

BUS 400

Internship Report on brac

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Submitted to Assistant Professor Hasan Maksud Chowdhury

BRAC Business School

BRAC University

An experience from BRAC International

5/22/2016



Letter of Transmittal

Date: 22/05/2016

Mr. Hasan Maksud Chowdhury

BRAC Business School

BRAC University

Subject: Submission of 'Internship Report' on performance appraisal system in BRAC International

Dear Sir,

With great pleasure I would like to provide you the internship report on my experience at BRAC International. I have completed the report as per your guidelines and recommendation. I am looking forward for your sincere judgment on this report.

I have tried my level best to complete the report as per the requirements and meaningfully. It took a lot of sincerity, hard work and best effort to complete this report. I have tried to demonstrate the actual experience that I have from my internship. 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 inspire me. I hope this report will fulfill all the requirements.

Thanking You

Sincerely yours

Ishtiaque Ahmed

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 report.

I express my utmost gratitude to the Almighty Allah for giving the opportunity to complete the report. My sincere thanks to my parents for being supportive with my decision throughout the journey of my life.

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

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

Thanking You

Ishtiaque Ahmed

Contents

Executive Summary	4
1. Introduction and Overview	5
1.1 Governing Body:.....	6
1.2 Management.....	6
1.3 Main Programmes	8
1.4 Organogram of BRAC International Head Office:	9
2. VISION	10
3. MISSION	10
4. SWOT analysis:	11
4.1 Strength:.....	11
4.2 Weakness:	11
4.3 Opportunities:	11
4.4 Threats:	12
5. Job	13
5.1 Description:.....	13
5.2 Job Responsibilities:	13
5.3 Aspects of Job Performance:.....	14
5.4 Critical Observation and Recommendation:	14
6. Project	14
6.1 Summary	14
6.2 Objective of the project:.....	15
6.3 Methodology:.....	15
6.4 Limitations:	15
7. Chapter: Performance Management System	16
7.1 Challenges and Limitations:.....	22
7.2 Analysis:	22
7.3 Results and Discussion:	23
7.4 Recommendations:.....	24
8. Conclusion	25
9. References:.....	26

In the year 2002, BRAC International started their global journey in Afghanistan, and since then they have expanded their activities in nine developing countries across 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 over 10,000 across these developing countries which mean there is a colossal scale of human resource activity. In every country office of BRAC International except Philippines there is a separate Country Head of Human Resources and Training and a small HR team that manage the operational activities of these enormous operations, managing their performances and capacity development.

In this particular report, a clear demonstration of how a HR department of an international non-governmental organization works, how they manage all nine countries HR activities collaboratively with the head office, how they hire the most suitable candidates and how each and every employees working for BRAC International are appraised is described from the perspective 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 workforce in the HR team to minimize their cost.

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 the performance management and appraisal process of world's largest NGO with over 44 years of experience of working with humans.

Introduction and Overview of BRAC

Introduction and Overview

The BBA program under BRAC University has made it mandatory to complete an internship program under any renowned organization to get the experience of working in a practical and professional environment. The best way of learning and gathering experience is to implement the theoretical knowledge that we gathered in the academic days in university. After completing four years of theoretical part, I applied and got the lucky opportunity to work with the largest developmental NGO of the world – BRAC; in its present international operational division which they call ‘Stitching BRAC International’, which operates in nine different countries mostly across Asia and Africa.

I began to work with BRAC International soon after completing theoretical courses on 1st February’2016 till 5th May’2016. In these three months’ time, I have made myself familiar to the performance management system (PMS) and appraisal system of BRAC International. I may not have the in-depth knowledge about their complete PMS process due to some of their policies regarding confidentiality. So far what I have learned about BRAC International is described below.

BRAC International is registered as Stitching BRAC International under the laws of Netherlands, with its seat in The Hague. All of BRAC International’s entities operate under this umbrella. Some of the development programmes of BRAC International include health, education, agriculture, livelihoods, targeting the ultra-poor, human rights and legal services. BRAC International Holdings BV is a wholly owned subsidiary of Stitching BRAC International and was incorporated in 2010. The programmes such as microfinance, social enterprise and investment companies are consolidated under this wing. BRAC International has introduced programmes in Afghanistan, Pakistan, Myanmar, Philippines, Uganda, Liberia, Sierra Leone, South Sudan and Tanzania.



Governing Body:

BRAC International is administrated by a governing body that is elected from amongst distinguished individuals with sound reputation in the sector of social development, businesses or professions who have demonstrated their personal commitment to pro-poor causes.

Members of the governing body:

Chairperson:

 Sir Fazle Hasan Abed, KCMG


Members:

 Dr Mahabub Hossain


 Muhammad A (Rume) Ali

 Ms Susan Davis

 Ms Sylvia Borren

 Dr Debapriya Bhattacharya

 Ms Shabana Azmi

 Mr Shafiq ul Hasan (Quais)

 Ms Parveen Mahmud

 Ms Irene Zubaida Khan

Management

At all levels of BRAC International's management, there is a clear-cut policy regarding the authority of each level of staff. Staff members are equipped and empowered to act as effective managers. It has been mentioned in the Human Resource Policies and Procedures (HRPP) and table of authority that the staffs are authorized to take decisions at relevant levels and areas of management.

Financial Management:

The finance and accounts matters are supervised and controlled by the country finance and accounts department. The branch offices prepare project wise monthly cash requisitions that are sent to the area/regional offices. The area/regional offices check the requisitions for accuracy and transmit them to country office. The country office then disburses funds as per the requisitions.

Information Technology:

The country IT department provides data to the country MIS (Management Information System) and finance teams by managing financial and programme-related information. These data is used by country and head office personnel to prepare various financial and managerial reports and to monitor project progress.

Human Resources Management:

Human Resources Policies and Procedures (HRPP) manuals and orientation




Programme: HRPP has been developed to provide all the staff with a clear understanding of the new HRPP.

Performance Management System (PMS): The new performance management system has been introduced in order to discuss performance related rewards and help develop low performers through this new process.



Human Resources Management Capacity: The HR departments in different countries has been strengthened and reorganized in countries such as South Sudan, Uganda, Tanzania, Myanmar and Afghanistan

Training and development: A number of new plans have been devised for strategic in-country capacity development with individual development plans set in line with performance appraisals. BRAC International places high priority on training and developing the capacity of its staff. To date, BRAC has training centres in Liberia, Uganda and Afghanistan. In other countries, BRAC hires training facilitation centres near the area offices.






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 effectiveness 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.



SWOT analysis:

It is a useful technique for understanding the strengths and weaknesses and identifying the opportunities and threats that of an organization. The SWOT analysis of BRAC International is discussed below:

Strength:

- ✧ **Thinking local and acting global:** BRAC International not only has its anti-poverty programmes in Bangladesh but also in other nine different countries across Asia and Africa.
- ✧ **Experience:** Unlike other NGOs in our country, BRAC has enormous experience at grass root level both nationally and internationally.
- ✧ **Strong Human Resources Department:** Apart from all above, BRAC International has one of the strongest HR departments where people work hard to find the right fit for the right job and provide necessary training and a proper way of evaluation process.

Weakness:

- ✧ **Finding Donors and Fund:** The biggest drawback for any NGO is to find a dependent third party funding organizations and individual donations and grants.
- ✧ **Weak remuneration packages:** The professionals working in this non-profit organization work for less remuneration packages compared to any other MNCs and financial organization.
- ✧ **Government rules and regulations:** Without the consent of the government, not a single work can be done. According to law, non-governmental organizations will have to get approval from the NGOs Affairs Bureau of Bangladesh to commence any project.

Opportunities:

- ✧ **Support from donors:** BRAC has built good reputation among the donor agencies and they support and fund BRAC with its operations.



✚ **Adaptability:** BRAC International encourages innovation and it is one of the values amongst the other three values of BRAC. BRAC is very adaptable to the changes in its environment and also technology.

✚ **Popularity:** BRAC has been established in our country since the last 44 years and is very popular amongst the people across the 64 districts of our country.

Threats:

✚ **Vulnerability:** Any organization is vulnerable to the economic crisis. Charity is the first cash outflow that people cut during poverty.

✚ **Emergence of new NGOs:** There are more than two thousand registered NGOs in our country now days. Therefore the competition is also high.

✚ **Increasing Poverty:** The main threat for all the NGOs working nationally and internationally is the increasing poverty. Despite these NGOs, the poverty reduction is not that visible.

Job

Description:

As part of the BBA program in BRAC University, all the students are assigned to complete a 4 credit course named BUS 400 in order to complete the BBA program. As we know that internship is very important as it helps us to convert our theoretical knowledge into practical implementation in the real world. I got the opportunity to do my internship with the HR team of BRAC International. As my major was HR in my undergraduate BBA program, the experience proved to be a fruitful one and helped me to relate with some of the extent of my theoretical knowledge. BRAC International mainly dealt with the programmes of BRAC outside Bangladesh. I mainly worked with the recruitment team and co-ordinated my supervisors in their PMS (Performance Management System) process.

Job Responsibilities:

The major responsibilities that were given to me were to monitor the recruitment system of the organization, the performance management system and CV screening for certain vacant position in the organization. Updating the portfolio of the employees and making excel data sheet of the performance appraisal forms of the employees. Maintaining the contract and secondment renewal data of the employees working in the different countries and head office. Posting job advertisement in the job sites of the organization and external job sites. As the head office of BRAC International is in Bangladesh, the PMS reports of the employees working outside Bangladesh came to head office for further procedure. After the assessment data were collected from other countries, HR team had to check whether the PMS form carried all the necessary information of each employee. Then multiple excel datasheet had to be created including the programme, country, recommended, not recommended employees. Then a file had to be created according to different programmes for the directors of the programmes.



Aspects of Job Performance:

Job performance, studied academically as part of industrial and organizational mindset, also forms a part of human resources management. Performance is an important criterion for organizational outcomes and success. My performance in the job was assessed on the basis of the errors I made in the responsibilities and task that were given. Meeting the task deadline and working efficiently were other aspects of job performance during my internship.

Critical Observation and Recommendation:

During my internship period in the organization, I made a few observations. The HR team consists of a very small workforce compared to the responsibilities. Sometimes it became a challenge to meet the task deadlines as I was the only intern they had for quite a while. Their intern recruitment system is a negative aspect that I observed. They at least need two interns constantly for their support with their work. The interns are recruited in different times so there remains a gap. In order to minimize this gap, two interns should be recruited at the same time to endure the workload.

Project

Summary

The fundamental goal of **performance management** is to promote and improve employee effectiveness. It is a continuous process where **managers** and employees work together to plan, monitor and review an employee's work objectives or goals and his or her overall contribution to the organization. BRAC International has a unique performance management system. It has proven to be an effective one over the course of time and it has been set on proper bipartite negotiation between the employers and the employees of the organization. BRAC International follows MBO (Management by Objective) style to assess their employees. Performance management helps to identify employees with high potentials, facilitates reward performance equitably and delineates an employee's needs for development.



Objective of the project:

The objective of this report is to share the learning and findings about the **Performance Management System (PMS)** process of BRAC International. The things that I have learned in three months internship period about the **PMS** process of BRAC International. The whole PMS process and the challenges they face on conducting the process and how they overcome the challenges.

Methodology:

The report has been made on the basis of two sources of data. The primary and the secondary data. The primary data has been collected from the supervisor, colleagues and other sub ordinates that helped and worked with me in the organization. The secondary data has been retrieved from the annual report 2014 of BRAC International, articles and journals published in different websites, and company website.

Limitations:

As I was preparing this report, I had face a lot of constrains. The following are a number of major limitations I faced:

- ✎ 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 for 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 performance management process in this short three months of time was not possible. This is a huge organization and it has many small details.
- ✎ Another issue was to touch the other tasks of the department like the training tasks, policy making, I did not have 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.

- The major short coming was that I was not able to conduct any kind of survey as it was strictly prohibited by the order of the Chief People Officer (CPO). There were constraints to have a direct interview with the employees

Chapter: Performance Management System

In BRAC International, all the employees are given an appraisal form in the beginning of each year and asked to fill in the details accordingly. The figure on the right illustrates the information that every employee had to fill. It contains the period of employment that is usually a year time. Then the employee puts his name, unique PIN number, his own designation, country he is working in (if he is working outside Bangladesh), his supervisor's PIN, designation and date of joining the organization.

Every year all the employees in the organization starting from the top level management to the entry level employees sit together and set the objectives that they

need to achieve in the following

<small>(1) Refer user guidelines needed to complete the form. (2) This form is for levels 1-10 in BI HO and for all employees in countries not covered by the senior and middle management forms-form A & B (3) This form is to be kept with the employee throughout the year and submitted to supervisor at the end of the year.</small>			
Assessment Type			
Review Period:	From		To
1. STAFF INFORMATION (To be filled by the Employee)			
Name of the staff:		PIN:	
Designation in use (including function):		Last Performance allowance increase date:	
Organisational Unit (Programme/Department):		Date of last Promotion:	
Date of Joining BRAC:		Country:	
Date of Joining BRAC International:		Base Location:	
Education Qualification: Graduate/Post graduate/Doctoral/Other:		Contract/Regular:	

Figure 1: Basic Information about the employee

year. It is done on the first month of the year and the whole system follows a casket down starting from the chair person to the entry level employees. For their appraisal system they follow the MBO (Management by Objective) style. Each employee can set minimum of three and maximum of eight SMART objectives and against each objective they set a measure of success (minimum one and maximum five) and also set weightages against each objective.

There are three different kinds of objectives. They are:

- Strategic objective- The weightage of the strategic objective is 10%



Operational objective- The weightage of this objective is 70%

People objectives- The weightage of this objective is 20%

2. OBJECTIVE SETTING, DEVELOPMENT PLAN & MID YEAR REVIEW						
(1) Please set Minimum 3 and Maximum 8 SMART objectives. (2) Set measures of success (minimum 1 and maximum 5) against each objective (3) Set weightages against each objective. (Actions taken column to be filled for mid year feedback discussion. Supervisor will input comments against agreed objectives at the mid year. Rating during mid year is not a requirement but an option if considered useful. If objectives/measures are changed during mid year discussion please enter the final set at the year end review section-05.)						
2.1) OBJECTIVE RATING SCALE (Please go through the objective rating scale before putting the marks against each objective.)						
5 Outstanding	4 Exceeds Performance Expectations	3 Achieved Expectations	2 Does not Fully meet Standards	1 Underperforming		
Exceeded all agreed upon objectives and have gone far beyond what is expected and achieved distinguished results. They set, achieved and frequently surpassed aggressive and ambitious objectives with minimal direction and support. Exceeded performance targets by over 120%.	Consistently accomplished their goals in and may have delivered results that exceeded some targets Exceeded performance targets by 101-120%.	Achieved all agreed upon measures or, if the employee did not achieve all "Measures of Success", there were significant unexpected constraints that prevented the employee from doing so and the employee achieved comparable results They generally can be depended on to accomplish goals with an appropriate level of direction and support. Achieved performance targets 100%.	Achieved some, but not all, agreed upon measures. Met performance targets to only 80-99% expectations.	Failed to achieve agreed upon measures. Met performance targets less by than 80%.		
To Be filled at start of the year			To be filled at Mid year			
Individual Objectives with Timeline	Measures of Success	Weightages (Set individual objective weightages here)	Actions Taken by the employee (Specify your actual achievements against set objectives)	Supervisor Comments	Marks Obtained (1-5)	Weighted marks

Figure 2: Objective setting and Objective rating scale

2.2) STRATEGIC OBJECTIVES: 10% (Total weightages of all strategic objectives must not exceed 10%)						Optional Section
						0.00

2.3) OPERATIONS OBJECTIVES: 70% (Total weightages of all operational objectives must not exceed 70%)					
					0.00
					0.00
					0.00

2.4) PEOPLE OBJECTIVES: 20% (Total weightages of all people objectives must not exceed 20%)					
					0.00
					0.00
					0.00

Figure 3: The three different objectives

Objective Rating Scale:

As the objectives are set by the employees, their objectives are rated accordingly. They follow a rating system and the scale starts from maximum that is 5 and minimum that is 1. The employees are rated on a scale of 1-5 from minimum to maximum. An employee, who gets the maximum that is 5, is believed to have achieved the objectives and performed beyond that have been set by himself and his supervisor. An employee getting 4 is considered to have been working consistently to achieve the goals and is believed to meet the targets set by the organization. The employees who only meet the target get a 3. The employees who do not meet the standards get 2 in the rating and the employees who perform poorly get 1.

After six months of the objective setting, the employees sit with their respective supervisor to review the progress they made. They discuss about the achievements and further change or revision of their objective. In this meeting, as the employees review their progress with their supervisors, they may add new objectives depending on the progress and the employee's capability. The numerical rating in this meeting is optional.

2.5) DEVELOPMENT PLAN FOR THE PERIOD UNDER REVIEW (To be filled by the Employee and approved by the supervisor)			
Please set 1 to 3 important development goals which will help achieve your individual objectives and support career growth.			
To Be filled at start of the year		To be filled at Mid year	
Development plan (Please fill this at the beginning of the year)	Measures of Success	Action Taken (To be filled by employee)	
I agree with the above objectives and development plans (Please sign off at the beginning of the year.)			
Employee Name		Employee Signature	Date
Supervisor Name		Supervisor Signature	Date
Supervisor PIN			

Figure 4: Illustrating the Mid-Year analysis






After the mid-year review, the employees work on their reviewed objectives and at the end of the year they are rated according to the rating scale and on the basis of their performance and achievement of the objectives.

4. YEAR-END REVIEW						
Please input the new period for which objectives have been revised (only in case of transfer or Supervisor Change or revision of objectives)		New/revised objectives valid from		New/revised objectives valid to		
This section should report the objectives set earlier in the year or if changes have been made. Total objectives will be minimum 3 and maximum 8.						
Individual Objectives with Timeline (Please input earlier and/or revised objectives)	Measures of Success (Please include any revisions)	Weightages	Actions Taken by Employee (To be filled before feedback discussion)	Supervisor comments (To be shared with employee)	Marks Obtained (1-5)	Final Weighted marks

Figure 5: Year-end review

As mentioned earlier BRAC has four values. They seek employees who can imply these values during their work and employment period in BRAC. BRAC International also rates the employees on the basis of these four values. They are:

-  **Integrity-** The employee was honest with all his actions. Expressed honest opinions and encouraged others to do so. Treated everyone with respect and courtesy. Followed BRAC code of conduct.
-  **Innovation-** The employees are rated on being creative while pursuing options that may have been risky, new or untried. Has displayed willingness to learn and implement new methods. Has exhibited openness to new ideas. Accepts failure as an opportunity.
-  **Inclusiveness-** Treated everyone fairly irrespective of race, religion, gender, nationality, ethnicity, age, sex, physical or mental ability, socioeconomic status or geography. Treated colleagues fairly irrespective of their organizational position, level, locations or program/Enterprise/Department. Actively listened and considered different perspectives. Took decisions keeping BRAC's broader objectives in mind-ensure that organization's development intervention gave priority to people who are marginalizing and disadvantages.

- Effectiveness-** Took appropriate and timely action to overcome issues, problems, and obstacles to success. Took initiative and ownership in achieving results. Communicated relevant information regularly and effectively with all stakeholders. Communicated relevant information regularly and effectively with all stakeholders. Worked as a team player and helped develop colleagues and subordinates to achieve common objectives.

5. ASSESSMENT ON VALUES-YEAR END REVIEW (Please go through the values scoring scale before putting rates against each value.)			
VALUES SCORING SCALE - to be given against each statement		VALUES FINAL SCORING GRID	
Consistently and always displays the values-	3	Grade A - Consistently and always displays the values	46-51
Displays the Values however falls short sometimes	2	Grade B- Displays the values however falls short sometimes	34-45
Displays the values to a little or no extent	1	Grade C - Displays the values to a little or no extent	17-33

Figure 6: The year-end assessment on Values and scoring scale

The employees that have followed the BRAC values and have performed following these values are highly rated. They achieve the highest grade that is ‘A’, followed by ‘B’ for the average performers and ‘C’ for the least performers.

The overall year end assessment is done. The weighted overall objectives rating are added and the mean score is calculated and converted out of 5 with reference to figure 3. The overall value ratings are done and a grade is calculated as illustrated in figure 6. Both the scores are added and the final assessment is given to the employee as shown in figure 7 below.

6. OVERALL YEAR END ASSESSMENT (To be completed by supervisor)			
Overall Objective Rating	0.00	Reference section 04	
Overall Values Rating	FALSE	Reference section 05	
Total Rating	0 FALSE		
6.1) YEAR END FEEDBACK ON DEVELOPMENT PLAN			
Development plan(Please input your set or revised Development here)	Measures of Success (To be filled by employee)		Action Taken (To be filled by employee)

Figure 7: Overall Year-End assessment

Then the supervisor post comments regarding the employee's performance for the year. The supervisor comments on how the year has gone for the employee. The employee also posts his comments regarding his performance throughout the year. On the basis of his performance and the comments posted by the supervisor, the employees are entitled to receive rewards. The rewards they receive are Promotion, Performance allowance and salary increment.

7. SUPERVISOR'S RECOMMENDATION ON STAFF PERFORMANCE (To be kept confidential from employee)				
7.1) Promotion	New Level/ New Position:		Budget Availability:	
	Describe reason and increased portfolio:			
7.2) Allowance	Performance		Technical	
	Special		Others	
	Reason			
7.3) Transfer	Location:			
	Reason for Transfer:			
7.4) Others	Details			
7.5) If none of the above (Reason)				

Figure 8: Rewards on the basis of appraisal result

BRAC International follows this unique PMS for all the employees who work for them. This appraisal system is applied for the employees who work in different programmes of BRAC in different developing countries across Asia and Africa. All the appraisal information is collected by the country representatives who work in the respective country head offices. The country representatives then send the appraisal forms to the Human Resources Division of the head office in Bangladesh. The HR team in Bangladesh then makes a report on the collected appraisal forms and sits for a meeting with the board of directors and present the report of the employees performance throughout the year and give their final verdict regarding what reward should be given to the employees on the basis of their performance. For the underperforming employees, the



organization decides to give them training and develop their skills so they perform better in the upcoming years.

Challenges and Limitations:

Countries in the Africa region like, Uganda, Tanzania, South Sudan, Liberia and Sierra Leone are under developed. They are at the developing phase. BRAC International has employees working there with different development programmes of BRAC. The employees are of two types; they are local employees of that country and expatriate sent by BRAC from Bangladesh. The performance management system conducted by BRAC applies for all. The PMS form is given to each of the employees and at year end they are collected by the country office from there it is forwarded to the head office in Bangladesh. It is observed that in some of the forms, little information is not filled. Some of them did not have the signature of the country representative or supervisor comments were missing in some of the forms. These created a lot of trouble for the HR team as they had to resend the files back to them and get the necessary information input. Nevertheless it was not easy for the HR team, because the internet connection was not an enriched one in the countries of Africa region and the message could not be conveyed easily. In some countries, the internet connection was available only for a day or two. So the HR team had to wait for some time to communicate the problems regarding the PMS forms.

Analysis:

After working for 3 months with BRAC International's HR team, and comparing with all the theoretical knowledge I gathered in the university for the last four years, I can easily state that the HR team of BRAC International is very effective and efficient. They have built and customized their own systematic and effective way to successfully monitor each employee's performance in the most timely and cost effective way, even after following the basic steps of appraisal.

This whole PMS process takes time to finish because BRAC International is very much cautious about their reputation and they try their level best to avoid any mistakes as PMS is the most sensitive portion of the HR practices. They go through each and every step

mentioned in their PMS form of each employee thoroughly in order to minimize the mistakes. Although they do not tend to follow any strict time constraints but they have to finish the whole process within a given amount of time.

Results and Discussion:

In the global context the performance management is the most sensitive aspect in Human Resources Management. It is highly dynamic and constantly evolving. There is more external influence, high level of risk and insights of the employees involved. It is very different from the traditional appraisal system. Performance management stretches beyond appraisal. This improves employees' performance and helps in development. This process facilitates coaching rather than being more directional and evaluative. Unlike appraisal system, performance management is an ongoing process. BRAC International is following the performance management system instead of the traditional appraisal system. The organization itself has adapted to the change in the global HRM context. They not only monitor the performance of each employee but also help them to develop their skills for the overall success of the organization. As technological development is taking place every day, the challenge BRAC International is facing will also be minimized with time. The internet connection will be enriched in the future and more efficient employees will be hired by BRAC for the programmes outside Bangladesh who would monitor the information before conveying to the head office.

Recommendations:

All these analysis clearly states that BRAC International follows the standardized Performance Management System (**PMS**) process with a little customization of their own to go with the company's values. The HR department in collaboration with other departments is doing a tremendous job in enhancing the performance of each employee and rewarding them for their contributions towards the organization. BRAC is the world's biggest organization and giving recommendation to such an organization only after working there as an intern is a tough job. Still I have managed to find some possible solutions to their problems regarding their PMS process.







- ✧ Reviewing the assessments before being delivered to the head office for further process. On doing so the margin of error will be minimized to some extent.
- ✧ Increase workforce in the HR department to minimize the work load.
- ✧ Meeting in every four months amongst the employees and their supervisor.



Conclusion

It is said that the strong oaks today are the nuts that once held their ground strongly. BRAC and BRAC International is a prior example of the quote. BRAC started its journey in a small village Sullah in Bangladesh 44 years ago and now they are writing their development success stories in more than ten countries across Asia and Africa with a broad vision to change lives of the disadvantaged and powerless people. The main strength of BRAC is the workforce with strong will and determination it would not have been possible. The Human Resources Department of BRAC International has ensured qualified inflow of staffs making their global programmes a success. I consider this an honor to get a chance to work with such a team where I could push the bar of my own skill and discover the potentials I have in me. After getting involved with the people here I got the chance to learn more about the practical corporate world and beyond the theoretical knowledge. BRAC International will flourish even more in the future if they continue their practices the way they are doing.

References:

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