

BUS 400

Internship Report on



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An Experience from BRAC
International

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Letter of Transmittal

Date: 05/04/2016

Mr. Shamim Ehsanul Haque

Assistant professor, BBS

BRAC University

Subject: Submission of “Internship” report on recruitment and selection in BRAC International.

Dear Sir,

It is with great pleasure that I would like to provide to you the report on my internship experience at BRAC International. I have prepared the report as per your guidelines and recommendations. I am looking forward for your sincere judgment on this report.

I tried my level best to complete the report as per the requirements and meaningfully. This was done by engaging seriously and giving the best effort to prepare this report. I have tried to portray the actual experience of my internship program through this report. It has enabled me to gain a better understanding of my experience which will help me in my career development.

Your kind acceptance and judgment will surely inspire me. I hope this report will fulfill all the requirements.

Thanking You

Sincerely Yours

Asifa Tayeeba Jaigirdar

Acknowledgement

I am using this opportunity to express my gratitude to everyone who supported me throughout the internship period. I am thankful for their aspiring guidance, invaluable constructive criticism and friendly advice during the internship work. I am sincerely grateful to them for sharing their truthful and illuminating views on a number of issues related to the project.

First and foremost I present my gratitude to the Almighty Allah for making everything possible. It would never be possible without the help of the Almighty. I would also like to thank my family, friends and all my teachers who have supported me throughout the internship program and also this report.

I express my warm thanks to Mrs. Mahya Binte Karim Rima my internship supervisor at BRAC International. Her help and effort to teach me the ways of an NGO was appreciable along with all the other little things she taught me. She was kind enough to teach me, trust me and give responsibilities to me so that I could learn.

Last but not the least I would like to express my gratitude to my assigned faculty member, Mr. Shamim Ehsanul Haque for the valuable guidance and support. I really appreciate the way he has guided me through this report.

Thanking You

Asifa Tayeeba Jaigirdar

Executive Summary

BRAC International started its global journey in 2002 in Afghanistan, and since then it expanded its activities in nine other developing countries in Asia and Africa, making it a global leader in providing opportunities for the world's poor on a non-profit basis. The total workforce of BRAC International is above 10000+ staff which means there is an enormous scale of human resource activity. In every BRAC International country except Philippines there is a separate Country Head of Human Resources & Training and a small HR team that manage the operational activities of these enormous operations, managing their performance and capacity development.

In this particular report, how a HR department of an international non-governmental organization works, how they manage all nine countries HR activities sitting in the head office, how they hire the most suitable candidates and so on are describes from the eye of an intern. Their strongest point is that they have a much enriched HR department with systematic approaches to conduct their activities, and the main drawback they have is that they use insufficient advertisement channels to minimize their cost, but at the same time they are also minimizing the size of potential applicant pool.

Before having any final remarks about this report, it is requested to keep in mind that it was prepared in a very short time's notice, and because of confidentiality, data could not be collected properly to do the analysis. Yet it might be a good enough report to have an in depth idea about a selection and hiring process of world's largest NGO with over 44 years of experience of working with humans.

Table of Content

Title	Page
1. Introduction and overview of BRAC	01-03
2. Recruitment and Selection Process	04-06
3. Recruitment and Selection Process of BRAC International	07-12
3.1. Manpower planning and forecasting	
3.2. Develop Staff Requisition & Job Description	
3.3. Job Advertisement	
3.4. Searching and Screening	
3.5. Short listing and Communication	
3.6. Written test and Interview	
3.7. Comparisons between candidates and Boards Decision	
3.8. Offer letter and Negotiating	
3.9. Joining of candidate as staff	
4. Limitations	13-14
4.1. Old system	
4.2. Advertisement Channel	
4.3. Inadequate CV sources	
4.4. Salary structure	
4.5. Opportunity for fresh graduate	
4.6. Update of Interview status Database	
5. Limitation of the study	15
6. Recommendation	16
7. Conclusion	16
8. Reference	17

Introduction and Overview of BRAC

There is no other way to enhance our knowledge but to practice our theoretical knowledge in a real life organizational environment. In that context, the BBA program under BRAC University has made it mandatory to complete an internship program under any renowned organization to get the experience to work in a practical and professional environment. After completing four years of theoretical part, I applied and got the lucky chance to work with the largest developmental NGO of the world – BRAC; in its present international operational division which they call ‘Stitching BRAC International’, that operates in nine different countries mostly across Asia and Africa.

After completion of theoretical courses I started my internship with BRAC International on 13th December, 2015 and finished on 13th March, 2016. In these three months I might not have gathered deep knowledge about the BRAC and its recruitment and selection process however I have gathered some knowledge’s and most importantly I got to work in the marvelous environment of BRAC the biggest NGO over the world. So far what I have known about BRAC is described below.

BRAC International was officially registered as a “foundation” and its official name is Stichting BRAC International, where the term Stichting refers to a legal entity with limited liability, but no members or share capital, which exists for a specific purpose. It is registered under the laws of The Netherlands, with its seat in The Hague. This foundation was formed on March 16, 2009 with an objective to engage in charitable purposes and social welfare activities in any country of the world strictly on non-profit basis, and to do all such other things as are incidental or conducive to the attainment of the aforementioned objective.

BRAC International started its journey globally in 2002 through extending its operation in Afghanistan. Since then operations spread across Asia, Africa and Americas and as of now it has operations in 11 countries with an annual budget of \$ 109.56 million. Currently, BRAC International has programmes in Asia (Afghanistan, Pakistan, Philippines, and Myanmar) and Africa (Liberia, Sierra Leone, South Sudan, Tanzania, and Uganda).

Main Programmes

Well Being and Resilience

- ✚ Disaster Management and Climate change
- ✚ Health, Nutrition and Population
- ✚ Water, Sanitation and Hygiene

Expanding Horizon

- ✚ Education
- ✚ Migration

Economic Development and Social protection

- ✚ Agriculture and food security
- ✚ Integrated development
- ✚ Microfinance
- ✚ Enterprise and investment
- ✚ Targeting and ultra-poor

Empowerment

- ✚ Community empowerment
- ✚ Gender justice and diversity
- ✚ Human rights and legal aid service

VISION

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

MISSION

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

VALUES

- ✦ **Innovation-** BRAC has been an innovator in the creation of opportunities for the poor to lift themselves out of poverty. They value creativity in programme design and strive to display global leadership in groundbreaking development initiatives.
- ✦ **Integrity-** They value transparency and accountability in all their professional work, with clear policies and procedures, while displaying the utmost level of honesty in their financial dealings. They hold these to be the most essential elements of their work ethic.
- ✦ **Inclusiveness-** They are committed to engaging, supporting and recognizing the value of all members of society, regardless of race, religion, gender, nationality, ethnicity, age, physical or mental ability, socioeconomic status and geography.
- ✦ **Effectiveness-** They value efficiency and excellence in all their work, constantly challenging themselves to perform better, to meet and exceed programme targets, and to improve and deepen the impact of their interventions.

A BASIC RECRUITMENT & SELECTION PROCESS:

The main purpose of an effective recruitment and selection process is to hire right people with the right skill sets who can fulfill the best practice and legal requirements of the job. A successful staffing process depends highly on the effectiveness of each and every stage of the recruitment process. This process has gradually been designed and re-designed in order to minimize the chances of failure and thus minimizing the opportunity cost associated with it.

In order to increase the effectiveness and ensure the consistency of recruitment and selection process, a few basic steps is required to follow which is applicable all over the world. These steps are –



1. IDENTIFY VACANCY AND EVALUATE NEED

At the very beginning of recruitment when any company feels the necessity of hiring manpower they evaluate the necessity. Because hiring a new employee cost a lot of time as well as money. Furthermore if the requirement of hiring new employee is less but new employee is hired long term cost may increase.

2. DEVELOP JOB DESCRIPTION

After the evaluation of new recruitment the jobs of the post is been written in an specific format which is called the job description it's basically a written statement of a specific job according to the analysis. This job description includes the responsibilities of that position, to which he will report, qualifications, KPI's and so on.

3. DEVELOP RECRUITMENT PLAN

After making job description how the recruitment process will be conducted is planned so that HR can follow the plan properly. If the plan is made in a correct manner it makes the recruitment process easier and right person is selected easily.

4. SELECT SEARCH COMMITTEE

Then a specific committee is selected for the search of potential applicant. Usually for a position a lot of people apply but everyone is not potential candidate. For choosing best candidates a committee is made.

5. POST POSITION AND IMPLEMENT RECRUITMENT PLAN

To get applicant the JD is put in the advertisement format and posted in different media like newspaper, websites, or in different universities as well.

6. REVIEW APPLICANTS AND DEVELOP SHORT LIST

From the huge number of applicant some CV's are shortlisted for the position. Reviewing the CV's properly is very necessary. Because for a vacancy more than 500 people applies and many applies just to try their luck.

7. CONDUCT INTERVIEWS

From the short list some applicants are been called for the interview. The interview panel might have some questionnaires for maintaining the track of interview. Some post might have written test as well.

8. SELECT WHOM TO HIRE:

After finishing the interview, the board members along with their chairperson will discuss among themselves about the candidates. They measure the applicant's answers and decide who was better. The best person is then selected for the post then. If the panel is not satisfied with anyone's answer they again go for searching new candidates and further work.

9. FINALIZE RECRUITMENT:

After selecting from the candidate the recruitment process doesn't finishes. The selected person gets the confirmation and appointment letter. By signing the appointment letter recruitment process ends.

BRAC currently deals with nine countries of Asia and Africa for development purpose. Whenever any post needs any employee at that time from the head office recruitment process is done. After that the selected employee joins the head office first then joins the country office. BI follows a particular ways for recruitment and selection process. The process is given below-

Manpower planning and forecasting:

Manpower Planning, also called as Human Resource Planning, consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization, while avoiding manpower shortage or surplus. Before starting the recruitment process, the HR department of BRAC International analyzes their current manpower inventory and makes future manpower forecasts. At first the line managers send all their requirements to the program head, and they inform about it to the top management. Then with the help of HR team, they do the ultimate forecasting and calculate the cost related to it.

Two main types of need are determined right in the beginning of their planning, the need for a new position, or replacement of existing position.

1. Newly created position- After the need and analysis for new tasks new positions need is taken under consideration. After that an analysis happens which tells if this position is fills any gap or not.
2. Replacement- When any existing employee leaves for any reason the need for a new employee occurs. At that time through the recruitment process new employee is selected.

Develop Staff Requisition & Job Description:

When a post become vacant the task of hiring new employee starts with approval of Chief people's Officer that is Munmun S. Chowdhury. Further works happens after that. A typical staff requisition form of BRAC International contains the following things –

- o Job location
- o Designation
- o No. of vacancies
- o Staff type (regular/ contractual/ others)
- o Source (internal/ external)
- o Salary & level
- o Time in hand
- o Educational & Professional qualifications
- o Job experience (years)
- o Preferred channel of advertisement
- o Replace or New position
- o Approval with the signatures of CPO & department head

A JD (Job Description) is also developed where the tasks and duties of that position is mentioned. When any candidate is selected for that position the JD remains with him.

Job Advertisement:

After that a job advertisement is published on the following websites- carrers.brac.net, bdjobs.com, reliefweb.com, daily star and prothom alo. In this advertisement the key responsibilities of the position, person specification, educational requirement, experience requirement, employee type, salary, job location, the ways of doing application and the deadline is mentioned. The external employees they say to apply through carrers.brac.net, recruitment.bi@brac.net, international.bi@brac.net and for internal candidate they say to apply in internal.bi@brac.net.

Searching and Screening:

After publishing the advertisement, BRAC International gets a massive amount of CV's from interested applicants for their job opening. Within the 15 days, the recruitment team goes through a multiple number of CV screenings. They have separate webmail addresses for internal and external candidates, so the screening task becomes comparatively easy. Within those mail ID's, they open a different folder for every position and put every incoming CV within the folder according to their name.

At first all the CV's are collected, and then they go through all of them to find the right candidates. Not necessarily everyone with the given qualification applies there, and a lot of people whose educational and experience doesn't fulfils requirements sends their CV based on their luck. The recruitment team carefully screens out the only people who have the right experience on related field and educational qualifications. They give equal opportunities to the internal and external candidate, so they consider everyone.

For the top positions, they also rely on the headhunters, because the requirements of the top positions are very high because they need a lot of relevant experience in the particular field. These high levels of experience are not always easy to get only from websites like bdjob or career site. There is a black listed candidates list. While screening of cv it's been checked that the candidate is part of black listed candidate or not. The black listed candidates aren't selected for any post.

Short listing and Communication:

After the initial screening the HR team passes the short listed CV's to the board. When all the board member gives approval of calling the candidates the candidates are been called for the test and interview. While talking to the candidates some information are been asked to them and that are, whether they are free on the selected time or not, what things they need to bring during the interview and the other stuffs are also asked to them which are not mentioned in the CV. Like the notice period for joining, passport renewal date and so on. If the candidates confirms about the timing they are given an email for the confirmation. In the email venue is clearly mentioned for avoiding misunderstanding.

Written test and Interview:

Before the arrival of candidate some arrangement are been done. If the position requires any written test then the test questions are been uploaded in the pc. When candidates come they sit in the pc for test. If the position doesn't require written test there is only interview. Usually for the higher position like head, general manager etc is not done any written test. For the interview board members some files are been made. Where a long list, copy of cv, emails with the candidate and the copy of advertisement is attached. The long list is the sheet where in a chart the following information of the candidate is written. The chart looks like this-

Sl no.	Name	Sex	Date of Birth	Academic qualification					Experience	Interview Status	Remarks
				Degree	Sub	Result	Year	University			

The interview can be held in two ways. One is the face to face interview and the other one is the skype interview. Both happen in the head office. Face to face happens when the candidate comes to the head office. And skype interview occurs when candidate comes to the country office. After interview with each candidate board members take some time and discuss among them about the candidate. If the number of the candidate is more board arranges for a second round interview. And after interview the interview status database is updated. Another thing is done that is the reference check of candidate who came for the second round interview. For internal candidate there is a different database. That is also updated after interview.

Comparison between candidates and Board's decision:

After interview comparison between candidate's starts. The written test marks and marks of interview are measured. The person who gets higher marks is selected for the particular position. The ultimate decision is taken by the board members.

Offer letter and Negotiating:

The person selected for the position is offered for the position. Now he decides whether he wants to take the job or not. In the offer letter what benefits he will get and about the leaves, transports are mentioned. If the person agrees with the offer letter he accepts otherwise he goes for negotiating with the HR.

Joining of candidate as staff:

After accepting the offer letter the person joins the head office first then he is given an orientation. On the date of joining, some important documents are asked from the employee for final checkup. This includes all their academic and professional certificates, documents of previous job experience, resignation letter, national ID card and passport. They have to give a photocopy of each of these things.

On the date of joining, BRAC International gives them some forms to fill up manually, and then they check every detail to match with their CV and other documents. They create a staff file for each of the employees, and the papers that remains in the staff personal file are –

1. Appointment letter
2. Deployment
3. Joining Form/ Deployment for newly joined employee
4. General code of conducts form
5. Job Description
6. Personal information form
7. Nominee form
8. References check information
9. Offer letter
10. Written test (if any)

1. CV with a recent passport sized photo
2. Photocopy of all Academic certificates
3. Photocopy of all Experience certificates (To whom it may concern, release letter etc.)
4. Photocopy of National ID card
5. Photocopy of Passport

Finally they give every employee a new PIN number for their identification, and thus the recruitment and selection process of BRAC International ends. They scan every document and keep in the employee database in case the papers are lost or being destroyed for some reason. Every new employee gets a warm welcome from the whole BRAC International team and everyone helps him/her to adjust with the environment as soon as possible. All the employees get an orientation session to get an in-depth idea about this organization's mission, vision, values etc.

Limitations

Though BRAC is a huge organization there are some limitations as well. These limitations are very little in comparison with its achievements. The limitations are given below:

Old system:

From the very beginning of BRAC International it's been following the same old system for recruitment. They use the same pattern and rules. Furthermore they do not change the board members. Sometimes it seems that the same board members are taking interviews all over again. This practice should be minimized in order to avoid collective biasness.

Advertisement channel:

They only publish their advertisement on their official website and in common recruitment agency like BDjobs, to minimize their cost. They don't even publish their international vacancies on any newspaper. They advertise pretty less in the foreign countries that they work in, and people of countries like Tanzania, Uganda, Sierra Leone and Afghanistan applies very less for their own countries position.

Inadequate CV sources:

They mainly rely on the official website, the webmail address, and BDjobs CV database. This is a good way to get CV's from people but sometimes these sources are not enough. Also, when they search in BDjobs to find CV's, most of the people become unwilling to go to countries like Afghanistan and the African countries. This shortens the potential applicant pool.

Salary structure:

Though they have a very good working environment, and they have no internal politics, and all the employees are pretty friendly in a professional way, still most of the employees think their salary structure is very poor. People, mostly the women are very motivated to work here because of the great environment they provide, but yet they always find that they get less salary than

any other organization. This is one of the main reasons for their comparatively high turnover rate.

Opportunities for fresh graduate:

While working with them I got to see that they only go for the candidates who have experience. They do not offer any post for the fresh graduates. They do not even consider anyone with no experience.

Interview status Database:

One of the main jobs of an intern is to maintain the interview status database and keep it updated. But sometimes they do not update it properly after an interview because it takes a lot of time and effort. The supervision of maintaining the database is pretty low, which hampers the main reason behind building a database like this in the first place.

Limitation of the Study

- ✎ The major limitation was that the whole HR team remained always very busy. Therefore it was tough to talk thoroughly about any issue or topic.
- ✎ In BRAC there is HRPP where every policy is written thoroughly however it was confidential. Other than HR team it was not allowed others to see. So I could get to know about the policies in brief.
- ✎ The major limitation was the time. To know everything about BRAC's recruitment process in this short three months of time is not possible. This is a huge organization. And it has many short details.
- ✎ Another issue was to touch the other tasks of the department like the training tasks, policy making, I did not get the chance to involve with those tasks.
- ✎ BRAC works with nine countries. But I worked in the head office therefore I could not get to know how HR team works in other eight countries.

Recommendation

BRAC is a very renowned organization across the world. Yet there is always ways of improvement. To overcome the limitation some recommendation are given below:

- ✎ BARC International can update the HPPRS on a yearly basis. And along with that they can go for the whole process thoroughly and make changes for the betterment.
- ✎ For getting better candidate they can go for the campus recruitment and they can also try the walk in interview. So that in the future they can pick some candidate for a particular position.
- ✎ BRAC can recruit from the interns or volunteers so that fresh a graduate can get to work there. Furthermore a fresh graduate will bring fresh ideas and energy to the organization.
- ✎ Other than bdjobs.com there are now other CV banks from where BI can get potential candidates.
- ✎ The CV status database can be updated the day interview happened so that it doesn't remain delayed for the next day.

Conclusion

In conclusion I can say that with the strong dedication of BRAC and BRAC International employees it is possible to contribute in the development of nine countries. By working here I could see from the Head office how the different programmes are been conducted. The Human Resource Department of BRAC International has ensured a qualified inflow of staffs making their global programmes a success, so they have a very effective way of working indeed. Now I can match the theoretical knowledge which I learned over the past four years with the official work.

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