

# BRAC University



## Internship Report

On

## Recruitment Process of BRAC-Human Resources Division

Head Office, 75, Mohakhali, Dhaka-1212



(This report on internship in BRAC is submitted as a requirement of the partial fulfilment of the MBA Program)

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## Letter of Transmittal

**Tareq Mahbub**

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Subject: Submission of Internship Report on the Recruitment Process of BRAC- HRD

Dear Sir,

It is a great pleasure for me to submit the Internship report, while preparing this Internship; I have tried my level best to maintain the required standard. I hope that this paper will fulfill your expectation.

I, therefore, pray and hope that you would be kind enough to go through this Internship for evaluation.

I always available for any further clarification for any part of this Internship at your convenience.

Thanking for

Nahida Sabrina

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## Acknowledgement

I am extremely grateful to our Almighty Allah for His blessings and kindness. I could have finished my work if He did not make it possible.

I am thankful to my project supervisor. Tareq Mahbub, Asst. Professor, BRAC University, who guided me throughout the work. He provided me with resources that I needed to carry out the work and gave me important whenever I in dilemma.

I would like to thank authority of the renowned NGO 'BRAC', where I have been working form November 12, 2006 to till now and also have gain a real life work experience. I also want to thanks my colleagues who helped me by giving valuable information and advice.

I lastly would like to express my appreciation to the BRAC University and I eventually grateful to the University and its excellence that works for education encourages me and creates knowledge.

**Nahida Sabrina**

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## **Certificate of Approval**

**The internship report of**

**Nahida Sabrina**

**Student ID: 06164036**

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**Titled**

**“The Recruitment Process of**

**BRAC-HRD”**

**(Conducted on behalf of BRAC, Head Office, HRD)**

**Is approved and is suitable in eminence and figure Academic Supervisor**

.....

**Tareq Mahbub**

Asst. Professor

MBA

Uttara University

## DECLARATION

I do here by solemnly declare that this paper named submitted tin partial fulfillment of the requirements for the MBA degree of BRAC University, is the result of my own research work and written in may own language it is the part of MBA program. That no part of this report materials copied or plagiarized from published or unpublished copied or unauthorized from other published work of other writers and that all materials, borrowed or reproduced from other published or unpublished sources have either been put under quotation or duly acknowledged with full reference inappropriate place(s). I understand that the program conferred on me may be cancelled/ withdrawn if subsequently it is discovered that this report in not my original work and that it contains materials copied/ polarized or borrowed without proper acknowledgement.

Nahida Sabrina

## Executive Summery

This is the internship report based on my job that I had completed in BRAC, a non govt. well known organization under HRD of BRAC where I have been working from 2006 to till now. This report is a for requirement of my MBA program, BRAC University.

Any human organization- a factory, a hospital or any association- consists of people working together. An organization is nothing without human resources. Machine is useless without human beings. In fact management and human resources management are one and the same. Management is the process of efficiently getting things done with and through other people.

Therefore Human Resources Management is that part of the management function which is concerned with people at work and with their relationship within an enterprise. According to Dale Yoder "Human resources management or personnel management is that phase of management which deals with effective control and use of manpower as distinguished from other sources of power. Human Resource Planning helps determine the number and type of people an organization needs.

Human resource management information system has many modules that can be related to the different functions of the human resource department. Some of the modules of the HRMS are as follows:

1. Workforce planning
2. Recruitment, induction and orientation
3. Training and development
4. Performance appraisal
5. Compensation, benefits administration
6. Time management
7. Payroll.

To complete all these activities it is required to have help of Human Resource Management System (HRMS) to make every work smooth and faster. A organized recruitment team can hire skill employee for the organization with the help of other program's management decision. Human resource management is the process of acquiring, training , appraising, and compensating employees and attending to the labor relations, healthy and safety and fairness concern. So a skill workforce can drive an organization smoothly.

The topic mainly covers the Human Resource Management& Recruitment of BRAC. BRAC is a non-government organization, started as an almost entirely donor funded, small-scale relief and rehabilitation project initiated by Mr. Fazle Hasan Abed to help the country overcome the devastation and trauma of the Liberation War. Today, BRAC has emerged as an independent, virtually self-financed paradigm in sustainable human development. Currently being the largest NGO in the world, it has more than 150,000 employees with 72% women,

I have worked as a deputy Manager, HR with the Recruitment unit of BRAC Human Resource Division. The data provided by me are accurate or approximate in number. The HR team of Human Resource Division of BRAC is completely organized and well reputed team.

## Table of Content

Topics:	Page No
Executive Summery	1
<b>Chapter 1: Introduction</b>	
1.1. Introduction	2
1.2. Origin of Report	2
1.3. Purpose of the Study	2
1.4. Importance of the study	3
1.5. Objectives of the study	3
1.5.1.General Objective	3
1.5.2. Specific Objective	4
1.6. Methodology of data collection	4
1.6.1. Primary sources	4
1.6.2. Secondary sources	4
1.7. Limitations of the study	5
<b>Chapter 2:Literature review</b>	
2.1. What is HRM?	7
2.2. The activities of HRM	7
2.3. Process of HRM	8
2.4. Recruitment	8
2.5. Selection	9
2.6. Diffirent types of Recruitment	9
2.7. Recruitment Process	9-11
<b>Chapter:3: An overview of BRAC</b>	
3.1. An overview of BRAC	13
3.2. Organogram	13
3.3. Our Priorities	14
3.4. Mission	14
3.5. Vision	14
3.6. Values	14
3.7. Our Strength	15
3.8. The BRAC family today	15
3.9. Governance	16
3.10. Ombudsperson	16
3.11. Time line of BRAC	17-20
3.12. BRAC different Programme	21-30
3.13. BRAC Policy	31
<b>Chapter:4. BRAC Human Resouce Division and Recruitment Procedure:</b>	
4. BRAC-HRD	33
4.1. Background of HRD	33



<b>4.2. Goal of HRD</b>	<b>33</b>
<b>4.3. Objective of HRD</b>	<b>34</b>
<b>4.4. New Initiatives of HRD</b>	<b>34</b>
<b>4.5. Different units of HRD</b>	<b>34-41</b>
<b>4.6. Organogram of different unit of HRD</b>	<b>41</b>
<b>4.7. Recruitment Unit</b>	<b>42-44</b>
<b>4.8. Recruitment Budget</b>	<b>44</b>
<b>4.9. Recruitment policy</b>	<b>45</b>
<b>4.10. Recruitment Process</b>	<b>45</b>
<b>4.11. Recruitment Plan</b>	<b>45-46</b>
<b>4.12. Advertisement process</b>	<b>47</b>
<b>4.13. Flowchart</b>	<b>47-49</b>
<b>4.14. Recruitment methods</b>	<b>50-52</b>
<b>4.15. Initiatives taken to make the recruitment prompt and effective</b>	<b>52</b>
<b>4.16. Reasons for delay in recruitment</b>	<b>52</b>
<b>4.17. New initiatives</b>	<b>52-53</b>
<b>4.18. Weakness of recruitment unit</b>	<b>53</b>
<b>4.19. Factors affecting recruitment process</b>	<b>53</b>
<b>4.20. Challenges</b>	<b>53</b>
<b>4.21. Recruitment Report for 2013</b>	<b>54-58</b>
<b>4.22. Reasons for turnover</b>	<b>59</b>
<b>4.23. Others</b>	<b>59</b>
<b>4.24. Background Check</b>	<b>59</b>
<b>Chapter 5: Job Description</b>	
<b>5.1. Job Descriptions</b>	<b>61</b>
<b>5.2. General Responsibilities</b>	<b>61</b>
<b>5.3. Ancillary Duties</b>	<b>62</b>
<b>5.4. My contribution</b>	<b>63-64</b>
<b>Chaprer 6: Conclusion</b>	
<b>6.1. Recommendation</b>	<b>66</b>
<b>6.2. Conclusion</b>	<b>67-68</b>
<b>Reference</b>	<b>68-69</b>

# CHAPTER 1: INTRODUCTION



## 1.1. Introduction:

The leading organizations of today clearly show how important are the personnel for an organization. The Microsoft speaks about Bill Gates, the South East Airlines speaks about Herb Kelleher and Toyota presents the dynamic and creative workforce and team works. These all show that it is not money, machines or technology but personnel with innovations and efficiency that actually run the organizations. The core competence of South East Airlines is nothing but a very committed and motivated workforce who works to uphold their organization over others, led by Herb Kelleher (Hill and Jones, 2002).

A well-planned workforce should be innovative, satisfied, efficient, committed and hard working to yield great success as in Toyota. On the other hand, the best innovation or technology may fail if it is executed by a dissatisfied, unwilling and unskilled workforce. Therefore it is very important for any organization to concentrate on Staff recruitment, development and motivation. What human resources can do for an organization nothing else can do the same. For the success of any organization Human Resource plays the key role. But Human can only become resource when they are skilled trained and developed to contribute in achieving organizational objective. And to make them skilled and developed, proper staff development initiatives need to be taken. This initiatives need to be taken mainly by the management as well as the Human Resource Division. Human resource division's one of the major objective should be recruit right person for the right place for achieve the organizational goal and objectives. BRAC is a non-government organization and the Human Resource Division of BRAC is work for employee satisfaction and provided service very promptly. In this way the idea was generated to analyze the effectiveness of Human Resource Development initiatives taken by BRAC HRD and in which way it can improve the process of development.

## 1.2. Origin of Report:

The report has been prepared as a fulfillment of the partial requirement of the internship program as authorized by BRAC Business School, BRAC University. The primary goal of internship prospectus is to provide on the job coverage to the student and an opportunity for translation of theoretical conceptions in real life situation.

### **1.3. Purpose of the study:**

Due to globalization and free market economy the NGO's are contribute for the development of poor people. An organization runs smoothly for its effective and disciplined Human resource division. BRAC has an organized Human Resource division both in field level for provide fast and better service for grass root level employees and Head Office based HRD for maintain all activities centrally. Basically this study is conducted to expose the way to find out the employee's satisfaction level and measure the performance of recruitment unit of BRAC-HRD.

### **1.4. Importance of the Study:**

Development of its Human Resources should be the key concern for an organization. For the success of any organization Human Resource plays the key role. Skilled, trained and developed human resources can contribute in achieving organizational objective. And to make them skilled and developed, proper staff development initiatives need to be taken.

As worlds largest development organization BRAC has wide verity of development programs, to run these programs a very large number of qualified and potential staff are required to attain the organizational goal. HRD has realized the need for staff development and take initiatives for staff development and for the betterment of the staff. But is a difficult task to plan and implement staff development initiatives for more than 46,180 regular staff and more than 90,000 part time staffs. This report is carried forward to analyze the effectiveness of the initiatives taken by Human Resource Division for the purpose of staff development and find out ways for further improvement through an organized recruitment process.

### **1.5. Objectives of the Study:**

#### **1.5.1. General Objectives:**

The broad objective of this report is to analyze the recruitment process and procedure and different initiatives taken by BRAC-HRD and find out areas for further Improvement. To complete my MBA degree it is must. Its objective is to match my academic knowledge with the real life situation.

### 1.5.2. Specific Objectives:

In order to achieve the broad objective following are the specific objectives for the report:

1. To identify that, BRAC-HRD specially recruitment unit takes any initiative for Staff hire.
2. To identify what are the initiatives required taken for decrease staff drop out from organization.
3. To identify what type of Training is important for Interview board member and recruitment unit.
4. To identify Does Human Resource Policy & Procedure give emphasis on staff recruitment policy.
5. To describe the HR function, structure and its procedures, rules and regulation.
6. To analyze the performance of recruitment unit of BRAC-HRD.
7. To provide recommendation for improvement of recruitment unit of BRAC - HRD

### 1.6. Methodology of data collection:

**a. Area of the study:** BRAC, Head Office will be selected as the area of the study.

**b. Sources of Data/Information:** I have collected my information/data from the following sources, which helped me to make this report.

The sources are divided into two parts. These are:

- Primary source and
- Secondary source

**1.6.1. Primary Sources:** Primary sources include conversation with officers and executives of different programs, divisions and departments of BRAC. Practical deskwork of BRAC Head Office, HR Division and considerable help of employees.

**1.6.2. Secondary Sources:** Secondary sources of information include BRAC annual report, website of BRAC, general reports, monthly report, HR related journals, bulletins, selected books journals and other publication and unpublished data etc.

## 1.7. Limitations of the study:

The study suffers from the following limitations:

- Till April 2005 BRAC had only 19 staffs in Human Resources who had been working centrally in Head Office only. Now its number has increased to 250 with decentralization to 41 Human Resources Field offices. But yet the numbers is not sufficient to look after all the aspects of human resources effectively and efficiently and make all the staff members aware about this aspect.
- There was also difficulty in conducting deeper probe in getting information from the officers due to fear of being exposed to the authority.
- As NGO's are continuously changing its system, it will be difficult to ascertain the true performance of the employees of HR at a time.
- Sometimes it was difficult to collect data from file.
- Recruitment and selection is very sensitive issue. So many information are not been disclosed as sack of secrecy

# CHAPTER 2: LITERATURE REVIEW

## 2.1. What is HRM?

**Human resources** are the people that work for an organization. **Management** is the process of efficiently achieving the objectives of the organization with or through people.

**Human Resource Management** is concerned with how these people are managed. People are different from the other resources that work for an organization. People have thoughts and feelings, aspirations and needs. The term HRM has thus come to refer to an approach, which takes into account both:

1. The needs of the organization
2. The needs of its people.

Some other definitions of HRM are stated below:

- "Human Resource Management is concerned with the 'people' dimensions in management." - Gary Dessler
- "The organization function that focuses on the management and direction of people, HRM deals with the human element in the organization -- people as individuals, and groups, their recruitment, selection, assignment, motivation, compensation, utilization, services, training, development, promotion, termination, and retirement."

Human Resource Development is a system of developing in a continuous and planned way the competencies of individual employees, which will result in the achievement of organizational objectives.

## 2.2. The activities of HRM:

The activities performed by HRM professionals fall under five major domains:

- Organizational design
- Staffing
- Performance Management and Appraisal
- Employee and Organizational Development
- Reward systems, Benefits and compliance

## 2.3. Process of HRM:



- HR planning
- Recruitment
- Selection
- Orientation
- Training and Development
- Compensation and Benefits
- Performance Appraisal
- Labor relation

#### **2.4. Recruitment:**

Recruitment as a human resource management function , is one of the activities that impact most critical on the performance of an organization. Recruitment refers to the process of attracting, screening, selecting, and onboarding a qualified person for a job. At the strategic level it may involve the development of an employer brand which includes an "employee offering".

The stages of the recruitment process include: job analysis and developing some person specification; the sourcing of candidates by networking, advertising, and other search methods; matching candidates to job requirements and screening individuals using testing (skills or personality assessment); assessment of candidates' motivations and their fit with organizational requirements by interviewing and other assessment techniques. The recruitment process also includes the making and finalizing of job offers and the induction and on boarding of new employees.

Depending on the size and culture of the organization, recruitment may be undertaken in-house by managers, human resource generalists and/or recruitment specialists. Alternatively, parts of the process may be undertaken by either public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies.

#### **2.5. Selection:**

The next level of filtration, Aims at short listing candidates who are the nearest match in terms qualifications, expertise and potential for a certain job. The key to employee selection is ‘to choose those who are most likely to perform their jobs with max-effectiveness and trend to remain with the Organ. Selection is the process of deciding which candidate, out of the pool of applicants developed in recruiting has the abilities.

## 2.6. Different type of recruitment:

### **Internal:**

Internal Recruitment refers to the process of a candidate being recruited within their current workplace, from another team or division of the same organization. An advantage of this is the organization’s familiarity with the employee, their competencies and their trustworthiness.

### **External:**

The candidate who hire from outside the organization by different sources.

## 2.7. Recruitment Process:

### **Job analysis:**

In situations where multiple new jobs are created and recruited for the first time, a job analysis and/or in some cases a task analysis might be undertaken to document the actual and intended requirements of the job. From these the relevant information is captured in such documents as job descriptions and job specifications. Often a company will already have job descriptions that represent a historical collection of tasks performed.

### **Sourcing:**

Sourcing is the use of one or more strategies to attract or identify candidates to fill job vacancies. It may involve internal and/or external advertising, using appropriate media, such as local or national newspapers, specialist recruitment media, professional publications, window advertisements, job centers, or in a variety of ways via the internet.

### **Screening and selection:**

Sustainability for a job is typically assessed by looking for relevant skills, knowledge, aptitude, qualifications and educational or job related experience. These can be determined via: screening résumés (also known as CVs); job applications; interviews. More proactive identification methods include performance assessments, psychological, aptitude, numeracy, physical and literacy testing. Employers are likely to recognize the value of candidates who encompass "soft skills" such as interpersonal or team leadership, and have the ability to reinforce the company brand through behavior and attitude portrayal to customers and suppliers.

### **In-house recruitment:**

Many employers undertake at least some of their own in-house recruitment, using their human resources department, front-line hiring managers and recruitment personnel who handle targeted functions and populations.

### **Internal recruiters:**

An internal recruiter is member of a company or organization and typically works in the human resources department. Internal recruiters may be multifunctional, serving in an HR generalist role or in a specific role focusing all their time on recruiting.

### **Employee referral:**

An employee referral program is a system where existing employees recommend prospective candidates for the job offered, and if the suggested candidate is hired, the employee receives a cash bonus.

### **Outsourcing:**

An external recruitment provider may suit small organizations without the facilities to recruit. Typically in large organizations, a formal contract for services is negotiated with a specialist recruitment consultancy. These are known in the industry as Recruitment Process Outsourcing. Recruitment process outsourcing may involve strategic consulting for talent acquisition.

### **On-Campus Recruiting:**

Recruiters tend to form a positive or negative impression about an applicant's qualifications in the first few minutes of an interview, which is hardly sufficient time to collect information on which to base a recruiting decision.

### **Employment agencies:**

The commercial recruitment industry is based on the goal of providing a candidate to a client for a price. At one end of the spectrum, there are agencies that are paid only if they deliver a candidate that successfully stays with the client beyond the agreed probationary period.

### **Traditional agency:**

Also known as employment agencies, recruitment agencies have historically had a physical location. A candidate visits a local branch for a short interview and an assessment before being taken onto the agency's books. Recruitment consultants then work to match their pool of candidates to their clients' open positions. Suitable candidates are short-listed and put forward for an interview with potential employers on a contract or direct basis.

### **Executive search firms or headhunters:**

An executive search firm or "headhunter" are industry terms for a third-party recruiter who seeks out candidates often once normal recruitment efforts have failed. Headhunters are generally considered more aggressive than in-house recruiters or may have existing industry experience and contacts. They may use advanced sales techniques. They may arrange a meeting or a formal interview between their client and the candidate and will usually prepare the candidate for the interview, help negotiate the salary and conduct closure of the search. Headhunters are often called social recruiting.

### **Executive research & resourcing firms:**

These firms are the new hybrid operators in the recruitment world, able to combine the research aspects (discovering passive candidates) of recruiting and combine them with the ability to make hires for their clients.

### **Internet recruitment services: Recruitment websites:**

Such sites have two main features: job boards and a résumé/curriculum vitae (CV) database. Job boards allow member companies to post job vacancies. Alternatively, candidates can upload a résumé to be included in searches by member companies. Fees are charged for job postings and access to search resumes. Since the late 1990s, the recruitment website has evolved to encompass end-to-end recruitment. Websites capture candidate details and then pool them in client accessed candidate management interfaces (also online).

## **Chapter 3**

# **An overview of BRAC**



**Leadership: Fazle Hasan Abed, Founder & Chairperson**



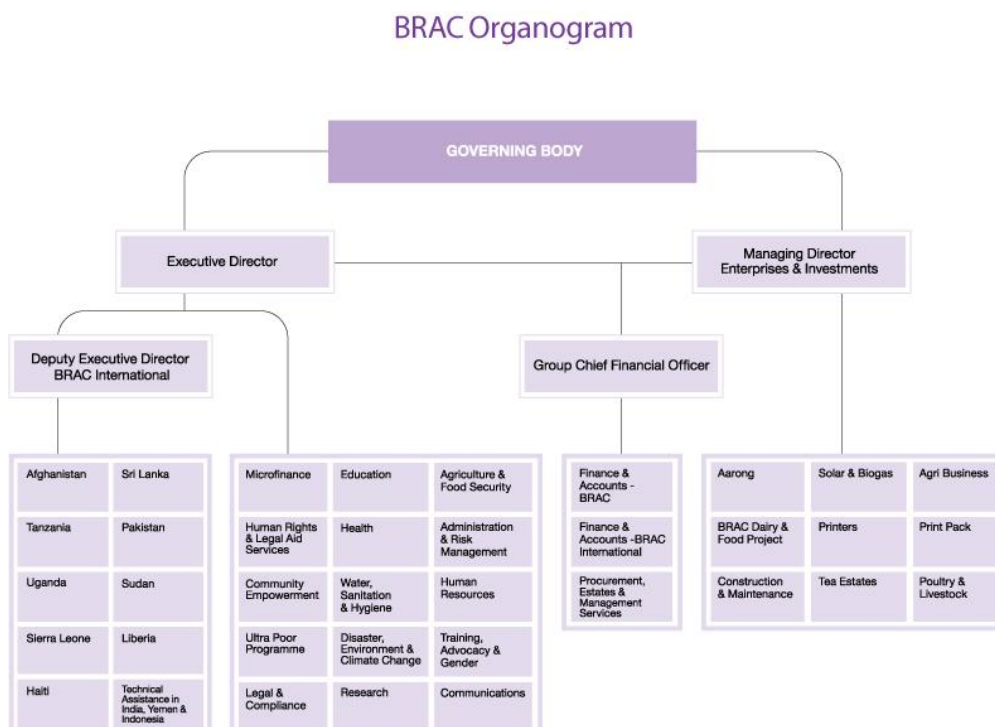
**BRAC Centre, 75, Mohakhali, Dhaka-1212**

### 3.1. An overview of BRAC:

BRAC is a development organisation dedicated to alleviate poverty by empowering the poor, and helping them to bring about positive changes in their lives by creating opportunities for the poor.

The journey began in 1972 in the newly sovereign Bangladesh, and over the course of our evolution, we have been playing a role of recognizing and tackling the many different realities of poverty. We believe that there is no single cause of poverty; hence we attempt tackling poverty on multiple fronts.

### 3.2. Organogram:



Sir Fazle was born in 1936 in Bangladesh. He was educated both at Dhaka and Glasgow universities. He was a professional accountant in his thirties, working as a senior corporate executive at Shell Oil, when the 1971 Liberation War had a profound effect on him, dramatically changing the direction of his life. He left his job, moved to London and devoted himself to Bangladesh's war of independence. There, he helped initiate a fundraising and awareness campaign called Help Bangladesh. What started out as a limited relief operation in 1972 in a remote village of Bangladesh has turned into the largest development organization in

the world. Organizing the poor using communities' own human and material resources, BRAC (formerly Bangladesh Rural Advancement Committee) catalyses lasting change, creating an ecosystem in which the poor have the chance to seize control of their own lives. We do this with a holistic development approach geared toward inclusion, using tools like microfinance, education, healthcare, legal services, community empowerment, social enterprises and BRAC University. Our work now touches the lives of an estimated 135 million people, with staff and BRAC-trained entrepreneurs numbering in the hundreds of thousands, a global movement bringing change to 11 countries in Asia, Africa and the Caribbean.

### 3.3. Our priorities:

- Focus on women
- Grassroots Empowerment
- Health and Education
- Empowering farmers
- Inclusive Financial Services
- Self-Sustaining Solutions

### 3.4. Mission:

Our mission is to empower people and communities in situations of poverty, illiteracy, disease and social injustice. Our interventions aim to achieve large scale, positive changes through economic and social programmes that enable men and women to realise their potential.

### 3.5. Vision:

A world free from all forms of exploitation and discrimination where everyone has the opportunity to realise their potential.

### 3.6. Values:

**Innovation** - BRAC has been an innovator in the creation of opportunities for the poor to lift themselves out of poverty. We value creativity in programme design and strive to display global leadership in groundbreaking development initiatives.

**Integrity** - We value transparency and accountability in all our professional work, with clear policies and procedures, while displaying the utmost level of honesty in our financial dealings. We hold these to be the most essential elements of our work ethic.

**Inclusiveness** - We are committed to engaging, supporting and recognising the value of all members of society, regardless of race, religion, gender, nationality, ethnicity, age, physical or mental ability, socioeconomic status and geography.

**Effectiveness** - We value efficiency and excellence in all our work, constantly challenging ourselves to perform better, to meet and exceed programme targets, and to improve and deepen the impact of our interventions.

### 3.7. Our strengths:

Thinking local, acting global – Besides Bangladesh, BRAC spreads antipoverty solutions to 10 other developing countries, which are Uganda, Tanzania, Sierra Leone, South Sudan, Liberia, Haiti, Afghanistan, Pakistan, Sri Lanka and the Philippines.

Unprecedented scale and reach - Today, BRAC reaches an estimated 135 million people with over 180,000 employees worldwide.

### 3.8. The BRAC Family Today:

- 97,000 community health promoters are providing essential healthcare worldwide, with maternal, neonatal and child health services covering 24.5 million in Bangladesh alone.
- 1.14 million children are currently enrolled in BRAC's 38,000 primary and pre-primary schools, and 9.51 million have graduated. BRAC's youth empowerment clubs provide life skills training to more than 260,000 teens from disadvantaged backgrounds
- 5.54 million micro-borrowers with a cumulative loan disbursement of USD 9.73 billion
- 25 million people have access to clean toilets thanks to BRAC's sanitation entrepreneurs
- More than 600,000 rural poor women being organised through 11,234 Polli Shomaj and 1,217 Union Shomaj; BRAC's 376 popular theatre teams – in Bangladesh only – have reached nearly 4.3 million people.
- 101,222 human rights and legal education graduates and 19,252 local community leaders' workshop participants
- Total regular staff 46,000 and more than 90,000 part time and service staff of Bangladesh.



### **3.9. Governance:**

The governance structure of BRAC promotes transparency and accountability. Our Governing Body consists of highly distinguished professionals, activists and entrepreneurs who are elected by the General Body and bring their diverse skills and experience to the governance of BRAC.

#### **Members of the BRAC Governing Body:**

- Sir Fazle Hasan Abed, Founder and Chairperson, BRAC
- Mushtaque Chowdhury, Vice Chairperson, BRAC
- Taherunnessa Abdullah, Social scientist and gender specialist.
- Martha Alter Chen, Lecturer in Public Policy at the Harvard Kennedy School and International Coordinator of WIEGO
- Faruq A. Choudhury, Chairman, Delta-BRAC Housing Finance Corp., Bangladesh
- Luva Nahid Choudhury, Director General, Bengal Foundation, Bangladesh
- Kazi Aminul Huque, Chartered Accountant
- Syed Humayun Kabir, Founder of Sajida Foundation, Bangladesh.
- Latifur Rahman, Chairman and CEO of Transcom Group
- Rokia A. Rahman, Founder of Women Entrepreneurs Association, Bangladesh, Women in Small Enterprises.

### **3.10. Ombudsperson:**

BRAC has established an office of the Ombudsperson with a comprehensive mandate to investigate any incident of misadministration and misuse of power within BRAC. This includes grievances such as corruption, abuse of power or discretion, negligence, oppression, nepotism, rudeness, arbitrariness, unfairness and discrimination. Anis-uz-Zaman Khan, former managing director of the Social Marketing Company, has been appointed as the third Ombudsperson for BRAC, replacing Mohammad Abu Hena.

### 3.11. Time line of BRAC:

#### Time line of BRAC

##### 1972

- The Organisation then known as Bangladesh Rehabilitation Assistance Committee (BRAC) begins relief and rehabilitation operations in Sulla, Sylhet, following the end of Bangladesh's War of Liberation.

##### 1973

- Activities transform from relief and rehabilitation to long term community development
- BRAC is renamed Bangladesh Rural Advancement Committee

##### 1974

- Relief work is started among famine and flood victims of Roumari, Kurigram
- BRAC begins microfinance activities

##### 1975

- BRAC's Research and Evaluation Division is established to support its core activities
- The Jamalpur Women's Project commences

##### 1976

- The Manikganj Integrated Project is initiated
- BRAC's Agriculture and Fisheries Programmes are established

##### 1977

- BRAC's Community Empowerment (CEP) Programme is launched

##### 1978

- Emphasis is placed on staff training and the first Learning Centre (BLC) is established in Savar
- The Sericulture Programme is started to generate employment for poor women in Manikganj and a handicraft marketing outlet, Aarong, is set up.

##### 1979

- The Rural Outreach Programme is initiated
- The Rural Credit and Training Programme is launched

##### 1980

- The Oral Therapy Extension Programme is launched to combat diarrhoea

##### 1983

- The Poultry Vaccination Programme is initiated

**1985**

- BRAC's Non Formal Primary Education Programme (NFPE) is started
- The Livestock Programme is initiated

**1986**

- The Rural Development Programme is formed by merging the Rural Credit and Training Programme and the Outreach Programme
- The Human Rights and Legal Aid Services programme is introduced

**1988**

- BRAC's Monitoring department is set up

**1990**

- Phase II of the Rural Development Programme commences
- The Sustainable Rural Credit Programme is initiated

**1991**

- The Women's Health Development Programme commences
- A Women's Advisory Committee is set up

**1992**

- A Centre for Development Management (CDM) is established

**1993**

- Phase 3 of the Rural Development Programme commences.
- Adolescent Reading Centres are opened

**1994**

- BRAC's Non Formal Primary Education Programme is replicated in Africa

**1995**

- BRAC Adult Literacy Centres are opened
- A Gender Quality Action Learning (GQAL) and a Gender Resource Centre (GRC) are set up
- BRAC Health Centre (Shushasthyas) are established

**1996**

- Phase IV of the Rural Development Programme commences
- The Micro Enterprise Lending and Assistance (MELA) programme is launched

**1997**

- Development programme started in urban areas
- BRAC's Gender Policy is launched.

## 1998

- BRAC Legal Aid Clinics are established
- The BRAC Dairy and Food Project is commissioned
- BRAC's Chittagong Hill Tracts Development programme is started

## 1999

- The BRAC Information Technology Institute is launched
- The Adolescent Peer Organised Network (APON) courses are created

## 2000

- BRAC's Limb and Brace Fitting Centre is established

## 2001

- BRAC University is established
- BRAC Bank Ltd. is launched
- The Post Primary Basic Education (PBE) programme is set up
- The Adolescent Development Programme (ADP) is initiated

## 2002

- The Challenging the Frontiers of Poverty Reduction: Targeting the Ultra Poor (CFPR-TUP) programme is launched
- BRAC commences development work in Afghanistan
- BRAC Advocacy and Human Rights Unit is set up

## 2003

- BRAC Tea Estates is established
- PACE programme started activities.
- The Employment and Livelihood for Adolescents (ELA) programme is launched
- BRAC's TB programme coverage is expanded nationally

## 2004

- An Office of the Ombudsperson is established
- A microfinance programme for commercial sex workers is initiated
- BRAC University establishes the James P. Grant School of Public Health and the Institute of Educational Development

## 2005

- The Centre for Governance Studies is established by BRAC University
- BRAC commences programmes in Sri Lanka following the Asian Tsunami
- Maternal, Neonatal and Child Health (MNCH) programme launched in Nilphamari

## 2006

- Development programmes in Tanzania and Uganda commence
- The Water, Sanitation and Hygiene (WASH) programme is launched

- A pilot project to distribute reading glasses is started
- The Leadership for Advancing Development (LeAD) programme is launched

## 2007

- BRAC registers in Pakistan as an NGO and begins programmes.
- BRAC started providing technical assistance to an NGO in Indonesia for post-Tsunami rehabilitation and microfinance.

## 2008

- BRAC Education Programme initiates pilot programme for capacity building of Government and registered non-government primary schools in 20 sub-districts
- BRAC registers in Sierra Leone and

## 2009

- BRAC continue supporting the long-term rehabilitation of the cyclone Aila victims.
- BRAC developed Alive and Thrive programme to increase exclusive breastfeeding.

## 2010

- BRAC Chairperson knighted at Buckingham Palace in London
- BRAC sets up community radio station in Bangladesh
- Completed a rebranding process

## 2011

- Sir Fazle Hasan Abed receives WISE Prize for outstanding achievement in the education sector
- Launched boat-schools to provide the children living in remote and/or waterlogged areas
- Launched iCRESS, a technological intervention for better delivery of human rights services

## 2012

- Expanded to Philippines with education programme
- Launched a driving school under Road Safety Programme

## 2013

- BRAC and Afghan Ministry examine children's rights
- Continued eye care services for the people of Sylhet

## 2014

- Aarong chief receives international women's leadership award
- BRAC Driving School starts driving training course for Bangladesh Police Officials  
2.1 million free Internet Hours for School Children

### **3.12. BRAC different Programmes:**

BRAC believes that poverty is a system and its underlying causes are manifold and interlinked. Some of these linkages are obvious, for example, a day's wage forgone because of illness or resources lost to a natural disaster. Others play a more indirect role in perpetuating poverty, such as lack of awareness about laws and rights can lead not only to outright exploitation, but also encourage a lack of accountability on the part of the state to cater to its most vulnerable citizens.

#### **1. BRAC AGRICULTURE AND FOOD SECURITY PROGRAMME:**



BRAC's agriculture programmes work with governments to ensure food security. We build systems of production distribution and marketing of quality seeds at fair prices, conduct research to develop better varieties and practices for the agricultural sector, offer credit support to poor farmers, and promote the use of efficient farming techniques and proven technologies. Agricultural programmes are currently operating in Bangladesh, Uganda, Tanzania, Sierra Leone, Liberia, South Sudan and Haiti.

#### **2. BRAC COMMUNITY EMPOWERMENT PROGRAMME:**

BRAC believes in the need to build and strengthen community institutions, and ensure stronger accountability of the local government towards the poor, especially women, towards their socio-political empowerment. This involves building the capacities of poor rural women to raise their voice and taking collective action, strengthening the local government for pro-poor governance, creating awareness and access to information, and preventing violence, particularly violence against women.

### **3. BRAC DISASTER, ENVIRONMENT AND CLIMATE CHANGE PROGRAMME:**

A relatively new Endeavour, BRAC's Disaster, Environment and Climate Change programme is setting the motion for a new era, where it is working side-by-side with the government, other organisations and the community to tackle, build resilience and mount their own responses against climate change and the extremities of natural disasters coming in Bangladesh's way. The programme's fundamental goals are to enhance BRAC's institutional capacity to respond to natural disasters, build competence at the community level on disaster preparedness and increase coping ability during natural disasters by conducting predictive research, information transfer and education in relation to environment, climate change and natural disasters.

### **4. BRAC EDUCATION PROGRAMME:**

With education programmes in six countries, BRAC has built the largest secular, private education system in the world, with over 700,000 students worldwide enrolled in BRAC primary schools. These schools are designed to give a second chance at learning to the disadvantaged students left behind out from the formal education systems. Complementing mainstream school systems with innovative teaching methods and materials, BRAC's education programmes open primary schools in communities unreached by formal education systems, bringing learning to millions of children, particularly those affected by extreme poverty, violence, displacement or discrimination. In our 26 years of history we have provided basic education to around 10 million students in Bangladesh, with graduates from our non formal primary schools numbering nearly five million. Till date, BRAC has successfully opened 410 schools in Philippines; of which, 292 are pre-primary schools and 118 are primary schools.



### **5. BRAC GENDER JUSTICE & DIVERSITY UNIT:**

BRAC has worked for decades to integrate gender justice into its programmes and eliminate gender injustice in society. The gender justice and diversity programme works simultaneously

within the organisation and with the community. BRAC strives for equality, diversity and inclusiveness within BRAC; improves gender relations and empowers women at the household level across many of its programmes; and works to ensure that girls and boys are equitably nurtured to their full potential from pre primary through secondary school.



#### **6. BRAC HEALTH PROGRAMME:**

In a collective effort to make public health a frontline agenda, United Nations (UN) has incorporated multiple health components in its Millennium Development Goals (MDGs), emphasizing on improving maternal health, reducing neonatal mortality, and combating HIV and other communicable diseases following the UN Millennium Summit, 2000. Aligned with this global concern, BRAC has initiated and is implementing several programmes under the umbrella of its health programme in different countries, to address health issues and to achieve the MDGs by 2015.



#### **7. BRAC HUMAN RIGHTS AND LEGAL AID SERVICES PROGRAMME:**

BRAC's Human Rights and Legal Aid Services (HRLS) programme is dedicated to protecting and promoting human rights of the poor and marginalised through legal empowerment. HRLS operates 517 Legal Aid Clinics in 61 of 64 districts across Bangladesh and is the largest NGO-



led legal aid programme in the world. We are in our 27th year of operations. Our work is premised on a rights based approach to human development.

#### **8. INTEGRATED DEVELOPMENT PROGRAMME:**

BRAC launched the Integrated Development Programme (IDP) to tackle the various dimensions of poverty in haors (shallow land depressions in north-eastern Bangladesh subject to yearly flooding) and chars (riverine islands and areas), which are falling behind on achieving Millennium Development Goals (MDGs). A single programme intervention often falls short of liberating these marginalised people from the vicious cycle of poverty, malnutrition and diseases.

#### **9. BRAC MICROFINANCE PROGRAMME:**

Innovative, client focused and sustainable, the BRAC microfinance programme is a critical component of our holistic approach to support livelihoods. Over the course of the last four decades, we have grown to become one of the world's largest providers of financial services to the poor, providing tools which millions can use for the betterment of their lives.



#### **10. BRAC ROAD SAFETY PROGRAMME:**

The countless tragic deaths of many due to road accidents every year has been more frequent with increasing fatality. In Bangladesh, the road safety record happens to be highly unsatisfactory. As an active and immediate measure to tackle the alarming increase of road fatalities with a long term vision, BRAC introduced its Road Safety Programme in March, 2001. The programme mobilises community living along highways, raising awareness regarding road safety and facilitating them to plan, undertake and sustain their local road safety initiatives.

### **11. BRAC SAFE MIGRATION PROGRAMME:**

BRAC's Safe Migration Facilitation Programme works to ensure the rights of migrants by creating easy access to services that help them avoid exploitation. Bangladeshi potential migrants often fall victim to fraudulent migration opportunities. The reasons behind that are usually limited access to information, inadequate services from agencies at all levels and lack of proactive policymaking such as social and economic reintegration plans for returnee migrants. The goal is to ensure safe migration of Bangladeshi migrant workers to restore their rights and dignity.

### **12. BRAC ENTERPRISES :**

The unique model under which BRAC enterprises operate has evolved as completely home-grown and in isolation from the international dialogue regarding social enterprises. The "BRAC model" comprises of a collaborative network of Enterprises, Development Programmes and Investments – all of which together serve the comprehensive vision and objective of BRAC, i.e. to empower the poor, alleviate social/environmental imbalance and enhance financial sustainability. The BRAC Development Programmes are dedicated toward fulfilling BRAC's social and philanthropic missions and are run as fully-funded, non-surplus ventures. While the BRAC Enterprises are mostly incepted as a support mechanism that allows the development programmes to be sustainable, the surplus-generating model of the BRAC Enterprises allow for 50% of the surplus from the enterprises to support BRAC's expenditures, including Development Programmes that are often run at very high costs, and the remaining 50% to be re-invested in the enterprises themselves, and as a result reduce the need for external funding.

BRAC has invested in the following concerns:

### **Financial Institutions:**

#### **BRAC Bank Limited:**

BRAC Bank Ltd. which was initiated in 2001, has institutional shareholding by BRAC, the International Finance Corporation (IFC) and ShoreCap International. As a fully commercial operation, the bank focuses on small and medium enterprises, which are overlooked by commercial banks. The average loan size is USD 7,033. BRAC owns 33.51% shareholdings in BRAC Bank Limited.



### **Delta-BRAC Housing Finance Corporation Limited:**

It was founded in 1997 and is presently the largest specialised housing finance institution in the country. It is a pioneer in financing low-cost housing and the only financial institution in Bangladesh.

### **Information Technology :**

**bracNet**, in partnership with gNet and Marubeni Corporation of Japan, has its mission to bring affordable internet and data connectivity to the general population of the country. BRAC has 39.7% shareholdings in bracNet.

**Documenta Ltd.** is a leading software development house in Bangladesh. In addition to supplying the entire software needs of BRAC, the company provides commercial services in business application software development, digital archiving, and database driven interactive website development. BRAC has 80% shareholdings in Documenta Ltd.

### **13. BRAC TARGETING ULTRA POOR PROGRAMME:**

Despite progress in poverty reduction and human development in Bangladesh, there is still an urgent need for more effective safety nets and programmes targeted at the ultra poor, who constitute the poorest 17.5 percent of the population (Source: Bangladesh Household Income and Expenditure Survey, 2010, Bureau of Statistics). People in this category suffer from chronic hunger and malnutrition, have inadequate shelter, are highly prone to many types of diseases, deprived of education and are particularly vulnerable to recurring natural disasters.



Initiated in 2002, BRAC's Challenging the Frontiers of Poverty Reduction Targeting the Ultra Poor (CFPR-TUP) programme is specifically designed to meet the needs of ultra poor households, who are too poor to access the benefit from traditional development interventions such as microfinance.

#### **14. BRAC WATER, SANITATION AND HYGIENE PROGRAMME:**

BRAC's water, sanitation and hygiene (WASH) programme is aimed at achieving the seventh Millennium Development Goal (MDG) of halving the proportion of people without access to safe drinking water and basic sanitation by 2015. The programme provides sustainable and integrated WASH services in rural and isolated areas, breaking the cycle of contamination caused by unsanitary latrines, contaminated water and unsafe hygiene practices. BRAC WASH ensures sustainability of these interventions by encouraging community ownership, developing linkages with local governments, and encouraging local entrepreneurs to supply low-cost hardware.

#### **15. ADVOCACY FOR SOCIAL CHANGE:**

BRAC's advocacy for social change programme promotes behavioral change amongst individuals, communities, organisations, government officials and policymakers regarding policies and practices to improve the overall human rights scenario in Bangladesh. Its goal is to increase access of the poor, marginalised and affected in order to accelerate positive changes in their lives.



#### **16. COMMUNICATIONS:**

BRAC's communications department aims to actively promote, protect and enhance BRAC's image through strategic communication. It also fosters innovation and synergy at BRAC by facilitating an effective exchange of ideas and information, both internally and externally. The department maintains consistency of all external communications, facilitates knowledge sharing and employee engagement, and ensures brand consistency within the organisation. It is committed to continuously develop channels and capacity within the organisation and innovate different modes of activities to promote better understanding of BRAC, raise its global profile

and build a common platform where BRAC's mission, vision and values can be shared across boundaries.

#### **17. HUMAN RESOURCE DIVISION (HRD) :**

HRD is a strategic partner to BRAC's multifaceted programs that establishes current trends of HR management and practices adopting a qualitative and strategic approach in managing its workforce. The driving forces of Human Resource Division are procedural justice, transparency, equality, respect for diversity, free from discrimination and recognition of potentials are the key focus-creating a long lasting advantage for the organization.

With a purpose to use its skilled and highly skilled workforce effectively. BRAC foster a culture of organized learning over a given period of time to provide and maximize the change in performance, on the idea that, Human Resources thrives well with knowledge, skills, and motivation of people, that grows better with age and experience-that no other resource can attain.

#### **18. BRAC INTERNATIONAL:**

BRAC International is registered as Stitching BRAC International, a foundation registered under the laws of The Netherlands, with its seat in The Hague. All of BRAC International's development entities operate under this umbrella. Development programmes include health, education, agriculture and food security, livelihoods, targeting the ultra poor, human rights and legal services programmes. BRAC International's micro finance programme, supporting enterprises, and finance company are consolidated under this wing. The programme supporting enterprises currently include seed production, feed mill, training centres and tissue culture lab.

BRAC International has introduced programmes in Afghanistan, Haiti, Sri Lanka, Pakistan, Uganda, Tanzania, South Sudan, Sierra Leone, Liberia and Philippines. In each of these countries, BRAC International is legally registered with the relevant authorities.

Where We Work: Asia

BRAC currently has programmes in five countries in Asia:

- Bangladesh
- Afghanistan

- Pakistan
- Philippines
- Sri Lanka

**Africa:**

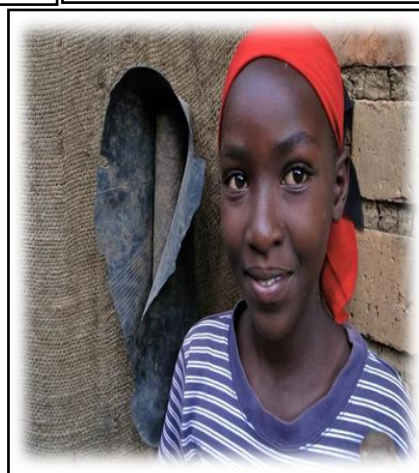
BRAC currently has programmes in five countries of Africa:

- Liberia
- Sierra Leone
- South Sudan
- Tanzania
- Uganda

**Americas:**

BRAC currently has programmes in one country in the Caribbean:

- Haiti



BRAC AT A GLANCE:  
GLOBAL HEADLINE FIGURES AS OF SEPTEMBER 2013:

<b>HEALTH</b>	
Community Health Promoters	114,228
Women Received Ante-natal Care	26.5 million
Women Received Post-natal Care	25.5 million

<b>MICROFINANCE</b>	
Total Borrowers	4.5 million
Cumulative Disbursement	USD 11,096 million

<b>COMMUNITY EMPOWERMENT</b>	
Community Institution (Polli Shomaj) Built	13,014
Shows Staged by Our Popular Theatre Group	167,894

<b>TARGETING THE ULTRA POOR</b>	
Women Received Assets	417,540
Women Received Training	1.4 million

<b>EDUCATION</b>	
Number of Schools	44,033
Number of Students	1.3 million
Graduated Students	10.2 million
Members in Community Libraries	1.2 million

<b>GIRLS EMPOWERMENT</b>	
Number of Clubs	10,328
Number of Club Members	312,145

<b>HUMAN RIGHTS AND LEGAL AID SERVICES</b>	
Women Trained in Human Rights and Legal Education	3.8 million
Number of Legal Complains Received	203,721

<b>AGRICULTURE AND LIVESTOCK</b>	
Model Farmers	44,129
Seeds Distributed	1,161 MT
Poultry Vaccination Provided	49.5 million

<b>WATER, SANITATION AND HYGIENE</b>	
Sanitary Latrine Setup	2.1 million
Student Brigades Trained	51,624

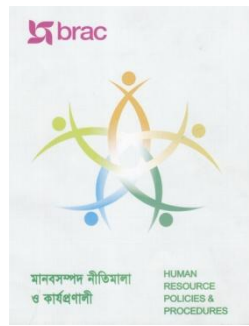
Source: **PUBLISHED BY:** BRAC COMMUNICATIONS  
INFO@BRAC.NET

### 3.13. BRAC Policy:

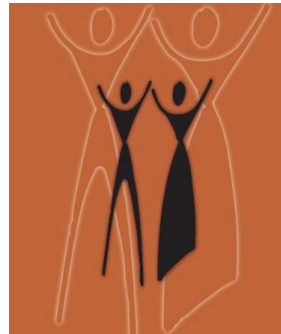
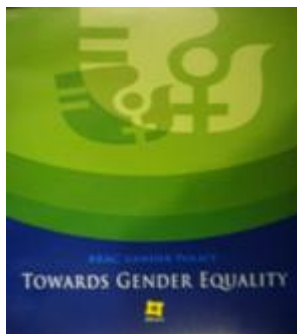
BRAC is a well-known NGO. So it has some policies for ensure justice and discipline for employees and it has monitoring and audit system. Different policies are mentioned below.



1. Human Resource policies and procedure
2. Gender policy
3. Sexual Harassment elimination policy
4. BRAC ICT policy
5. Communication policy
6. Intranet policy and guideline
7. BRAC Procurement guideline
8. Functional Brand guideline
9. Policy, Gender & SHE
10. Standard e-mail signature guideline
11. BRAC Child Protection Policy etc.



Human Resource Policies & Procedures.



Gender & Sexual Harassment Elimination Policy

## CHAPTER 4

# BRAC Human Resource Division and Recruitment Process

### 4. BRAC Human Resource Division (HRD):

HRD plays a dominant role in the expansion of BRAC's human capital through continual improvement and growth-of the individual, organization, national and international contributing to human resourcefulness as a whole. BRAC is currently operating in 10 countries across the world. This provides an opportunity to the staffs of BRAC to explore the world and gain experiences to enhance their careers. BRAC consider employees as its asset whose value is enhanced by development, emphasizing on individual potential and skills.

#### **4.1. Background of HRD:**

From the early stages of its evolution, the Human Resource Division (HRD) has been working with a goal to maximize job satisfaction, enhance transparency and ensure procedural justice for all employees. As one of the world's largest Development Organizations, BRAC has a wide variety of multifaceted development programs. A large number of qualified, potential and committed staff is required to attain the organization's goal and to operate these programs effectively. HRD has to provide extensive effort to ensure that the staff are appraised properly and are also provided with due services and entitlements in time. HRD tries to ensure an environment where the staff are nurtured and considered as absolute resources. To this end, HRD is committed to guarantee the assignment of right people in the right place at the right time, to flourish human potentials and provide a decent work environment. Now total staff pf Head office HR personnel is 86 and HR field offices 250 HR staffs.

#### **4.2. Goal of HRD:**

HRD is a strategic partner of BRAC, working with the goal to ensure procedural justice, intensify transparency along with equality and facilitate such an organizational environment where individual's potentials & competencies are flourished and innovation, organizational change as well as quality are promoted. HRD is working persistently to achieve total quality by ensuring a trustworthy, dynamic and esteemed working environment.

#### **4.3. Objectives of HRD:**

- Excel BRAC's culture and values to enable an environment of right-based human organization.
- Facilitate finest level of staff development.
- Develop a competent workforce to institute gender justice and diversity - where staff is encouraged for best possible contribution, irrespective of class, religion, ethnicity, cast, ability, age and sex.
- Develop Performance Appraisal system to recognize good work as well as enhance quality and accountability.
- Keep the Management updated by preserving and disseminating updated staff's information.
- Regularize and increase easy access to HR related information and services of all staffs
- Policy formulation/revision, implementation and monitoring.

#### **4.4. New Initiatives of HRD:**

- Ensure accurate, continuous & developmental appraisal of all staff
- Staff transfer process systematize and recorded
- Database analyzed to help decision making
- Ensure on time separation benefit disbursement
- Capacity building of HRD in specialized areas
- Designation reorganized and structured
- Operationalization of staff development (training) need identified through performance appraisal
- Motivational & scientific salary structure
- Develop HR policies for overseas programs
- Online HRMS (recruitment, leave, appraisal, transfer, separation)
- Zero tolerance of BRAC for sexual and all other abuse ensured.

#### **4.5. Different units of HRD:**

##### **4.5.1 Recruitment, Deployment and Appointment-RDA:**

Recruitment & Selection is one of the most significant units of HRD. Through successful recruitment, effective, value driven and competent staff who will perform to their best abilities can be hired. They can work towards the success and sustainability of the organization by means of adherence and dedication to achieve goal and objective. BRAC recruitment, Development and Appointment unit do all the recruitment efficiently because it has a skill and well educated and experienced personnel.

#### **4.5.2. Confirmation:**

Earlier, an assessment was compulsory for confirmation. But now it is not required. If it is decided by the Senior Management that the confirming staff will also be promoted to the next level, an assessment is to be sent after ten months probation period. Or else, the probationary staff is automatically confirmed (in the same level) after one year.

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#### **4.5.3. Transfer Management:**

Transfer Management Unit receives transfer orders from programs and processes them on the basis of policy compliance and then updates the database of the staff.

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#### **4.5.4. Policy and Capacity Development-PCD:**

Policy and Capacity Development section is working towards the development of Human Resources Policies & Procedures (HRPP) and its proper implementation. Staff development, create awareness about rights, entitlements and responsibilities of staff, publication, communication and presentation of HRD activities within and outside the organization are also part of responsibility.

#### **Major Activities of PCD:**

- Formulation of new policies and revision of existing policies and procedures
- Prepare and disseminate circulars
- Prepare and update different types of formats
- Conduction of HRPP orientation
- Publication of HR Report and Bulletin
- Conduct training and development related activities
- Organize BRAC Orientation for new staff of Head Office
- Conduct Exit Interviews

- Update designation
- Process procedural activities related to national and international training, travel and higher study programs
- Preparation of different analytical reports

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#### **4.5.5. Compensation and Benefit Management-CnBM:**

Compensation & Benefit Management Unit is responsible for works related to Salary, Increment, Adjustment, Leave, Loan, Allowances and Staff Welfare Fund. There are seven types of loans offered by BRAC for the well being of the staff. Such as-

- Staff loan
- Special Loan
- Higher Education Loan
- Mobile phone Loan
- Motor Cycle Loan
- Car Loan
- Loan from Provident Fund

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#### **4.5.6. Performance Management Unit-PMU:**

Performance management is the systematic process by which an organization involves its employees, as individuals and members of a group, in improving organizational effectiveness accomplishing organizational mission and goals. BRAC HRD has a specialized section, Performance Management Team to identify performance of every staff. Performance Management Team constantly works to provide a complete scenario of staff performance to the top management. It works to expedite the progression of the organization. BRAC believes that the ability of the staff to perform well depends on qualities, skills and competencies. Performance Management Team institutes a performance assessment system for staff appraisal, which motivates the staff and his/ her supervisors for improving their competencies.

#### Objective of Performance Management Unit-PMU:

The Performance Management Team ensure continuous improvement of the system, building capacity of supervisors who appraise performance of staff, revising formats based on practical requirements of PMS, facilitating assessment processes, implementing decisions regarding awards, appreciation and giving transparent feedback on performance.

#### Major Activities of Performance Management Unit-PMU:

- Establishing the effective Performance Assessment System in the organization.
- Take decisions through Performance Management System Advisory Team and reinforce the decisions.
- Organize Promotion process as per Human Resource Policy and Procedure.
- Collect Training Need Assessment on the basis of supervisors recommendation in appraisal.
- Enhance knowledge of all managers/supervisors about performance assessment system through Performance Assessment System Training with the help of Field Operations Management.
- Design, prepare and review of Performance Assessment System Training module and materials.
- Revise performance appraisal form as per need.
- Position up gradation of internal staff.
- Prepare different types of report (routine and need base).

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#### **4.5.7. Grievance Management Unit – GMU:**

Code of Conduct and Sexual Harassment Elimination Policy are the integral parts of BRACs value and culture. Sexual Harassment Elimination (SHarE) and Staff Relations Section of HRD plays a vital role in the organization to ensure a respectful and friendly working environment. The section facilitates the management of all the Grievance-related cases in BRAC, with a special focus on sexual harassment related grievances. This section is continuously working with a view of ensuring friendly working environment for the female staff especially.

#### Objective of Grievance Management:

To manage employee rights in order to have a Sexual harracement and abuse free work environment in BRAC.

#### Major Activities of Grievance Management:

- Grievance Management.
- Dissemination of Sexual Harassment Elimination SHE Policy.
- Establishment of a free flow of information system.
- Assistance to the Ombudspersons Office.
- Follow up and Monitoring of grievance related decisions.

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#### 4.5.8. Staff Separation Management-SSM :

The separation unit deals with all the papers of the employees who are leaving BRAC. It might be retirement, termination, dismissal, maternity or paternity leave, release order, resignation etc. All these goes to the separation unit and they deals with this kind of situations. Staff Separation Management Unit execute five different types of tasks, which are:

- Resignation
- Retirement and Voluntary Retirement
- Termination
- Final Payment
- Redundancy

#### Major Activities of Staff Separation Management-SSM:



- Receive resignation and Release Order.
- Prepare and disburse Resignation Acceptance Letter.
- Prepare Termination Letter to disburse.
- Prepare the list of staffs to be retired after six months.
- Receive prayer for staffs voluntary retirement through Program/Division/Department.
- Preparing final payment.

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#### **4.5.9. HR Field Operations Management-HRFOM:**

HRD has developed and implemented its HR policies and guidelines to ensure uninterrupted services and spontaneous participation of employees. Earlier, all HR related work used to be carried out from Head Office. In 2005, it was felt that central control of HRD activities from head office was not that effective as expected for this huge number of staff. At that time it was very hard to provide HR services to every staff in the right time because the staffs are scattered in different field offices. That is why BRAC decided to decentralize its HR Division. In April 2005, BRAC has brought some changes in the functions of HR management such as decentralization, setting up an HRFOM section and established 11 HR Field Offices. In order to render better quality services to the staffs, HRD gradually extended HR Field Offices, The total number of field office is now 41 (working under 09 zones & 04 clusters). The HRFOM Section is particularly responsible for overseeing HR field offices, giving directions and troubleshooting problems with 135 field HR professionals.

#### **Objective of HR Field Operations Management-HRFOM:**

- To provide faster HR services at field level
- To create awareness about HR policy to all field staff and encourage to comply with Policy

#### Major Activities of HR Field Operations Management-HRFOM:

- Coordinate HR activities with different Programs. HR Officers are responsible to communicate with field management, participate in their meetings, visit field, and assist HO-HRD by providing necessary information
- Organize recruitment and selection processes in the field offices
- Ensure timely delivery of appointment & confirmation letter, provident fund (PF) papers, transfer order, papers of joining after transfer(JAT) & ID card, etc
- Ensure the performance appraisal on timely and qualitative manner
- Counsel the staff regarding job security and benefits
- Update quarterly staff positions
- Orientation on Human Resource Policies & Procedure, Gender & SHE policy to the supervisors.
- Training as well as Need Assessment Workshops on gender policy
- Conduct orientation on Human Resource Policies & Procedure to the BRAC staff
- Sessions on HRPP in BRAC Orientation Course

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#### **4.5.10. HR Enterprises:**

In April 2008 all HR functions of BRAC Enterprises were brought under HR-Enterprise Section of HRD. This section started working in full capacity from May 2009 to provide one-stop service to employees working in BRAC Enterprises. Main objective of Administration & Logistics unit is to provide different types of HR related services to staff and visitors and ensure all types of logistic support for HRD. Units under BRAC Enterprises are:

- Aarong
- Tea Estates
- BRAC Printers
- BRAC Printing Pack
- BRAC Dairy and Food Project
- BRAC Fisheries
- BRAC Solar Energy Programme

- BRAC Nursery Program
- Sericulture Enterprise
- Recycled Hand Made Paper
- Sanitary Napkin and Delivery Kit
- BRAC Agro and Salt Industries:
  - Poultry Firm
  - Feed Mills and Marketing
  - Salt Production and Marketing
  - Broiler Rearing
  - Broiler Processing and Marketing (BRAC Chicken)
  - Artificial Insemination/ Bull Station
  - BRAC Cold Storage

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#### **4.5.11. HR Admin Logistic:**

Objective of Admin Logistic

Major Activities of Admin Logistic

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#### **4.5.12. HR Information System – HRIS:**

HRIS is facilitating in bringing all the staff related information under one umbrella so as to get the maximum benefit. Thus it ensures a proper flow of information within the department as well as other programs. The section also provides IT related support for HRD. The total recruitment process has been brought under IT to make the process faster and eventually make it more efficient.

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#### **4.6. Organogram of different unit of HRD:**

The BRAC HRD has organogram mentioned below.

CPO, HRD  
Bhaskar Das

HR Enterpraises

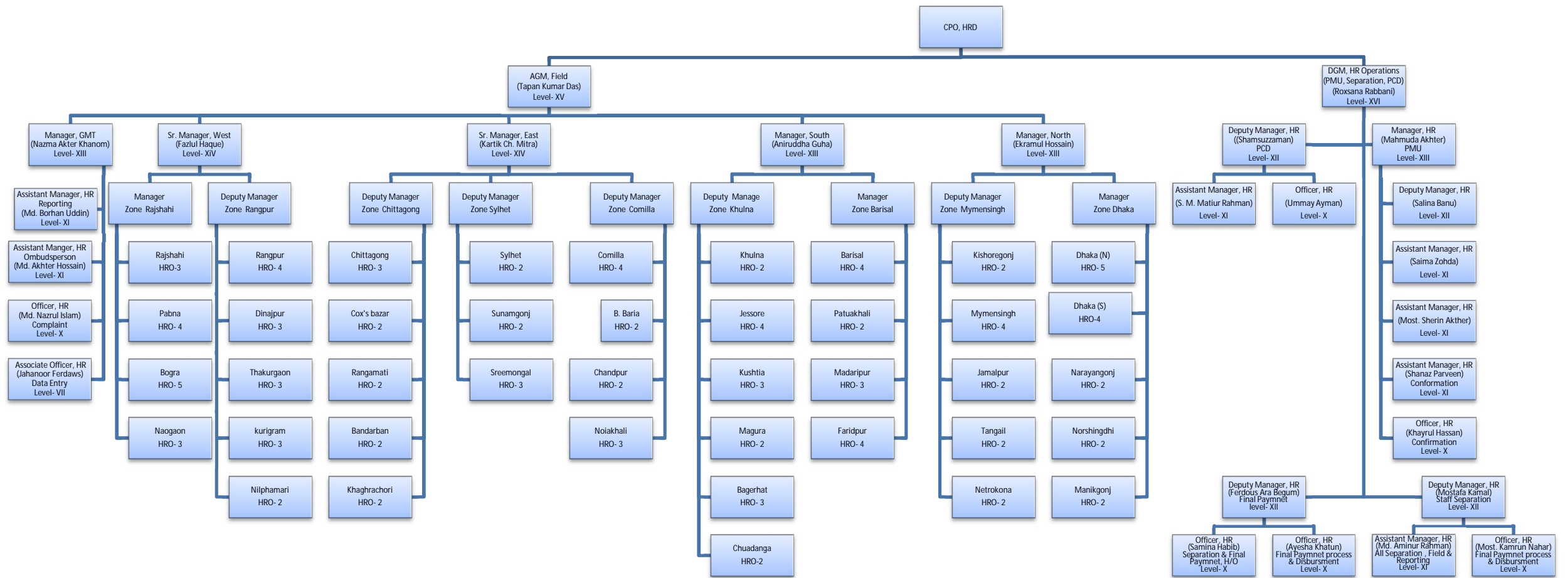
RDA

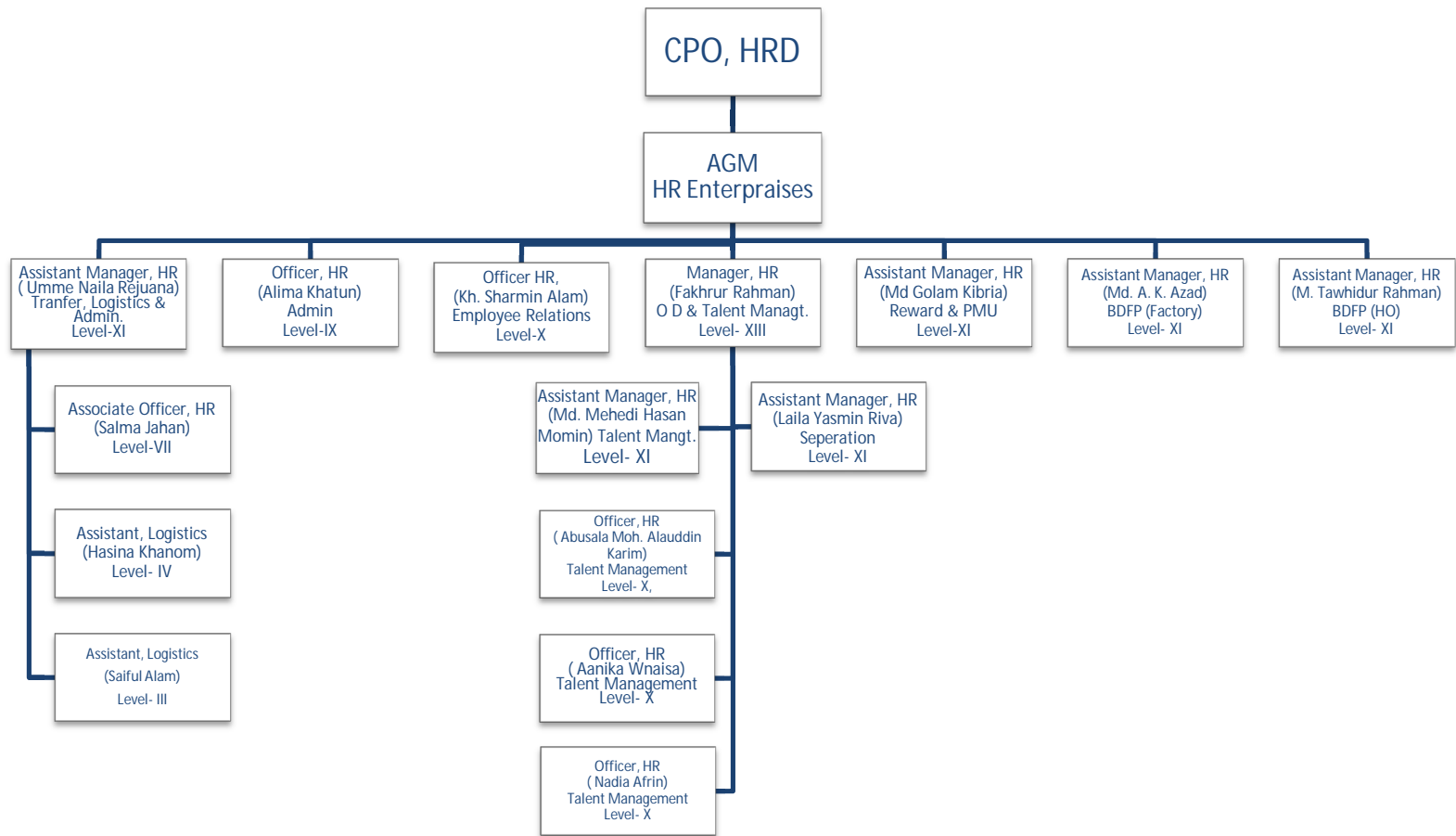
HRIS & CnB

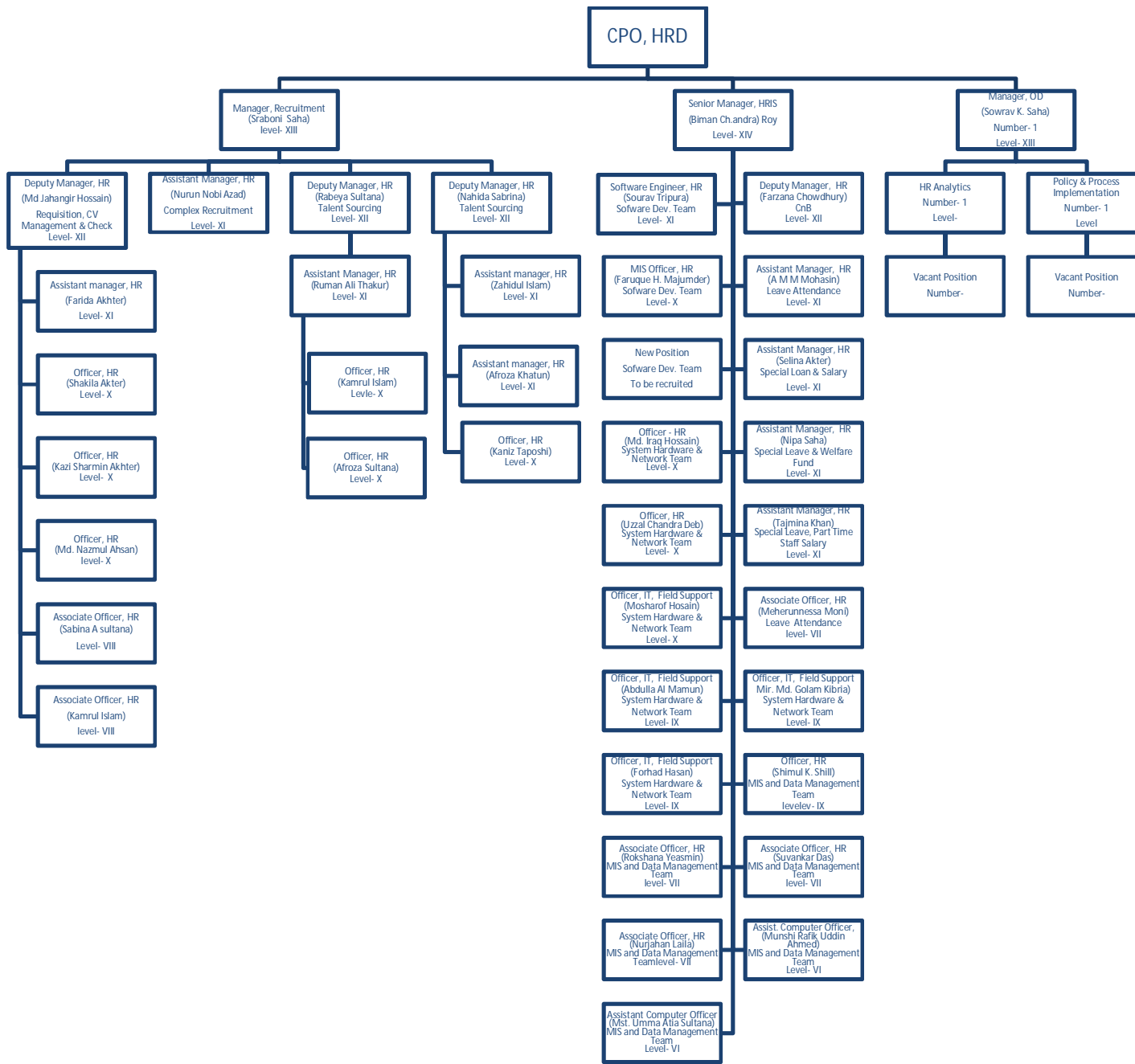
OD

Field HR

HR Operations  
(PMU, Separation,  
PCD)







#### **4.7. Recruitment Unit:**

##### **Recruitment, Deployment and Appointment-RDA:**

Recruitment & Selection is one of the most significant units of HRD. Through successful recruitment, effective, value driven and competent staff who will perform to their best abilities can be hired. They can work towards the success and sustainability of the organization by means of adherence and dedication to achieve goal and objective. BRAC recruitment, Development and Appointment unit do all the recruitment efficiently because it has a skill and well educated and experienced personnel.

A recruitment process usually takes 3 months to be completed successfully. This unit recruits on the basis of staff demand given by different programs/divisions.

##### **Objective of RDA:**

This section works with the aim of hiring and placing right person in the right place at the right time.

##### **Recruiting-**

- To attract the qualified individuals across the country.
- To provide an equal and fair opportunities for potential candidates to apply for vacancies.

##### **Selection-**

- To select a candidate who will be successful in performing the tasks and meeting the responsibilities of the position in an unbiased manner.
- To emphasize active recruitment of traditionally underrepresented groups, i.e. women, individuals with disabilities etc.

##### **Function of RDA (Recruitment):**

1. Receive approved requisition from Programs.
2. Prepare and publish advertisement.
3. Receive application through several sources.



4. Sort the CVs according to the criteria.
5. Create Database and plan for Selection.
6. Confirm the exam center on the basis of the number of candidates.
7. Coordinate with staff from other Programs for invigilating; checking scripts and viva voce.
8. Prepare the Question Papers and Answer Scripts.
9. Carry out the examination, sort out results and circulate.
10. Briefing selected candidates for pre - service training.
11. Prepare deployment list for every selected candidate.
12. Carry out the pre-service training.
13. e-Recruitment
14. Requisition Management
15. Advertisement Management
16. CV Management
17. Exam Planning & Preparation
18. Question bank
19. Coordination & Execution of Selection Process
20. Managing of Deployment & Joining
21. Entry Staff Information into HRMS module
22. Quarterly Reporting
23. Others

Contact:

Phone: +88 02 881265 Ext. 3055, 3062, 3067

### **Appointment:**

Recruitment & Selection is one of the most significant units of HRD. Through successful recruitment, effective, value driven and competent staff who will perform to their best abilities can be hired. They can work towards the success and sustainability of the organization by means of adherence and dedication to achieve goal and objective. A recruitment process usually takes 3

months to be completed successfully. This unit recruits on the basis of staff demand given by different programs/divisions.

### **Objective of Appointment:**

This section works with the aim of hiring and placing right person in the right place at the right time.

### **Major Activities of Appointment:**

1. Receive approved requisition from Programs.
2. Prepare and publish advertisement.
3. Receive application through several sources.
4. Sort the CVs according to the criteria.
5. Create Database and plan for Selection.
6. Confirm the exam center on the basis of the number of candidates.
7. Coordinate with staff from other Programs for invigilating; checking scripts and viva voce.
8. Prepare the Question Papers and Answer Scripts.
9. Carry out the examination, sort out results and circulate.
10. Briefing selected candidates for pre - service training.
11. Prepare deployment list for every selected candidate.

Contact:

Phone: +88 02 881265 Ext. 3067.

### **4.8. Recruitment budget:**

Senior Management will determine and analyze the necessity of manpower based on recruitment required by the department and projected budget based on the year after discussing with different department heads.

HR is analyze the necessity and the requisition approved by the head of related program, head of accounts and Head of HRD. The accounts department booked the recruitment cost to the related program code.

#### 4.9. Recruitment policy:

1. All have (both male and female) equal opportunity to apply
2. The new recruited staff will get the probation period of one year.
3. Female are encourage to apply.
4. For internal job posting the employee can only apply for the regular post after servicing more than one year in BRAC.
5. Up to level fourteen , every candidate have to sit for written test before face interview board etc.

#### 4.10. Recruitment process:

After receiving requisition team leader decided date of publish advertisement, date of written test and interview with conversation with program focal person. All team member have specific program for done recruitment properly. They prepare a plan for recruitment mentioned below. After complete the recruitment and selection process candidates go for Pre Service BRAC Orientation to different Learning centre. Here 10% candidate will be abandoned or disqualified for poor performance. The program’s focal person write up the deployment based on vacant position and sent it to HR Officer. HR officer also check it properly and if find any ambiguity then discuss with program person. After the result sheet come to HR officer’ email, then deployment list sent to trainer of specific BRAC Learning Centre. Before sent mail HR officer. As BRAC always give priority to female candidates, so female candidates have the right to deploy nearest place of her home place. Then candidates join within one week.

**4.11. Recruitment Plan:** At a glance recruitment processing activities are mentioned below

**Plan for the recruitment**

Sl	Task	Responsible Person	Timeline
1.	Requisition		
2.	Advertisement		
3.	CV Screening		
4.	Plan for written test/ interview/ Orientation		
5.	BRAC Orientation schedule		
6.	BRAC Orientation venue booking		
7.	Venue booking for tests		
8.	Plan for Written test		
9.	Software Requisition		
10.	Data Entry by BCC		
11.	Data Merge in Software		
12.	Software Entry Check		

13.	Duplicate & NID Search by EDMS		
14.	Code of Conduct		
15.	Prepare instruction for written & interview		
16.	Template for result (Bengali & English)		
17.	Interview Card Prepare		
18.	Interview Card Send		
19.	Invitation for Invigilator & Board Member		
20.	Booklet & Answer Script Prepare		
21.	Booklet Check & Sign		
22.	Car requisition (for BRAC Printers)		
23.	Prepare invigilator & Board Member List		
24.	SMS/ phone call		
25.	Booklet Print		
26.	Approve instruction for written & interview		
27.	Car requisition (for exam)		
28.	Authorize Invigilator & Board Member list		
29.	Candidate list (Room wise) sent to BLC by E-mail		
30.	Soft copy prepare for different venue		
31.	File Prepare for different venue		
32.	Logistics Confirm		
33.	Office Assistant Requisition		
34.	Room wise Invigilators finalize		
35.	Room wise board member		
36.	Room wise candidate list		
37.	Seat plan for written test/ sent to HRDFO before the date of		
38.	Finalize car route		
39.	Floor Requisition/ Car confirm		
40.	Room wise packet preparation		
41.	Recruitment coordination Meeting		
42.	Conduct Written Examination/ result preparation		
43.	Interview preparation/ Conduction of interview		
44.	Final result publication/ Status report preparation and dissemination		
45.	BRAC Orientation candidate list sent to BLC		
46.	BRAC orientation candidate list sent to programme for giving deployment		
47.	BRAC Orientation deployment sent to BLC		
48.	Final selection list sent to HRDFO ( Before joining date)		
49.	Final deployment (with authorized signature) sent to HRDFO & programme.		
50.	File closing with one page report format		
51.	File handover to Appointment Unit		
52.	File preserve for audit purpose and handover to HRIS		

#### **4.12. Advertisement process:**

The process of published advertisement is not so easy because it involve different department. There are two different way of published advertisement for recruitment. One is online and second is daily newspaper.

##### **Online Advertisement:**

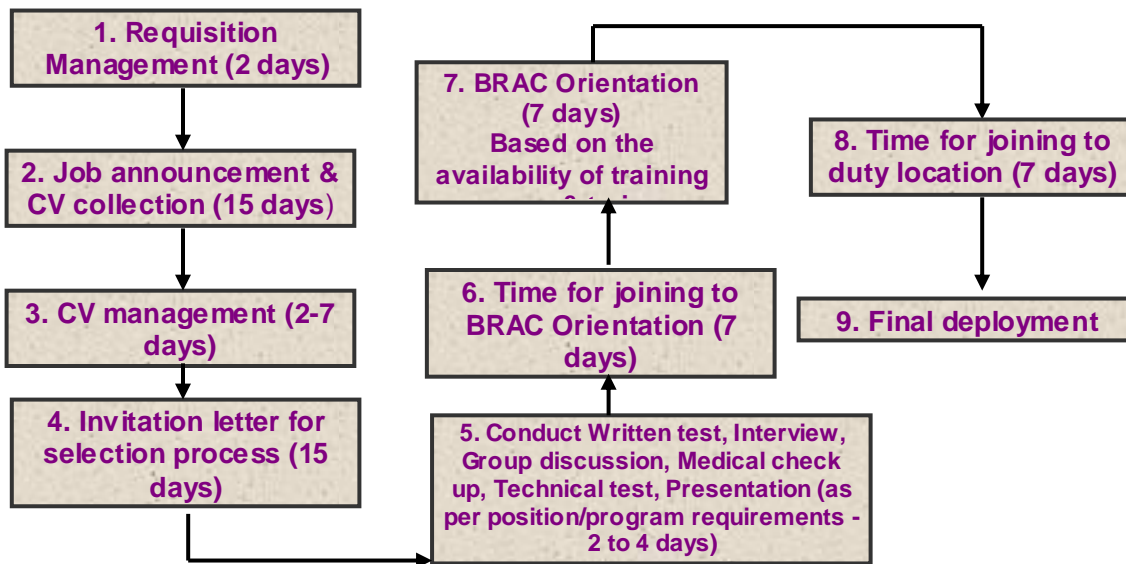
After receive the staff requisition from different programme HR officer collect and put a requisition number after proper checking. HR officer of recruitment unit check the requisition cross check it by the table of authority mentioned in Human resource policy and procedure. Then contract with procurement department for online advertisement if the programme want. The process of publishing the advertisement also mentioned in requisition. So, they are approved the cost by Accounts department. HR officer prepare the advertisement and uploaded into careers.brac.net. Then procurement department contact with third party(add firm) and take initiatives to publish the advertisement on bdjobs.com and with the help of URL system candidates can linked with the website.

##### **Advertisement published at newspaper:**

After receiving the requisition as per programme's requirement and budget approval HR published Advertisement on newspaper. We choose The 'Daily Prothom Alo' and The 'Daily Star' for publish advertisement .HR officer sent a Add requisition form to accounts department and procurement department for space booking for newspaper, then accounts department sent a copy to the relative programme. HR officer prepare the Advertisement and sent the soft copy to procurement department , they communicate with newspaper by mail and publish the advertisement.

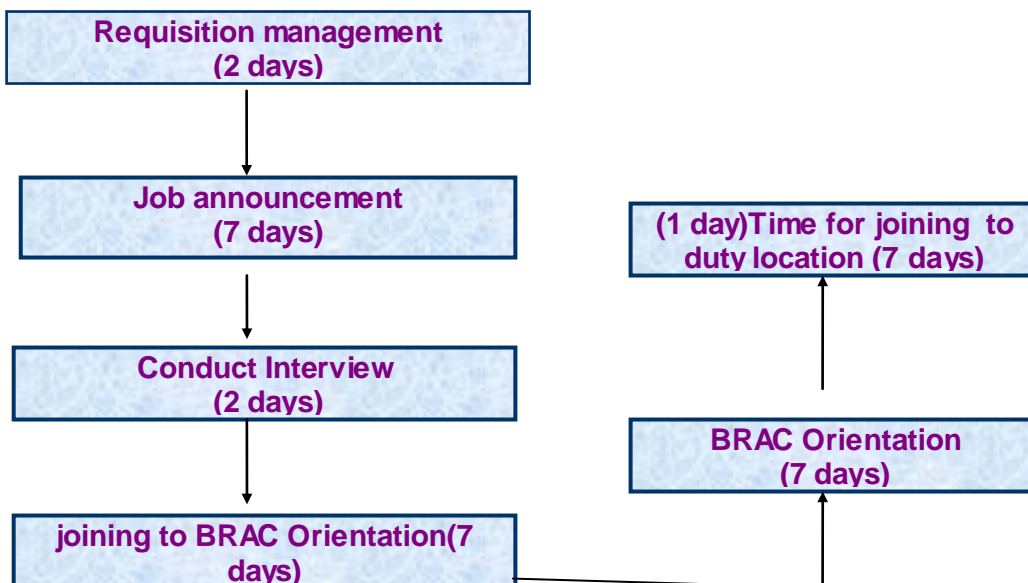
#### **4.13. Flow chart:**

**Flowchart of Mass Hiring (Standard practice as per HRPP):**



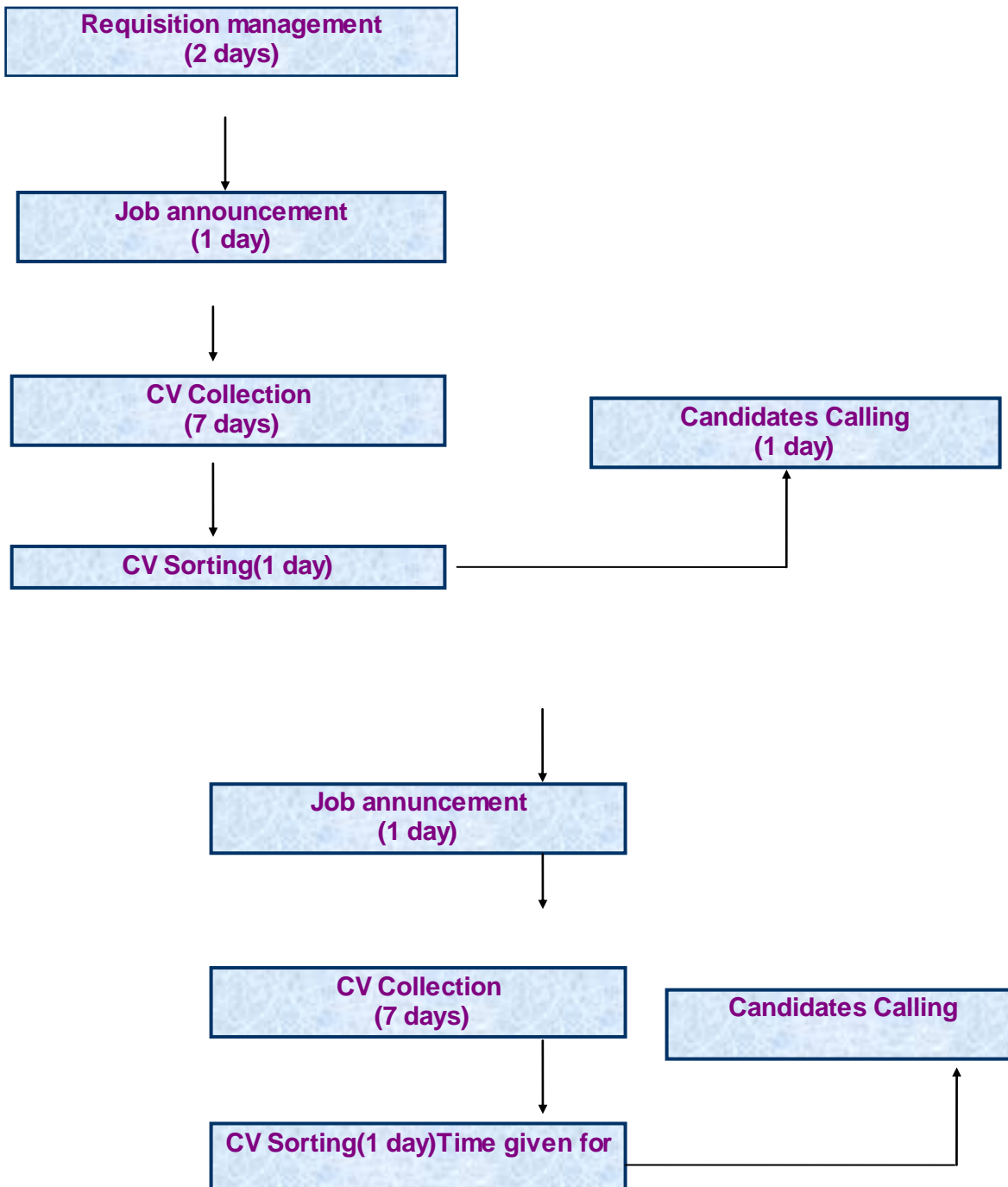
N.B. Minimum time span for mass hiring =57 days.

**Flowchart of hiring through (Walk-in-Interview):**



N.B: Time taken=32 days

**Flowchart of hiring through e-Recruitment:**



**N.B: Time taken=12 days**

#### 4.14. Recruiting Methods:

##### Outside the Organization:

- Advertising (online, Newspaper)
- Field recruitment: College Campuses, professional associations
- Internships
- Placement agencies: Placement offices of educational institutions, private agencies e.g. executive search firms, outplacement firms
- Referral programs
- Interactive electronic media, on – line recruitment

##### The Selection process:

Judging and choosing candidate on a variety of dimensions, ranging from the concrete and measurable to the abstract & personal.

##### Selection Devices:

- Application forms
- Employment tests
- Interviews
- Reference checks
- Educational records
- Work Experience
- Background checks
- Motor vehicle report
- Physical examinations
- Drug test

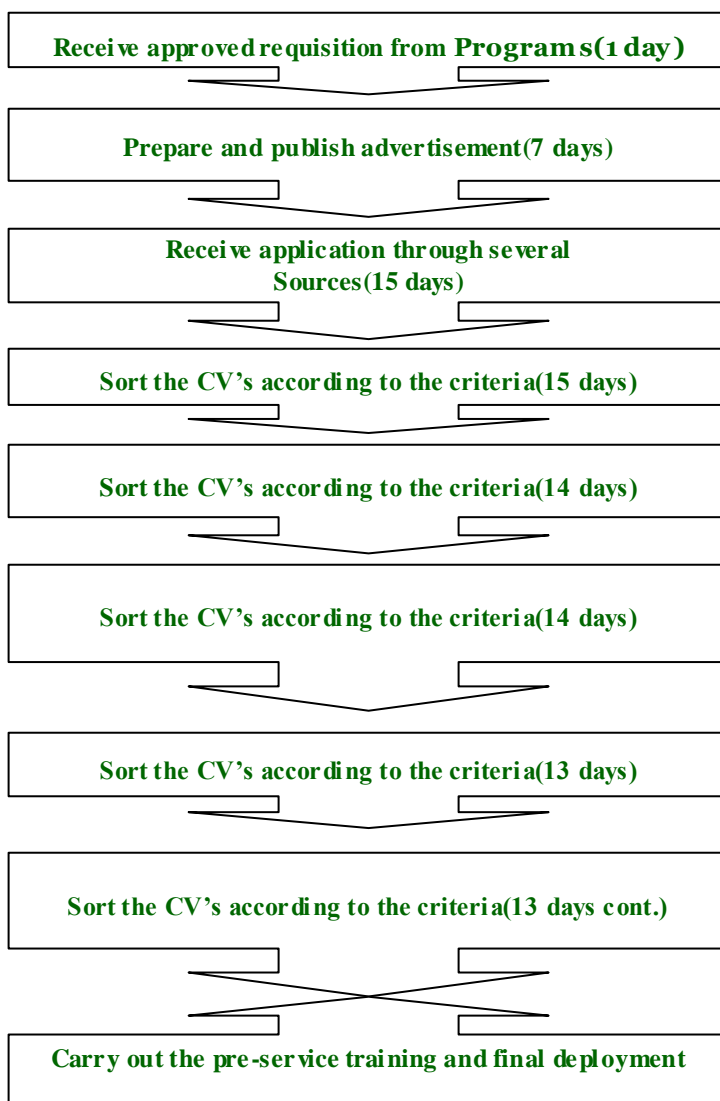
##### The Selection Interview:

1. The Screening Interview – takes place early in the process , often short, focus on the applicant's basic qualifications
2. Group Interview – a number of candidates are interviewed at once to discuss job – related matters
3. Panel Interview – one candidate meets with the a panel of representatives of the firm
4. One on one Interview – a well qualified candidate meets privately with a single interviewer, at a time



5. Videotape Interview
6. Computer - assisted Interview.
7. Structured or Patterned Interview – the interviewer follows a standard list of questions to be asked of all applicants; this method produces uniformity of data.
8. Nondirective Interview – the interviewer’s questions are held to a minimum, and they are open – ended. The aim is to follow the applicant’s own lead, to let him express thoughts & feelings that might be relevant to his application e.g. “ Tell me more why you want to leave your present job....”
9. Situational - Problem Interview – often this is used in the group interview scenario where specific problems are given and the interviewers rate each candidate as they discuss the problem and work out solutions

**Flowchart of Recruitment:**



### **Job offer:**

If a candidate successfully reaches the final stage, a position offering is made in conjunction with a competitive reward package. Internal selection is done through competency based recruiting and selection process.

### **4.15. Initiatives taken to make the recruitment prompt and effective:**

- The staff requisition is not received on time according to HRPP.
- Insufficient information in Staff Requisition Form which creates problem in providing advertisements.
- Huge no of CV's received compared to the required positions consumes time.
- Sudden cancellation of staff requisition.
- 

### **4.16. Reasons for delay in recruitment:**

- The staff requisition is not received on time according to HRPP.
- Insufficient information in Staff Requisition Form which creates problem in providing advertisements.
- Huge no of CV's received compared to the required positions consumes time.
- Sudden cancellation of staff requisition.

### **4.17. New Initiatives:**

- Developing recruitment software
- Own job site is launch.
- Developed prescribed Job Application Form.
- Head hunting for senior positions.
- Professional Institutions, HR Associations support is taken as personal source.
- Currently using a CV bank of huge required candidates
- Publish one advertisement for different programs and position in newspaper for minimize cost.
- Introducing of e-recruitment & online CV Bank with state-of-the-art CV screening & exam process.
- Training to develop a panel of skilled Interviewers.
- Implementation of online requisition system.
- Further decentralization of recruitment process to HRDFO (up to certain level).

- Participation in different job fairs & taking Norm Group Tests in different institutions.
- Attending recruitment related workshops/ training and exposure visit to other organizations for capacity development.
- Background checking of all newly recruited staff

#### **4.18. Weakness of Recruitment unit:**

- The staff requisition is not received on time according to HRPP.
- Insufficient information in Staff Requisition Form which creates problem in providing advertisements.
- Huge no of CV's received compared to the required positions consumes time.
- Sudden cancellation of staff requisition.
- To follow up background check by required time.

#### **4.19. Factors Affecting Recruitment Process:**

- Placing of incomplete requisition by the Programme/ dept.
- Volume of applications received for some positions.
- Unavailability of venue for recruitment as well as BRAC Orientation Prior to Joining.
- Large quantity of emergency requisition by some programmes which interrupt and overlap scheduled recruitment plan.
- Unavailability of board members with training in Interviewing Skills & Techniques.

#### **4.20. Challenges of Recruitment Unit:**

- Lack of proper interview skills & knowledge of the interview board members.
- Mass recruitment with insufficient processing time.
- Identification of the terminated/left staff of BRAC at the time of Recruitment.
- Unavailability of candidates to deploy in some field offices in Bangladesh.
- Sometimes Programmes interference during the selection process.
- Incompetent referral CVs from programme.
- Background checking of all newly recruited staff

#### 4.21. Recruitment report for 2013:

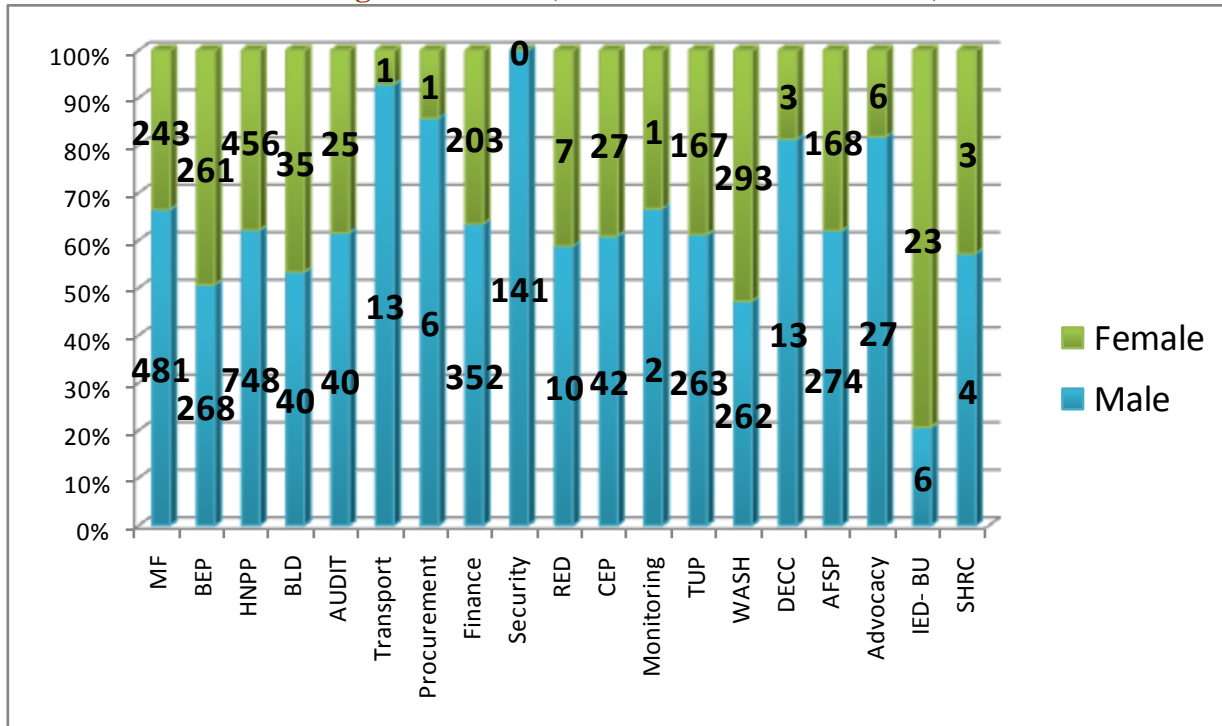
Recruitment 2013 (Jan-Dec)

Total Number Recruited and Deployed Staffs =5665

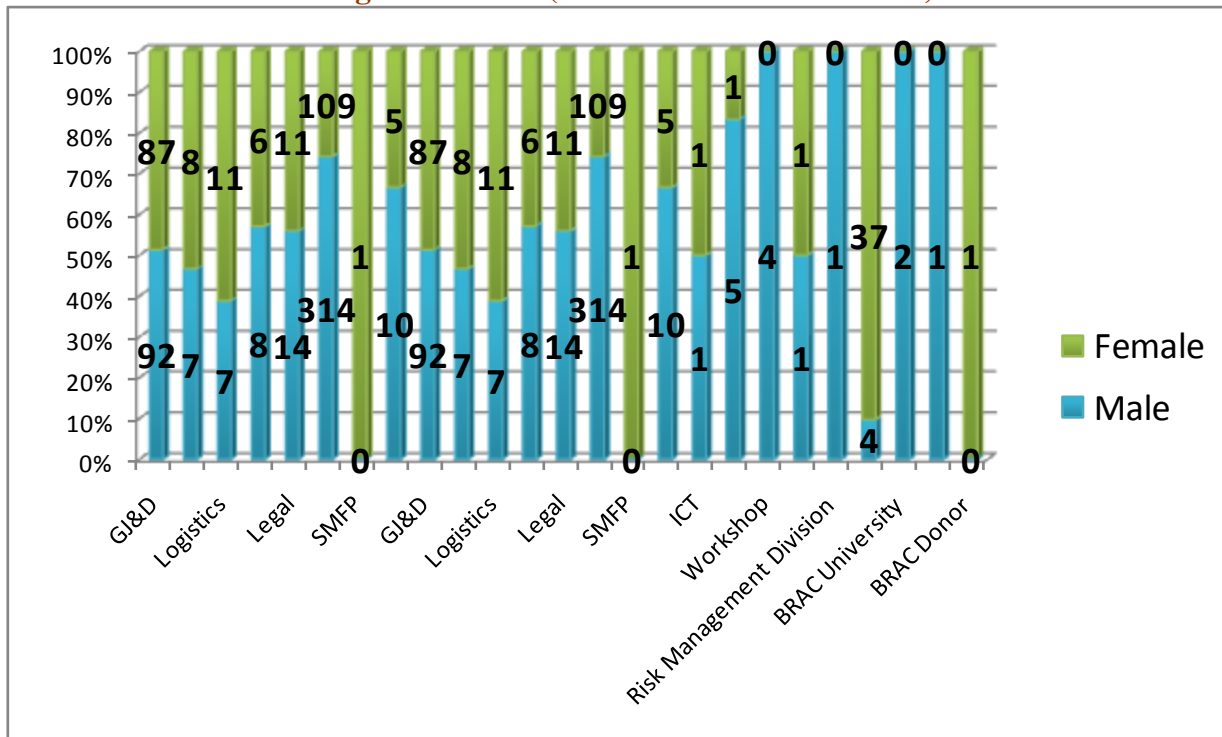
Total Male & Female Staffs Recruited & Deployed (Head Office & Field Office)

Programme	Male	Female	Total
MF	481	243	724
BEP	268	261	529
HNPP	748	456	1204
BLD	40	35	75
AUDIT	40	25	65
Transport	13	1	14
Procurement	6	1	7
Finance	352	203	555
Security	141	0	141
RED	10	7	17
CEP	42	27	69
Monitoring	2	1	3
TUP	263	167	430
WASH	262	293	555
DECC	13	3	16
AFSP	274	168	442
Advocacy	27	6	33
IED- BU	6	23	29
SHRC	4	3	7
GJ&D	92	87	179
HRD	7	8	15
Logistics	7	11	18
Communication	8	6	14
Legal	14	11	25
IDP	314	109	423
SMFP	0	1	1
Migration	10	5	15
ICT	1	1	2
Driving Training Project	5	1	6
Workshop	4	0	4
Special Project	1	1	2
Risk Management Division	1	0	1
HRLS	4	37	41
BRAC University	2	0	2
BIL	1	0	1
BRAC Donor	0	1	1
<b>Grand Total</b>	<b>3463</b>	<b>2202</b>	<b>5665</b>

**Total Male & Female Programme wise (Head Office & Field Office ):**



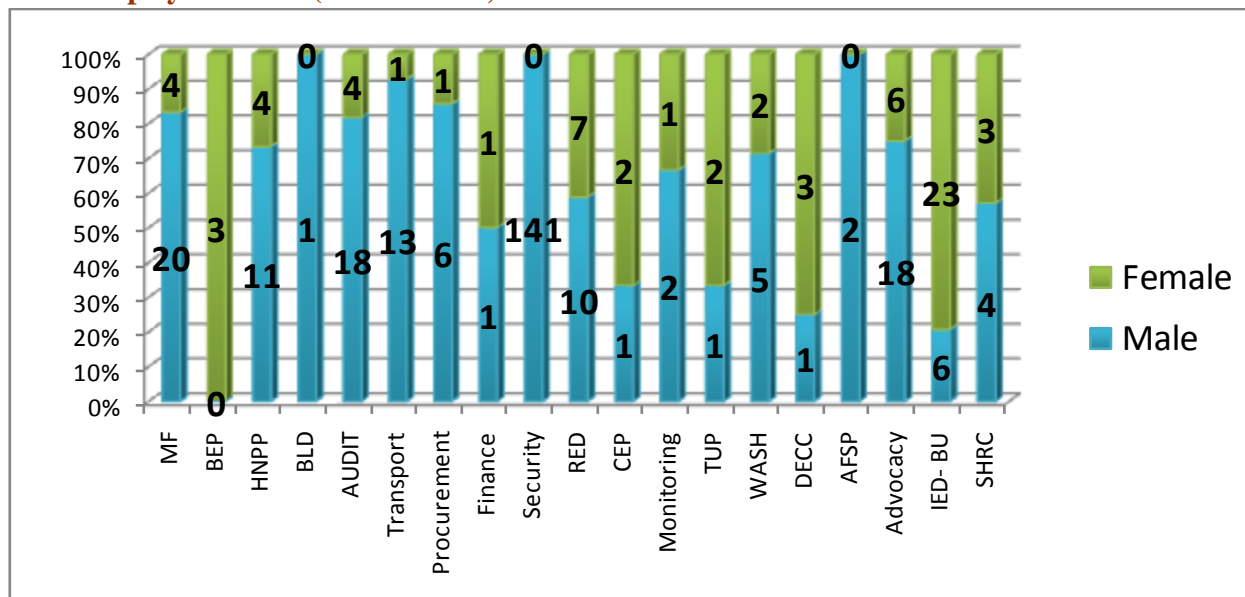
**Total Male & Female Programme wise (Head Office & Field Office):**



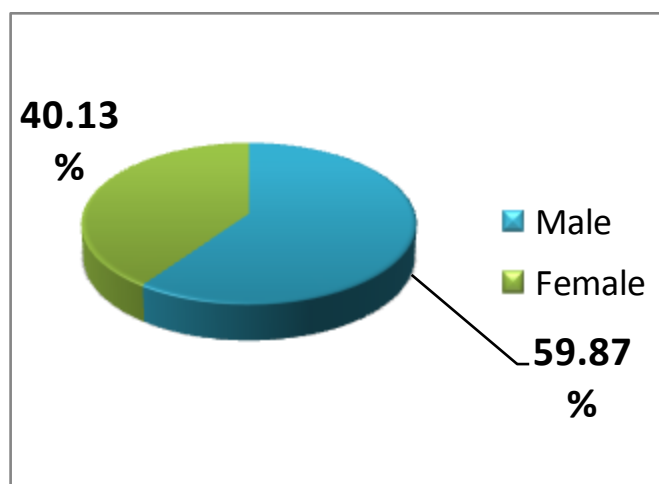
**Program wise deployment head office:**

<b>Programme wise Deployment Report 2013</b>			
<b>Programme</b>	<b>HEAD OFFICE</b>		
	<b>Male</b>	<b>Female</b>	<b>Total</b>
MF	20	4	24
BEP	0	3	3
HNPP	11	4	15
BLD	1	0	1
AUDIT	18	4	22
Transport	13	1	14
Procurement	6	1	7
Finance	1	1	2
Security	141	0	141
RED	10	7	17
CEP	1	2	3
Monitoring	2	1	3
TUP	1	2	3
WASH	5	2	7
DECC	1	3	4
AFSP	2	0	2
Advocacy	18	6	24
IED- BU	6	23	29
SHRC	4	3	7
GJ&D	6	6	12
HRD	2	2	4
Logistics	7	11	18
Communication	8	6	14
Legal	2	3	5
IDP	3	1	4
SMFP	0	1	1
Migration	1	4	5
ICT	1	1	2
Workshop	4	0	4
Special Project	1	1	2
Risk Management Division	1	0	1
HRLS	3	0	3
BRAC University	2	0	2
BIL	1	0	1
BRAC Donor	0	1	1
<b>Grand Total</b>	<b>303</b>	<b>104</b>	<b>407</b>

### Total Deployed Staffs (Head Office):



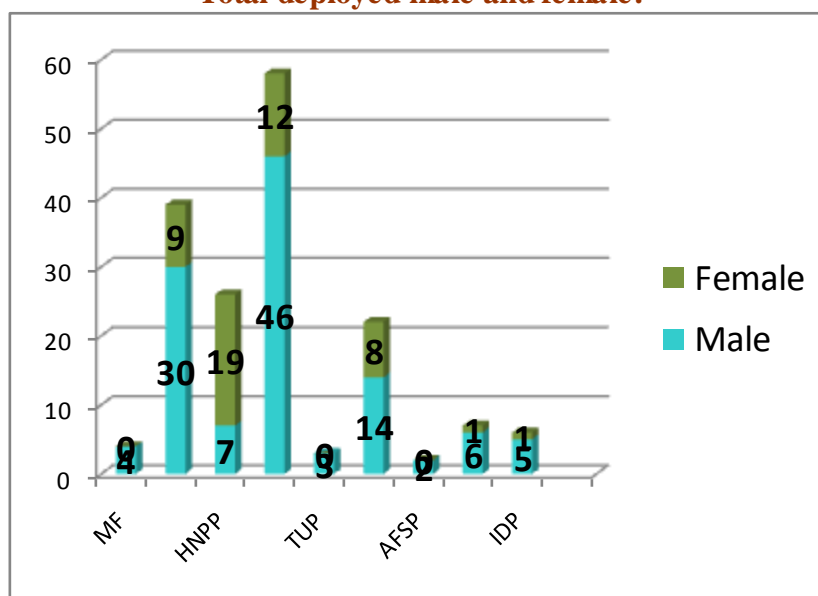
### Male-Female ratio for Deployed Staffs (Head Office)



### Recruited Internal Staffs (Head Office):

Internal Staffs (2013)			
Programme	HEAD OFFICE		
	Male	Female	Total
Transport	1	0	1
DECC	0	1	1
Advocacy	0	1	1
SHRC	1	0	1
Legal	1	0	1
<b>Grand Total</b>	<b>3</b>	<b>2</b>	<b>5</b>

### Total deployed male and female:



### Difference between Deployed & Joined no. of Staff (Field Office):

Programme	Deployed	Joined	Joined (%)	Did not join (%)
MF	461	457	99.13	0.87
BEP	268	193	72.01	27.98
HNPP	737	643	87.24	12.75
BLD	39	39	100	0
AUDIT	22	13	59.09	40.90
Finance	351	310	88.31	11.68
CEP	41	36	87.80	12.20
TUP	262	248	94.66	5.34351145
WASH	257	247	96.11	3.89
DECC	12	11	91.67	8.33
AFSP	272	243	89.33	10.66
Advocacy	9	9	100	0
GI&D	86	53	61.62	38.37
HRD	5	5	100	0
Legal	12	12	100	0
IDP	311	245	78.77	21.22
Migration	9	9	100	0
HRLS	1	1	100	0
Driving Training Project	5	5	100	0
<b>Grand Total</b>	<b>3160</b>	<b>2779</b>	<b>87.9</b>	<b>12.1</b>



#### 4.22. Reasons for turnover:

1. After completing the Pre service BRAC Orientation some candidate do not want to join for realizing the type of work.
2. Some candidate can't adapt with the field work
3. Some times field supervisor doesn't warmly receive the potential candidate, though we orient them but they overlook the norms and values etc.

#### 4.23. Others:

Joining kits for the newly recruited staff of HO :

1. BRAC Timeline
2. 'Amar' BRAC and Staff Diary
3. BRAC at a Glance – Program updates
4. Human Resource Personnel Procedures (HRPP)
5. Gender Policy
6. Sexual Harassment Elimination (SHE) Policy
7. Brand Guidelines
8. Communication Policy
9. Information and Communication Technology (ICT) Policy
10. Procurement Policy (soft copy )
11. Accounts Manual ( If required)
12. International media publication ( Economist article ,Global Journal article )
13. BRAC Annual Report (latest one for 14 and above)

#### 4.24. Background check:

We check all new staffs background with the help of HR officers of HRD field offices. There are a committee form by three members. They are responsible HR Officer of staff joining areas, Accountant and a related programme person. They go to candidates village check by the help of referee's provided information. Then we complete entry process in HRMS module. We complete the whole process within 180 days after staff joining.

# CHAPTER 5

## Job Descriptions

### 5.1. Job Description:

**My responsibilities:** As a Deputy Manager, I do different complex recruitment like senior position of different unit and IED-BRAC University. As a team leader I follow up my group members all type of recruitment related activities and rapport building with different program to run total process smoothly. My special job responsibilities are mentioned below:

1. Ensure Annual Manpower Planning (AMP)
2. Ensure Employer branding
3. e-Recruitment with online requisition system.
4. Take initiatives for increase women staff ratio in BRAC through recruitment.
5. Interpersonal Relationship include attitude, Respectful to others, Encourages others, positive attitude, spirited, Behavior Friendly, Supportive, Understands the needs of others, Communication skill , Conflict Resolution Skill.
6. Arrange job fair.
7. Arrange norm group test of different University (IUB, Rajshahi University etc.)

### 5.2. General Responsibilities:

1. To attract the qualified individuals across the country.
2. To provide an equal and fair opportunities for potential candidates to apply for vacancies.
3. To select a candidate who will be successful in performing the tasks and meeting the responsibilities of the position in an unbiased manner.
4. To emphasize active recruitment of traditionally underrepresented groups, i.e. women, individuals with disabilities etc.
5. e-Recruitment
6. Requisition Management
7. Advertisement Management (prepare advertisement)
8. CV Management( after receiving CV ,check CV by part time employee of CV sorting room, they sort it by specific criteria)

9. After sorting CV data entry by BRAC Computer Centre (BCC)
10. Creation of database and check all candidates information through EDMS module.
11. Exam Planning & Preparation
12. Confirm Venue booking
13. Question bank
14. Preparation of Interview documents
15. send SMS by the help of ICT department
16. Ensure Phone call for all candidates with the help of HRD field offices
17. Calling candidates for written test and interview
18. Coordination & Execution of Selection Process
19. Evaluation of exam papers
20. Managing of Deployment & Joining
21. Entry Staff Information into HRMS module
22. Quarterly Reporting
23. Prepare joining package
24. Send deployment to learning centre.
25. Send final deployment to program and preserve in ancillary file.
26. prepare offer letter in the case of senior position
27. Follow up Background check process with the help of HRD field office and different programs
28. File handover to appointment unit for preserving file in EDMS and also creating the personal file.
29. Others

### **5.3. Ancillary Duties:**

Performs tasks which are supportive in nature to the essential functions of the job, but which may be altered or re-designed depending upon individual circumstances.

#### 5.4. My contributions:

1. Work for developing recruitment software and online deployment with ICT and HRIS.
2. Worked with Organisational Change Committee( OCC) for organisational development. The team work was organised by BRAC and work with Kemp and Watson, India, New Delhi, ph- +919971799420(india),+8801775018441(Bangladesh).
3. Arrange meeting for introduce online deployment to focal person of different programs.
4. Arrange BRAC Orientation Prior to Joining at head office for senior position , who are joined at Head office of BRAC.
5. Developed prescribed Job Application Form.
6. Manage CV bank for huge required candidates.
7. Updating question Bank for written exam.
8. Participate a forum of Interview skill development and we are arranging also workshop for developing interview skill of selected program's persons. We already start the related activities.
9. Our (recruitment unit) target is increase women ratio in BRAC, in this perspective I gave some opinion like that,
  - when advertisement will be published women candidates educational qualification and result may be flexible for some position, where they can compete against male candidates.
  - Examination Venue will be convenient for women.
  - We face some problem where we don't attract women candidate like IDP program. This program work for development of Haor area like Sumangonj,

Sylhet etc, So in this case we can give more facility for women or give incentive and other benefits and to publish attractive advertisement with attractive compensation package.

- To publish special advertisement only for woman candidates.
- 10. Training to develop a panel of skilled Interviewers.
- 11. Implementation of online staff requisition system.
- 12. Participation in different job fairs & taking Norm Group Tests in different University and other Institutions.
- 13. Attending recruitment related workshops/ training.
- 14. Follow up background checking of newly recruited staff.
- 15. Properly checked Staff Requisition Form because sometime we receive insufficient information in Staff Requisition Form which creates problem in providing advertisements.
- 16. Recruitment related report preparation.

# CHAPTER 6

## Conclusion

## 6.1. RECOMMENDATION:

- For ensure better service from HR officer of Recruitment unit more training need for staff development to be introduced by management. The staff should get some more opportunities for higher education. Training and educational activities may continue to reduce the pressure on employees regarding their skill and other necessary conditions for performing better in the job.
- Present performance appraisal system may be reviewed based on the current changes in the work environment, culture and rules and regulations and it may be made more objective so that amount of subjective judgment is reduced. For this, merit rating appraisal system may be introduced which will be more objective and will help in assessing staffs' potential ability to perform present jobs better as well as fitness for performing future jobs. As the recruitment team work on under pressure so they need motivation for work and a proper appraisal system can ensure the evaluation of work.
- Some pressure come from related programme and it hamper fair recruitment process, so it should be overcome.
- HRD must take good initiative for Head hunting and searching intelligent person.
- It is very important to increase Cooperation/ Collaboration/Networking through building strong relationship with the programs, encourage free flow of information.
- Increase the number of employee in required position.
- Make the salary structure attractive to the employee.
- Though the working environment is good for staff but, management should try to reduce extra workload of the employee.
- Online recruitment system need to be upgraded.
- Make the HRIS and ICT support more effective , so they can work easily.



## 6.2. CONCLUSION:

BRAC is the largest non-government organization in the world. Its activities are spread over 11 country of the world and over 64 districts of Bangladesh covering 100 million poor people especially the distressed women of the rural areas. It has total 46,182 regular staff and more than 1,00000 part time staffs of different levels and categories. Today its activities have been expanded across the border like BRAC Afghanistan, BRAC Sri Lanka and Pakistan and in some countries in Africa.

To manage so huge number of human resources it gives emphasis to employ the right number of skilled staffs in the right places at the right times. More over not only placing the staffs the right position is not enough, they need to be developed, trained and sustained in the organization. In order to do so staff development initiatives need to be taken very seriously. So, Human Resource Division plays an active role to control the whole BRAC staff's motivation and development. Careful and efficient recruitment system can reduce the turnover rate of the organisation. So recruitment and selection process have to be fair.

Accordingly, this term paper work was carried out to ascertain the "Recruitment process of BRAC-HRD". BRAC places importance on skill/merit for promotion but the system of assessing should be transparent and objective so that no chance partiality /biasness prevail in the system. BRAC makes effort to fill its vacant positions by giving internal promotion and recruitment at entry level. It recruits laterally from external sources only when qualified staffs are not available in the organization. This system makes the staffs committed to the organization. The real causes of staff turnover except natural retirement should be identified and corrective measures should be taken. The staff feedback system is mainly through proper channel and formal gathering. It may not be effective of getting real feedbacks. Individual feedback system may be encouraged and giving confidence that no feedback will be viewed negatively.

Despite all the limitations of HR, it is trying hard to improve the situation through decentralizing its activities in the field offices. It is also recruiting more HR staffs and making the system electronically linked with the departments/offices. It is taking many new initiatives like compliance audit, exposure visit, exchange programs, providing mentors to staff,

introducing promotion tests, which will ultimately work for the betterment of staff and their development. We agree about the matter that a strong Human Resource practices will help BRAC pave the way leading to outmost destination. It was an honour for me that i have worked as deputy Manager of Human resource division in BRAC. In conclusion, it can be said that BRAC and BRAC Human Resource Division is recognizing the need for staff development and taking challenging steps, taking new initiatives regarding recruitment and selection for the betterment of staff.

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