved. The test will focus on factors such as competences, expertise, aptitudes, and social compatibility, in addition to the many stages that are included in the selection approach. The end goal is to strengthen the selection standards and methods in order to guarantee that BRAC International can recruit and keep the people who are the best fit for its purposes and objectives.

And the last objective is to conduct exit interviews to assess the effectiveness of recruitment process. Exit interviews are being conducted for the purpose of candidate performance evaluation and conduct google form survey among retired employees for in-depth understanding.

Concluding discussions provide a valuable opportunity to obtain honest and comprehensive appraisals from former staff. This method, which aims to provide an accurate evaluation of a competitor's performance, makes it possible to conduct an in-depth analysis of the person's accomplishments, the challenges they faced, and suggestions for how they could improve.

3.3 Findings and Analysis-

3.3.1 Effectiveness of the key steps involved in BRAC International's recruitment process.

A proficient recruitment procedure is of utmost importance for any enterprise that aims to entice top-notch personnel, enhance workforce motivation, foster a robust organizational ethos, and adhere to statutory requirements. Through the implementation of effective recruitment strategies, companies can effectively distinguish and choose candidates who possess the requisite skills, expertise, and cultural compatibility for the position. Efficient recruitment procedures are known to positively impact employee satisfaction and retention rates. This is because employees who are appropriately matched to their roles tend to exhibit higher levels of engagement, productivity, and commitment toward the organization. Employees who perceive that they were chosen for a job based on their superior qualifications are inclined to experience greater job satisfaction and motivation. The trend has the potential to enhance productivity levels and reduce employee attrition rates. In addition, an optimized and effective recruitment procedure aids in decreasing the duration required to fill job openings. The implementation of an efficient recruitment procedure can aid in the adherence to relevant employment legislations and guidelines. Implementing this measure can serve as a safeguard against incurring significant legal penalties and financial liabilities. The objective is to reduce interruptions in organizational activities and guarantee the uninterrupted functioning of business operations. In essence, a proficient recruitment procedure establishes the groundwork for constructing a proficient and competitive labor force, empowering enterprises to flourish in a dynamic and developing commercial environment.

Initially, the majority of companies adhere to a nine-step recruitment process to effectively identify the ideal candidate for any available job position. It is imperative to note that a

comprehensive and well-organized recruitment procedure is essential for a company as it reflects its efficacy and professionalism. Nevertheless, the standard steps involved in the recruitment procedure are outlined as follows:



Figure 8: Steps of recruitment procedure

BRAC International's hiring strategy is a powerful resource that helps the company find and hire the finest individuals. A well-planned recruitment strategy attracts qualified individuals who meet the job's education, training, and experience requirements. Hiring outstanding workers improves the workforce's overall skill set and productivity, which helps the business succeed in the long run. An effective hiring strategy ensures that new hires match the company's principles, purpose, and culture. This alignment improves employee happiness and retention by promoting engagement, a positive work environment, and organizational culture.

3.3.1.(a) Fair and Efficient: BRAC International's Well-Defined Recruitment Process

By doing thorough process assessments for each open post, BRAC International exhibits a methodical approach to recruitment. This guarantees thorough familiarity with all aspects of the job's requirements and expectations. This means that job descriptions include pertinent information that applicants can use to measure whether or not their skills meet the needs of the company. Feedback from hiring managers and applicants is actively sought so that the organization can identify areas for development. BRAC International assures continuous refinement and improvement of the recruiting strategy by monitoring and examining it extensively to attract and choose outstanding talent successfully. That makes the whole process more efficient and sustainable.

The whole recruitment process is defined below with a flowchart-

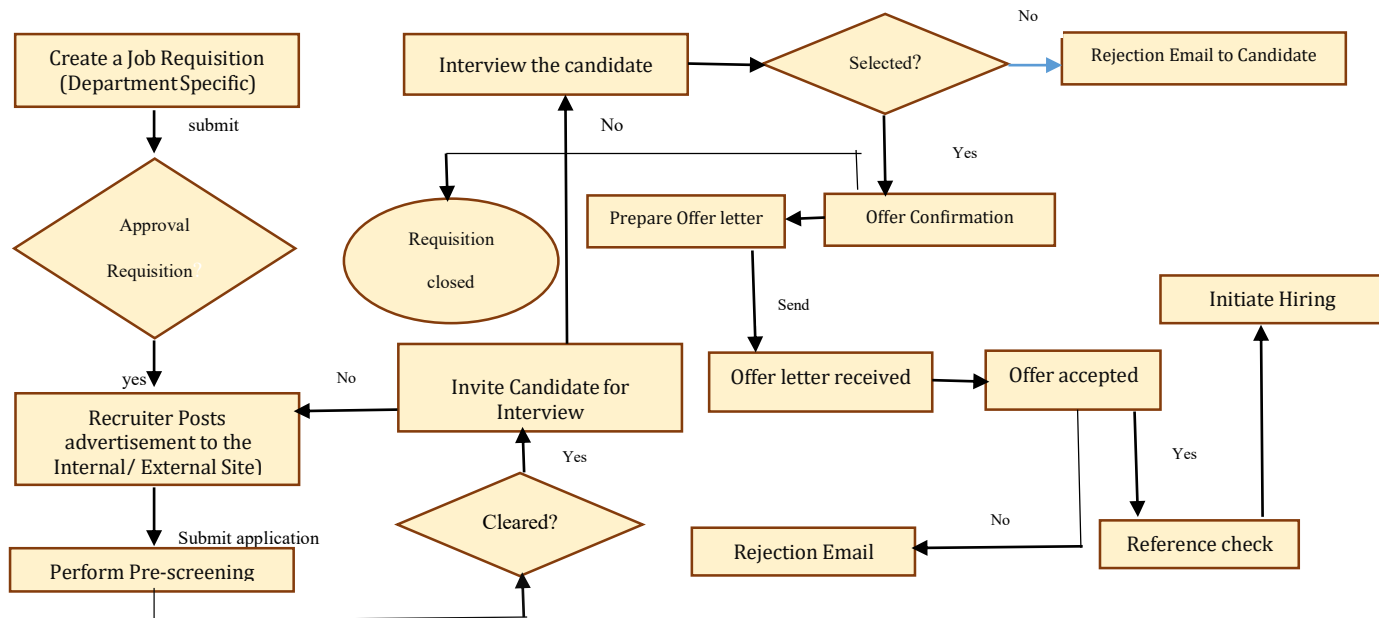


Figure 9: Flowchart of Recruitment Process

BRAC International's whole recruitment process is notable for its thoroughness, readability, and well-defined framework. This organization thoroughly investigates selected candidates' references and backgrounds as part of its dedication to recruiting trustworthy people. This

procedure examines the accuracy of the details submitted by applicants and verifies their credentials, previous jobs, and references regarding character. BRAC International preserves the authenticity of its employment process by placing a high priority on careful consideration. By following a thorough and methodical strategy, BRAC International gains a competitive advantage and positions itself as a company of choice for skilled individuals seeking transparent and honest recruitment experience.

3.3.1.(b) Identifying Quality: BRAC International's Process for Hiring the Best Qualified Candidates-

BRAC International recruits the finest possible applicant through thorough assessment and selection and complete background and reference checks. A candidate's aptitude is obviously demonstrated when they successfully pass numerous assessments. These evaluations reveal an individual's genuine potential. BRAC International uses a thorough selection procedure to assess applicants' skill sets, subject-matter expertise, and behavioral aptitudes. The organization acquires an in-depth understanding of each applicant's talents via written exams, in-person and online interviews, and hands-on tasks. The participation of numerous stakeholders, such as department heads and top management, underscores how meticulously candidates were chosen. BRAC International typically follows two or three processes; however, they go beyond for specific positions. If this is the case, the recruitment team will send the candidate a case study, which they will then be expected to complete, submit, and present. Following that, the hiring staff scheduled an interview for that applicant. Along the way, they evaluate not just their KSAs but also their interpersonal abilities and degree of work fit. Once a candidate has been chosen, the recruitment staff will do extensive background checks to verify their claims. This step strengthens the hiring process overall and aids the organization in identifying a group of individuals' genuine, unfeigned potential.

The organization places a heavy emphasis on ethical standards, so there is no opportunity for dishonesty anywhere in the system. Each step of the process is clearly explained and carried out by dedicated recruitment experts, making transparency a central tenet of their methodology. This openness no longer best inspires trust and agreement among present employees but also attracts potential applicants who prize truthful and open recruitment techniques.

3.3.1.(c) Cost-Effective Design Process-

A cost-effective recruitment method reduces the cost of employing new employees while still selecting high-quality candidates. There are a number of different approaches to hiring new staff members, some of which are more lucrative than others. BRAC International has already established a brand value. They simply apply a variety of tactics to find qualified candidates, such as internet employment sites, social networking sites, and referrals from others. This helps to ensure that BRAC International can attract a large pool of candidates without having to spend a ton of money on promotion. For example, the utilization of internet-based forums and social networking sites may be a less expensive method to reach a large number of potential candidates than traditional means such as newspaper adverts. BRAC International makes the best of it. They frequently place their job advertisement and their advertising strategy on the internet.

Several technologies, like applicant tracking systems (ATS) and online conducting interviews, can be utilized to improve the recruitment process. These technologies can help simplify tasks, improve performance, and save money. Furthermore, BRAC International makes use of an in-house HRMS device, SBI Cloud, developed by BITS. This gadget is a vital repository for HR-related activities such as worker entry, shift, revenue management, separation techniques, and absenteeism monitoring. Rather than contracting a company to develop this type of software, BRAC International develops it on its own. Furthermore, we already recognize BRAC

International's sustainable and effective recruitment strategy. Organizations can save money on recruitment expenditures by utilizing efficient and effective hiring practices. This money can be utilized to invest in many areas of the organization, such as education and development. BRAC International relies on data to make better recruiting decisions. For example, the agency collects data on the resumes of successful applicants and uses this information to develop a more specific recruiting strategy. This ensures that BRAC International is able to hire top-tier candidates for the process.

3.3.2 Examine the tools and techniques used by BRAC International to attract potential candidates.

BRAC International is a large non-profit organization that operates in more than eleven countries. By assessing those tools and tactics, BRAC International can determine what is working well and what needs to be improved. This data can then be used to develop a more effective recruitment strategy. That knowledge can help BRAC International concentrate on what's working as well as what could use some improvement. These tools and techniques help to establish a solid talent pool and attract employees who share the enterprise's mission and values. It may assist BRAC International in attracting qualified people for the job.

3.3.2.(a) Tools and Techniques BRAC International use-

We are all aware that BRAC International is an internationally active organization with high brand value. In order to identify an eligible potential candidate, a solid social media presence is essential. BRAC International understands the importance of social media in reaching out to and attracting potential employees. The company maintains an active presence on several social media platforms, including LinkedIn, Facebook, and Twitter, where they share job vacancies, company updates, and employee testimonials in order to attract talent.

Social media platforms and online job boards: BRAC International advertises job positions on numerous online job boards, including Devex, bdjobs, and CareerBuilder. This helps to ensure that the business firm can attract a diverse range of qualified candidates. BRAC International posts activity vacancies and attracts possible applicants through social media platforms such as LinkedIn, Facebook, and Twitter. This ensures that the company can reach a large number of capable and energetic candidates through social media. However, standing out from the crowd on social media can be difficult, and measuring the impact of social media efforts can be difficult.

Word-of-mouth: BRAC is already a brand, and BRAC International supports current employees to promote potential recruits. This ensures that the employer can attract a large number of qualified individuals who are already familiar with the company. However, persuading current workers to refer prospects can be difficult, and fine-tuning the efficiency of referral programs can be difficult.

Various events: BRAC International actively participates in various activities, such as job fairs and networking functions, to raise awareness of current job openings and meet with prospective candidates. That way, the company can increase its chances of finding talented new employees who share its appreciation for art. However, it might be a time-consuming process.

How would you rate the overall impact of BRAC International's social media presence in raising awareness about their work?
86 responses

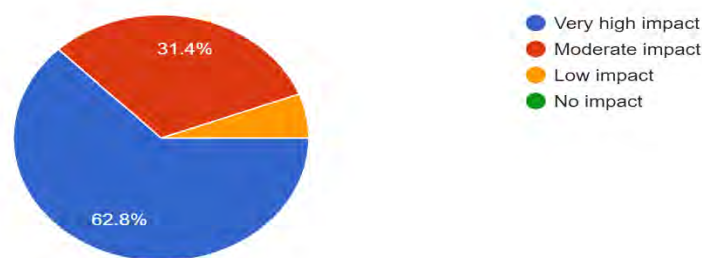


Figure 10: Survey result on social media presence of BRAC International

Statistics show that 62.8% of respondents agree that BRAC International's social media presence is significant and effective in effecting social change. In order to inform the public about social issues, community development, and other topics, BRAC frequently posts advertisements, short movies, and infographic information on their social network. Many people believe this way, and it motivates them to serve and be accountable to their local communities.

Therefore, it is evident that BRAC International uses social media not only to improve their awareness through content posting but also to bring about social change through the youth of today.

3.3.2.(b) Valuing the Hard Work of Employees

BRAC sincerely appreciates its workers. They recognize their efforts and promote themselves as they deserve. For an employee, that acknowledgment means a lot. When an employee is recognized and given what they genuinely deserve, their confidence and productivity increase. This technique also encourages new talent to become part of the organization. Every new employee comes to work with high expectations. If people get what they deserve, they will be driven. This is also advantageous to the organization. For example, every year, BRAC presents the Sir Fazle Hasan Abed BRAC Value Award to employees who have been dedicated and consistent in their work throughout their careers, not only for locals but also for foreign workers. BRAC values the contributions they make. Aside from that, BRAC seeks to recognize its employees' efforts in their weekly meetings.

These techniques are equally vital and effective in attracting new talent.

3.3.2.(c) Collaboration and launch various arrangements:

BRAC International frequently forms partnerships with other educational institutions, locally and globally, to reach out to expanding talent pools. Through career fairs, internships, and a campus ambassador program, the organization actively engages with college students and alumni, demonstrating opportunities in the company and building relationships with educational institutions. For example, in a recent collaboration, BRAC International collaborated with Asian University for Women (AUW). They traveled to Chittagong to conduct an event on women's advancement and attend a job fair. That is how they employ their approaches to hiring capability. Furthermore, BRAC collaborated with renowned universities through their career service platform, such as OCSAR. They advertise their newly launched programs and events in each of them in order to attract more qualified applicants. BRAC International employs targeted advertising tactics to reach specific applicant segments. This includes placing advertisements in business-specific publications, attending relevant events and conferences, and developing connections with specialist organizations and the public at large with the desired competencies and skills.

3.3.2.(d) Graduate Program and Internship program:

In order to attract fresh talent, BRAC International offers internship and graduate programs. These programs provide practical knowledge, supervision, and possibilities for professional advancement, acting as a stream for future employment needs. This pool of potential employees is also exposed to extensive testing and instruction. We can discuss BRAC's Young Professionals Programme (YPP) as part of BRAC International's plan to strengthen regional organizations. The YPP is based on a model developed by BRAC Bangladesh, which successfully hired seven cohorts through an extensive screening procedure. Over the course of six months, the Young Professionals visit several programs in their home country and

Bangladesh, where they are exposed to various fields. Another program is MT, which stands for management trainee. They got a visual representation of how BRAC works at the ground level. The BRIDGE internship program is a relatively new program launched by BRAC. It is a six-month flagship internship program for young talents to bridge their learning with practical experience. This program may provide the opportunity to pursue a full-time job with BRAC.

BRAC International has a dedicated expertise recruitment team that applies a variety of strategies to recognize, communicate with, and entice qualified candidates. This team actively finds candidates through expert networks, undertakes focused skills searches, and hire them

If you are at BRAC International, which department or area would you prefer to work in?

50 responses

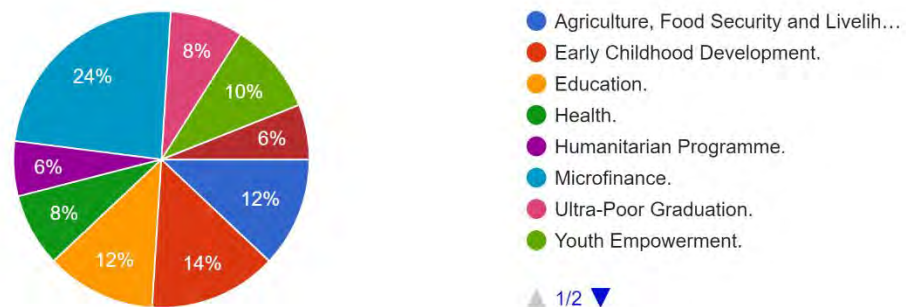


Figure 11: Survey result on people's interest about doing job at BRAC International

This data shows that BRAC International focuses on the learning process of its followers rather than their social media presence or publicity. All of their social media posts center on some sort of social problem or concern. It might be anything from learning about social issues to helping those in need to get an education. We understand that many applicants are particularly interested in Microfinance or ECD (Early Childhood Development) positions, two of BRAC's

most vital sectors. As a result, it is apparent that our audience or mass people follow their social media material and desire to be a part of the social change.

3.3.3 Assess the selection process and criteria used by BRAC International.

Organizations need adequate selection factors as they help make sure that qualified people are hired for the correct positions. This may result from numerous benefits, including increased productivity, improved morale, and lower turnover. Companies must consider the specific job standards, the company culture, and the legal requirements while designing selection criteria. The selection criteria must be applied to fairly and consistently evaluate each application after they have been created.

3.3.3.(a) Relevant Qualification and Skills: The Path to Success

The selection technique focuses on placing significant emphasis on evaluating candidates' appropriate abilities and skills. It is impossible to be successful in a career without possessing the necessary credentials and abilities. BRAC International has clearly established selection criteria that are used to ensure that applications are evaluated in a transparent and equitable manner. When hiring new staff, BRAC International always prioritizes finding people with relevant experience and education. The talent acquisition team puts their whole heart and effort into creating the most detailed and well-explained process description. A candidate must meet all of these requirements, which include a combination of skills, experience, and character traits, to be considered for a position with the organization. They are determined by the skills and expertise necessary for each position. Their standards are clear and focused. This makes it possible to guarantee the selection process's objectivity and independence.

This ensures that the individuals selected for positions or participation in programs have the necessary background in education, work experience, technical knowledge, and industry-specific competencies.

The focus on pertinent credentials and skills demonstrates BRAC International's dedication to choosing candidates with the necessary training and experience.

3.3.3.(b) The Wide-ranging Method of Selection

The process of selection is thorough and appropriately dependent. BRAC International maintains a complete approach to its desired methodology. Posting job openings on several job boards is the first step. Next, resumes and cover letters are reviewed, and then a interview, and reference check. BRAC International has a full selection system in place, with multiple levels of evaluation to ensure only the best candidates are chosen. This multi-level method elicits the true potential of a group skills pool through rigorous review, provides for an in-depth assessment of candidates' abilities and competencies, and is consistent with the corporation's values and culture. This allows BRAC International to select the most qualified candidates for each post.

Furthermore, BRAC International maintaining consistency with industry standards. That gives them a competitive advantage than any other organization in Bangladesh. Desired system and criteria are consistent with several business best practices for applicant evaluation. They must match specific candidates' competencies, skills, and attitudes to BRAC's principles. A more definite and effective technique of decision-making is made possible by the company enterprise's commitment to a thorough, well-defined system. BRAC International increases its nature of attracting and selecting employees by sticking to significant practices.

3.3.3.(c) A Holistic Selection Process and Cultural Alignment

It is necessary for BRAC International to perform their selection process in such a way that they analyze the cultural fitness of that candidate because the organization's operations span the globe, and its membership is comprised of individuals hailing from a variety of cultural

backgrounds. This diversity increases the company's value and makes it superior to its competitors.

BRAC is continuously concerned about its core principles. A holistic selecting procedure takes into account all parts of a prospect, not merely their abilities and delight. This consists of their ideals, personality, and compatibility with the organization's culture. A holistic approach to hiring can help organizations find qualified candidates for unfilled positions and build a more high-quality and productive work environment. The selection process at BRAC International takes into account cultural competence and values compatibility. Applicants' compatibility with the company's mission, values, and culture are evaluated to determine their likelihood of successfully joining the team and contributing to the organization's objectives.

In light of this viewpoint, it is clear how important it is for BRAC International to maintain a coherent and harmonious working environment.

3.3.4 Conduct the exit interviews to assess the effectiveness of the recruitment process.

The efficiency of the hiring procedure can be assessed in large part through the use of exit interviews. This is a very new addition to BRAC International. The HRD recently conducted exit interviews with departing employees. They conduct it in the form of an informal interview or a Google form survey. The hiring procedure at BRAC International may be improved, and staff turnover can be decreased by using this process. As a result, the workforce will be more profitable and efficient. BRAC International conducted exit interviews to discover the precise cause of an employee's retirement. This data assists them in bettering their hiring and retention processes. Exit interviews may additionally help the company enhance its onboarding process. For example, if a large number of employees are departing due to pay, the firm may need to raise pay or provide more competitive perks. Exit interviews are a significant tool for

determining the viability of the recruitment process in general. Organizations may boost their recruitment and retention efforts by gaining insight into why employees leave. This can boost worker productivity.

3.3.4.(a) Learned about the candidate's overall experience

BRAC International learned about a specific candidate's overall experience through exit interviews. The entire interview process is kept private so that candidates feel comfortable sharing their perspectives about the organization. According to an internal survey, most departing workers were pleased with their candidate experience with BRAC International. Exit interviews showed that most candidates thought that the screening and evaluation processes were thorough and in line with the standards of the procedure. In order to select the most qualified candidates for open positions, the organization utilized a combination of behavioral interviews, skills tests, and case studies. This shows that, the company has effectively utilized powerful interview and evaluation methods in order to make intelligent hiring decisions.

Candidates have indicated contentment with the applicability of these strategies in determining whether or not they are suitable for the positions that have been under consideration for them. This result implies that BRAC International successfully portrays itself as a desirable workplace during recruitment.

Furthermore, during this exit interview, BRAC International ensures that candidates' responsibilities are in line with the organization's JD. This means that the job descriptions given to candidates were generally in line with the actual work responsibilities and expectations. Workers felt they understood the responsibilities involved in the jobs they were being considered for thanks to the recruitment process.

3.3.4.(b) Creates room for improvement

Exit interviews always provide opportunities for growth. The interview helped the recruitment team gain insight into what directions to take next. Employees are encouraged to speak openly and frankly about their experiences with the company, the hiring process, and any other part of their job during the exit interviews. Exit interviews undoubtedly revealed certain areas where the hiring procedure has to be improved, regardless of the generally positive feedback. Through candidate feedback, organization may identify places in our hiring process where we can do better, such as in our contact with them, our protocols, our commitment to transparency, and the depth of information we provide them.

Several staff members emphasized their wish for more transparent communication about the application review and taking decisions procedure. Some recommendations included stepping up diversity and inclusion initiatives, expanding on company culture descriptions, and responding more quickly to candidate inquiries. Ex-employees provided feedback on how to improve the recruitment process. Some have proposed expanding on the recruitment phase with additional information on the company's culture, career paths, and perks.

Based on these results, BRAC International may improve its hiring method by enhancing accessibility and giving thorough details to candidates, as well as pinpointing areas where it can make focused improvements in order to attract and keep the best applicants.

3.3.4.(c) Referrals and Diversity Initiatives:

Departing employees commonly remarked that employee recommendations were an effective conduit for hiring at BRAC International. BRAC International highly values referrals from current employees because they add value to finding qualified candidates. The organization's staff members are strongly encouraged to provide referrals of suitably qualified candidates who align with the agency's goals and requirements. Recommendations from current workers often

result in outstanding job candidates who are significantly more likely to be an incredible fit for the agency's subculture and add indisputably to the organization's project. Employees who take part in the referral system are given an experience of involvement and ownership of the enterprise, in addition to the time and assets stored in the process of candidate sourcing due to this technique. They also brought up the company's attempts to promote diversity and inclusion throughout the recruitment process as another point of discussion.

On the other side, BRAC International places significant emphasis on its efforts to promote diversity and inclusion in the workplace throughout the recruitment process. Through its many initiatives, BRAC International aggressively attempts to recruit and lease individuals from a wide variety of backgrounds, including certain genders, races, nations, and skill sets. By placing an emphasis on diversity, BRAC International hopes to establish a workplace culture that is more inclusive and equitable and that recognizes, appreciates, and makes use of the talents of all of its employees.

At BRAC International, the combination of employee referrals and diversity duties helps to expand the talent pool and ensures a wider variety of viewpoints and capabilities within the company. According to this finding, employee referral programs and diversity initiatives significantly contribute to the recruitment process's efficiency. BRAC International develops an environment of inclusion, promotes a sense of affiliation, and contributes to attracting and keeping top talent from varied backgrounds by actively involving diversity specialists in the hiring procedure.

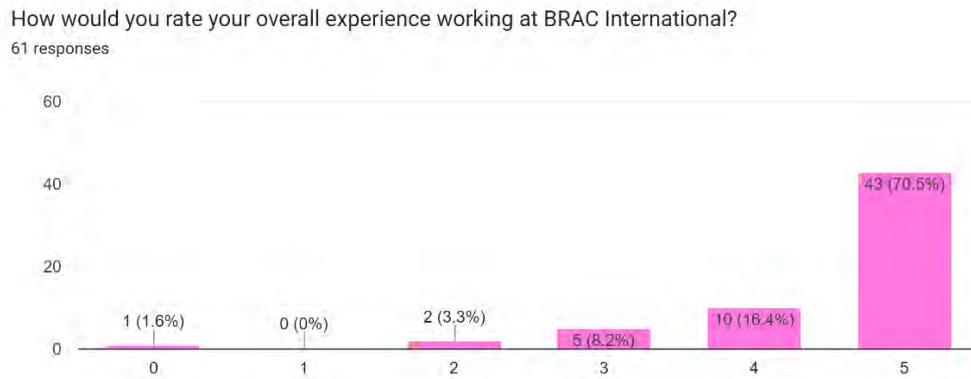


Figure 12: Survey result on employee's overall experience at BRAC International

In this survey our target audience was the people who leaved the organization. It indicates that 70.5% people thinks that their overall experience at BRAC International was excellent. Maximum felt the warmth and inclusiveness during their working period. They think the organization has enough diversity in term of recruiting. They are satisfying with the recruitment process. So, it clearly indicates that BRAC International has the sound recruitment process which is essential to hire the true potential.

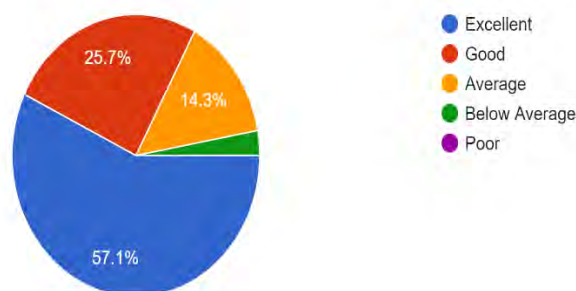
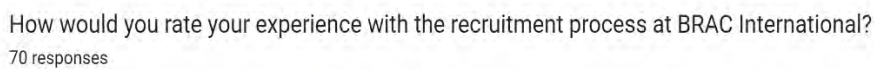


Figure 13: Survey on employee's experience with the recruitment process at BRAC International

This demonstrates that more than 50% of respondents thought their recruitment process with BRAC International was top-notch. The interview went well, according to them. They feel

that BRAC International does a good job of explaining what is expected of them on the job. Only 14% of respondents rated the hiring procedure as above-average. The interviews have gone ok, but not great. Therefore, it appears that the recruitment procedure is successful, as reported by the staff.

3.4 Conclusion-

The process of hiring and choosing employees is not as straightforward. Due to the process's interconnected nature, each stage must be carried out with maximum efficiency. If we make a mistake in selecting resumes for interviews, we may end up with unqualified hires or a halt in the recruitment process altogether. Again, if we don't take the time to craft an accurate job specification, we may not receive qualified applications or locate the ideal candidate. Therefore, each stage is crucial since it affects the next.

It's important to note that both BRAC, BRAC Bangladesh, and BRAC International have very distinct approaches to hiring. Given the frequency with which BRAC overseas deals with overseas candidates, the organization has developed a distinct set of criteria by which to evaluate them. BRAC International also has its own specialized financial, development teams and communication.

I've learned a lot from BI. I now understand why real-world experience is so highly valued; it fundamentally alters how we learn and how we see the world. BRAC is the largest nonprofit organization in the world. The efficient management of the country has allowed it to retain its crown. They have a really clever and well-organized recruitment process. To the best of their abilities, they adhere to the plan and do not deviate from it at any point.

The team allowed me to sharpen my interpersonal as well as practical abilities simultaneously. Human Resources and Development at BI is the most active and productive division. I worked hard to incorporate my internship experience and the research and analysis I did during that

time into my coursework. In conclusion, BI's recruiting system can be described as well-organized and effective.

3.5 Recommendation:

In order to have a seamless recruitment process overall, it is absolutely essential to resolve every type of issue. BRAC has earned its place as one of the world's leading NGOs by maintaining a highly efficient and committed workforce. It can be challenging to make recommendations to this organization because it is so well organized. Yet again, my internship's time limit makes it unlikely that anything substantial will come up. But I can only find a handful of suggestions. They are

- Find out the best recruitment strategies and how they compare to others in the business. Evaluate successful methods and approaches used by other organizations that are in line with BRAC International's goals and values. To improve the efficiency and efficacy of the recruitment process, think about enforcing relevant best practices. Conduct an analysis of the level of efficacy and efficiency offered by each stage of the recruitment process. Determine whether the system has any areas or obstacles that can be simplified to reduce the amount of time and effort required.
- The Current Methods of Hiring Need To Be Assessed. Evaluate the success of the contemporary recruitment methods employed by BRAC International, such as employment sites, social networking platforms, career websites, and professional acquaintances. Figure out which methods attract the most qualified and many applications. Try out some of the up-and-coming methods that fit in with the perfect applicant profile and the current state of the market.
- Make use of resources and software designed specifically for recruiting candidates online. Investigate the potential of using online assessment tools, interviews conducted via video

platforms, and applicant tracking systems (ATS) to aid in the hiring procedure. Hiring processes may be simplified, the assessment of applicants can be improved, and the candidate experience can be updated with the help of these technologies.

- Verify the reliability of the procedures and parameters used for choosing candidates. Ensure that BRAC International's selection criteria and methods are regularly reviewed and checked for accuracy. Use relevant role play, in-depth written examinations, or case studies to evaluate candidates. To make informed recruiting selections, guarantee that assessments are genuine, reliable, and impartial. To assess the efficacy of a selection method in forecasting an applicant's performance on the job, gather data and feedback from hiring managers and recent hires. Modify and enhance the decision-making procedure in light of empirical evidence and user input. Keep an eye on the efficiency of the selection procedure. Determine the most crucial overall performance indicators (KPIs) to evaluate the efficiency of the selection process. In order to detect problem areas and make decisions based on data, it is essential to monitor and evaluate these indicators on a regular basis. Take into account feedback from HR, candidates, and new recruits when evaluating the effectiveness of the selection method.
- Get insight into how candidates see themselves and what they want. Inquire whether they felt confident in their decision to join the organization based on the information provided throughout the recruitment process and the reliability of that information. Find out if the recruitment strategy effectively communicated the organization's culture, beliefs, and prospects for advancement to potential candidates. Discuss the conclusions and suggestions. Create a detailed file summarizing the results and recommendations from the interviews. Make adjustments and analyze their effectiveness. Distribute the file to relevant parties, including HR experts, recruiters, and upper management.

- Call attention to effective practices and areas for development in the recruitment procedure. Assess how these adjustments have affected key recruitment indicators. Maintain a steady cycle of feedback and data-driven insights into the hiring process evaluation and refinement.

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Appendix

	2021	2020	2019
Current assets	324,244,087	235,218,417	214,942,488
Current Liabilities	188,328,889	108,420,393	71,548,509
Inventory	473,084	376,036	321,507
Cash and cash equivalents	164,358,145	76,492,913	65,709,206
Total Debt	220614594	132875188	106342660
Total asset	341,863,435	251,684,480	227,916,680
Total equity	121,248,841	118,809,292	121,574,020
Net income	6,278,669	1,372,732	13137960
Total Revenue	1,033,513,546	928,664,480	796,630,186
Fixed asset	17619348	16466063	12974192

Liquidity Ratio	2021	2020	2019
Current Ratio: Current Assets / Current Liabilities	1.72	2.17	3.00
Quick Ratio (Acid-Test Ratio): (Current Assets - Inventory) / Current Liabilities	1.72	2.17	3.00
Cash Ratio: Cash and Cash Equivalents / Current Liabilities	0.87	0.71	0.92
Solvency Ratios	2021	2020	2019
Debt-to-Asset Ratio: Total Debt / Total Assets	0.65	0.53	0.47
Debt-to-Equity Ratio: Total Debt / Total Equity	1.82	1.12	0.87
Equity Ratio: Total Equity / Total Assets	0.35	0.47	0.53
Profitability Ratios	2021	2020	2019
Return on Assets (ROA): Net Income / Total Assets	0.02	0.01	0.06
Return on Equity (ROE): Net Income / Total Equity	0.05	0.01	0.11

Exit Feedback Survey: Evaluating BRAC International and Driving Positive Change

tasmia.iqbal@g.bracu.ac.bd [Switch account](#)



Not shared

* Indicates required question

Name
(If you want, you can skip)

Your answer

Department/Team:

Your answer

Position:

Your answer

Date Started

Date of Exiting

Date

mm/dd/yyyy

How would you rate your overall experience working at BRAC International?

- 0 1 2 3 4 5
-

What is the primary reason for your decision to leave BRAC International?

- Career advancement opportunities
- Better compensation and benefits
- Relocation
- Work-life balance
- Dissatisfaction with management
- Lack of growth opportunities
- Other (please specify)

How would you rate your experience with the recruitment process at BRAC



How would you rate your experience with the recruitment process at BRAC International? *

Choose

Did the recruitment process effectively communicate the job requirements and expectations?

- Yes
- No
- Not sure
- Maybe

How would you rate your interview experience at BRAC International?

Choose

Did the interview adequately assess your qualifications and skills for the role?

- Yes
- No

Did you observe any instances of bias or discrimination during your time at the organization?

- Yes
- No
- Maybe

Did you feel that diversity and inclusion were prioritized and promoted at BRAC International?

- Yes
- No
- Maybe

Is there anything else you would like to share about diversity, work culture, or any other feedback related to your experience at BRAC International?

Your answer

Submit

Page 1 of 1

Clear form



Survey on BRAC International

Thank you for participating in my survey on BRAC International's social media presence. Your feedback is valuable in enhancing our strategies and connecting with our online community. Please take a few moments to answer the following questions anonymously. Your input shapes our future presence and impact. Thank you for being a part of making a difference through social media! Let's begin the survey!

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Not shared

How often do you interact with BRAC International's social media accounts?

- Daily
- Weekly
- Monthly
- Rarely
- Never

Which social media platforms do you follow BRAC International on? (Select all that apply)

- Facebook
- Twitter
- Instagram
- LinkedIn
- YouTube
- TikTok
- Other (Please specify)

How would you rate the quality of content shared by BRAC International on social media?

Choose

What type of content do you find most engaging on BRAC International's social media accounts? (Select all that apply)

- News updates
- Success stories
- Videos
- Infographics

On a scale of 1 to 5, how well does BRAC International respond to comments, messages, or mentions on social media?

Poor 1 2 3 4 5 Excellent

What improvements would you suggest for BRAC International's social media presence?

Your answer

How did you first discover BRAC International's social media accounts?

- Through a friend or colleague
- Through a search engine
- Through an advertisement
- Through another organization or influencer
- Other (Please specify)

Which types of posts or content would you like to see more of on BRAC International's social media accounts? (Select all that apply)

Educational content

Which types of posts or content would you like to see more of on BRAC International's social media accounts? (Select all that apply)

- Educational content
- Behind-the-scenes updates
- Volunteer opportunities
- Donor stories and impact
- Events and fundraisers
- Calls to action (e.g., petitions, campaigns)
- Other (Please specify)

If given the opportunity, would you be interested in working at BRAC International?

- Yes
- Maybe
- No

If you are at BRAC International, which department or area would you prefer to work in?

- Agriculture, Food Security and Livelihood.
- Early Childhood Development.
- Education.
- Health.
- Humanitarian Programme.
- Microfinance.
- Ultra-Poor Graduation.
- Youth Empowerment.
- Human Resource division
- Finance & Accounts
- Safeguarding

How would you rate the overall impact of BRAC International's social media presence in raising awareness about their work?

- Very high impact
- Moderate impact
- Low impact
- No impact

If given the opportunity, would you be interested in working at BRAC International?

- Yes
- No

Submit

Clear form