

Internship Report on

Human Resource Development and Recruitment Practices

SUBMITTED BY:
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**An internship report submitted to the BRAC Business School in partial fulfillment
of the requirements for the degree of Bachelor of Business Administration (BBA)**

BRAC Business School
Brac University
September 2025

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Declaration

It is hereby declared that

1. The internship report submitted is my original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

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Subject: Submission of Internship Report on "Human Resource Development and Recruitment Practices at BRAC"

Dear Sir,

It's a matter of great pride for me to submit my internship report, "Human Resource Development and Recruitment Practices at BRAC", as a partial requirement to complete Bachelor of Business Administration (BBA) program of BRAC University.

This report recaps the skills and knowledge I gained during my internship in BRAC, where I interned both in the Learning & Leadership Development Unit and the Employer Brand Team. I have attempted to give a descriptive account of the human resource strategy of BRAC, emphasizing particularly recruitment, employee development, and transformation initiatives.

I hope you are highly satisfied with this report and that it contains valuable information about BRAC human resource procedures. I owe my best thanks to you for direction, supervision, and encouragement during preparing this report.

Sincerely,

Murshidul Alam Bhuiyan

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BRAC Business School

BRAC University September 2025

Executive Summary

This report outlines the Human Resource Development and Recruitment Practices of BRAC, the greatest development organisation in the world. It charts how BRAC's Human Resource Division aligns recruitment, training, and staff empowerment with the organisation's larger mission of social transformation. It determines BRAC's strong focus on inclusive recruitment, capacity building, digital transformation, and employee well-being. Data obtained from surveys, interviews, and first-hand field experience prove that BRAC's HR initiatives greatly boost staff motivation, performance, and organisational culture. It highlights that BRAC's HR systems are good but have further potential to improve workload balance, technological integration, and performance appraisal to make its operations more successful. It ends that ongoing innovation in HR strategy is crucial for BRAC to sustain its impact in development and to empower its global employees.

Keywords: BRAC; Human Resource Development; Recruitment; Employee Engagement; HR Transformation; Organizational Empowerment

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1. Introduction

An effectively organized workforce must be innovative, content, efficient, dedicated, and industrious to achieve significant success, as exemplified by Toyota. Conversely, even the most exceptional innovation or technology may falter if implemented by a discontented, reluctant, and unqualified workforce. Consequently, it is imperative for any organization to focus on staff recruitment, development, and motivation. Human resources can provide unique contributions to an organization that cannot be replicated by any other function. The success of any organization is fundamentally dependent on Human Resources. However, individuals can only become valuable resources when they are skilled, trained, and developed to contribute to the attainment of organizational objectives. To enhance their skills and development, appropriate staff development initiatives must be implemented. These initiatives must primarily be undertaken by management and the Human Resource Division. One of the primary objectives of the human resources division should be to recruit the appropriate individual for the suitable position to attain the organization's goals and objectives. BRAC is a non-governmental organization, and its Human Resource Division focuses on employee satisfaction and delivers services promptly. This led to the conception of analyzing the efficacy of Human Resource Development initiatives implemented by BRAC HRD and their potential to enhance the development process.

1.1 Origin of Report:

The report has been prepared to satisfy a partial requirement of the internship program sanctioned by BRAC University. The primary objective of the internship prospectus is to offer practical experience to the student and facilitate the application of theoretical concepts in real-world scenarios.

1.2 Purpose of the study:

Globalization and the free market economy enable NGOs to contribute to the development of impoverished individuals. An organization operates efficiently due to its effective and disciplined human resources division. BRAC possesses a structured Human Resource division at both the field level to deliver prompt and superior service to grassroots employees and a Head Office-based HRD to oversee all activities centrally. This study aims to elucidate the methodology for assessing employee satisfaction levels and evaluating the performance of the recruitment unit at BRAC-HRD. The objective of this internship report is to furnish a detailed account of the strategic development and empowerment initiatives executed by BRAC's Human Resource Division, and to elucidate how these initiatives augment the organization's HR capabilities. The report intends to delineate the intern's participation in various strategic HR activities, assess the efficacy of existing empowerment strategies, and propose areas for enhancement. This report analyzes practical experiences in relation to theoretical paradigms to demonstrate how strategic HR programs can stimulate organizational growth, enhance employee commitment, and promote sustainable development in a prominent NGO such as BRAC.

1.3 Overview of BRAC

The organization finds its root in 1972 with its former name of Bangladesh Rural Advancement Committee when Sir Fazle Hasan Abed inaugurated the organization as a beacon of hope for a newly-free Bangladesh. Eminent Sir Fazle Hasan Abed lit a modest relief activity in a far-flung village in 1972. That hard operations slowly evolved into a global organization that spans 16 nations of Asia as well as Africa. The mission of BRAC involves providing empowerment to people and communities who find themselves in situations of poverty along with illiteracy, disease and social injustice through their development model which utilises service delivery, social entrepreneurship and policy advocacy.

The interventions of BRAC extend across multiple service areas, which include education, healthcare, agriculture, ultra-poor graduation, microfinance, disaster response, gender justice and climate change adaptation. BRAC receives international recognition from the Bill & Melinda Gates Foundation as well as remaining at the top of NGO rankings worldwide through its integrated approach to long-term impact.

BRAC implements its core values through every operational level by using innovation, integrity, inclusiveness and effectiveness. The core values support both employee orientation and development at BRAC, which makes the Learning and Leadership Development programme an essential internal function.

1.4 Mission and Vision

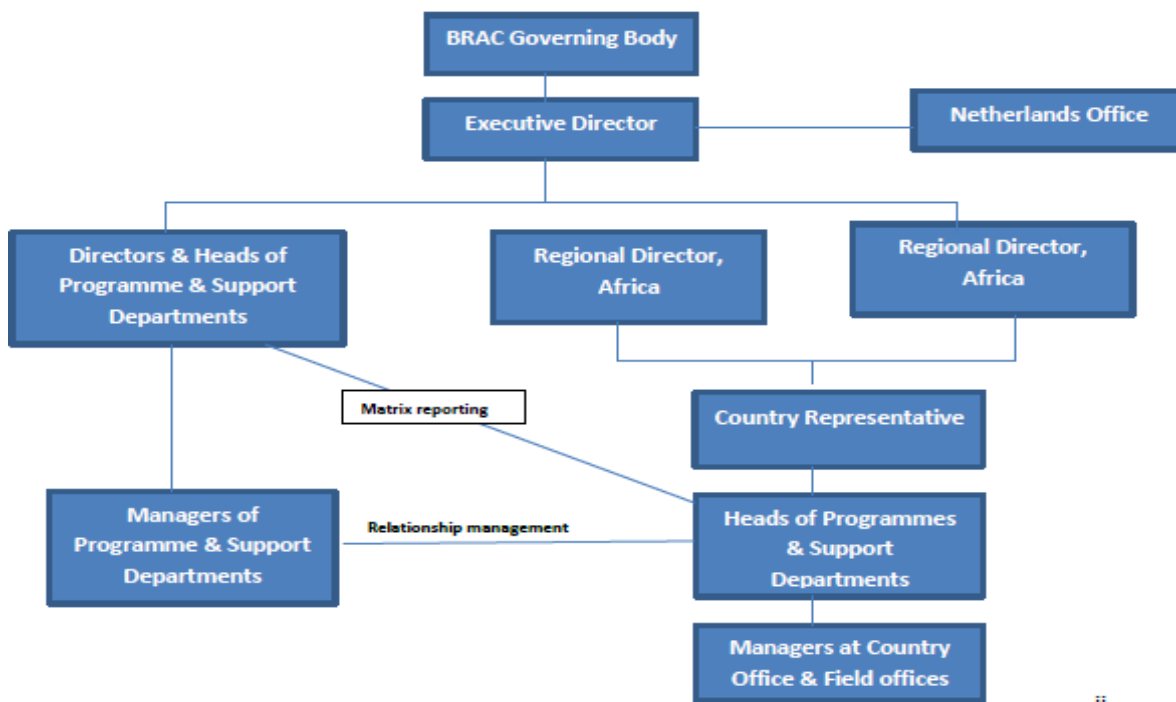
Mission: BRAC's purpose is to empower individuals who are confronting social injustice, poverty, illiteracy, and disability. Through social and economic initiatives that enable both men and women to achieve their fullest potential, its engagements aim to effectuate substantial, positive transformations (Cho & Sultana, 2015).

Vision: BRAC aims to create a world in which every individual has the opportunity to realize their full potential, free from all forms of discrimination and exploitation.

1.5 Organizational Structure

The BRAC management team comprises the Director and Executive Directors, the highest operational roles responsible for overseeing and ensuring alignment with BRAC's strategic objectives. BRAC employs five senior directors overseeing various programs and one chief people officer. BRAC employs a decentralized methodology in which each program operates autonomously.

Organisational Structure of BRAC International Programmes



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1.6 Core Executive Management Committee of BRAC

Members of the BRAC Governing Body:

- Dr Hossain Zillur Rahman, Chairperson, BRAC
- Shafiqul Hassan, managing director of Echo Sourcing Limited UK and Echotex Limited
- Melissa Parke, She served as Minister for International Development and is a former federal member for Fremantle.
- Fathima Dada, the chairperson of Africa Ignite

- Tapan Chowdhury, leads SQUARE
- Dr Fahmida Khatun, Executive Director of the Centre for Policy Dialogue (CPD)
- Dr M A Sattar Mandal, Professor Mandal, an agricultural economist, has been involved in teaching, research and policy planning in agriculture and rural development for over four decades.
- Mirza Salman Ispahani, Chairman of M. M. Ispahani Ltd.
- Muhammad Farhad Hussain, Managing Partner of Hussain Farhad & Co., Chartered Accountants (Member Firm of ASNAF International)

1.7 Departments of BRAC and the people

The Human Resource Division of BRAC serves as the strategic partner for its diverse programs. It comprises various departments that function independently for the enhancement of their employees

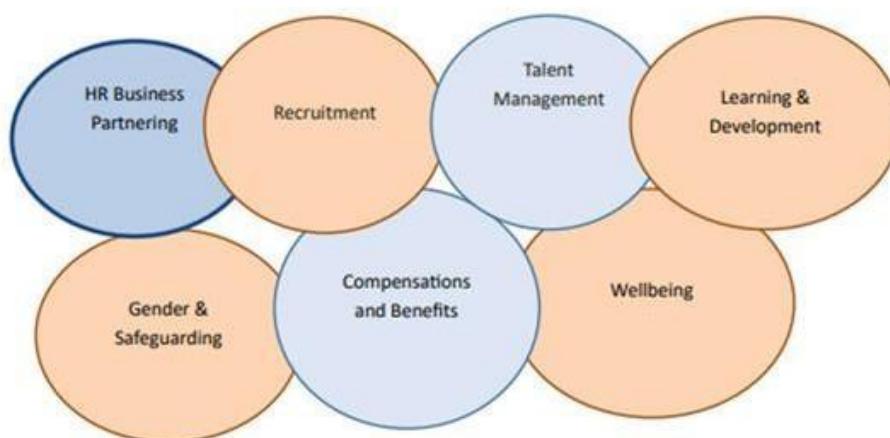


Figure 3: Departments of BRAC

1.8 Recruitment process of BRAC Human Resource Division

The enhancement of Human Resources should be the primary focus of an organization. The success of any organization is fundamentally dependent on Human Resources. Competent, trained, and developed human resources can facilitate the attainment of organizational objectives. To enhance their skills and development, appropriate staff development initiatives must be implemented.

As the world's largest development organization, BRAC offers a diverse array of development programs, necessitating a substantial number of qualified and capable staff to achieve its organizational objectives. HRD has acknowledged the necessity for personnel development and has initiated measures to enhance staff capabilities and welfare. However, it is a challenging endeavor to strategize and execute staff development initiatives for over 46,180 full-time employees and more than 90,000 part-time employees. This report aims to evaluate the efficacy of the initiatives implemented by the Human Resource Division for staff development and to identify opportunities for enhancement through a structured recruitment process.

2. Objective and Methodology

2.1 Objectives of the Study:

General Objectives:

The primary aim of this report is to examine the recruitment process and procedures, as well as various transformational initiatives undertaken by BRAC-HRD, and to identify areas for further enhancement. It is essential to complete my BBA degree. The objective is to align my academic knowledge with real-world situations.

Specific Objectives:

To attain the overarching goal, the following specific objectives are outlined for the report:

1. To evaluate and enhance the congruence of HR strategies with BRAC's overarching mission by identifying essential talent management practices and recommending frameworks that facilitate long-term organizational objectives and sustainable development initiatives.
2. To assess current employee development programs and propose transformative strategies that promote a culture of ongoing learning, leadership cultivation, and innovation throughout all organizational tiers.
3. To facilitate the development of data-driven HR strategies that expedite BRAC's digital transformation, optimize HR processes, and enhance resilience in responding to organizational and external changes.

2.2 Methodology of data collection:

Area of the study: The study will focus on the BRAC Head Office. Mixed methods is a research design that integrates both quantitative and qualitative approaches within a single study to enhance comprehension of the research issue. The strategy derives advantages of each approach strength: quantitative strategy derives an advantage of statistical precision and objectivity, however, qualitative strategy derives an advantage of contextual understanding and sensitivity towards human attitude and behavior. Creswell and Plano Clark (2018) define mixed methods research as combining, analyzing, and integrating quantitative (e.g., surveys, experiments) and qualitative (e.g., focus groups, interviews) data in a single or multiple studies for an in-depth understanding of a research problem. Integration of methods makes it possible for data to be triangulated, for validity of outcomes to be improved, as well as for a more complete understanding not possible with a singular approach.

Mixed methods are particularly appropriate in BRAC human resource managsmt for assessing strategic interventions—assessing employee reactions with quantitative surveys as well as determining latent attitudes as well as motivation with interviews or qualitative responses.

Sources of Data/Information: The sources are categorized into two sections. These are: primary source and secondary source.

Primary Sources: Primary sources encompass the execution of online surveys and discussions with officers and executives across various programs, divisions, and departments of BRAC. Operational tasks at the BRAC Head Office, HR Division, and significant assistance from employees. I formulated five inquiries for a survey regarding the efficacy of HRD initiatives and their influence on employee performance. I disseminated the questionnaire link through Google Forms to my team and solicited their participation in the survey. Approximately 60 employees provided feedback, and I conducted an analysis of the efficacy of the HRD initiatives. I obtained data from Human Resource officers, senior officers, managers, senior managers, and the leader of my team.

Secondary Sources: Secondary sources of information comprise the BRAC annual report, the BRAC website, general reports, monthly reports, HR-related journals, bulletins, selected books, journals, and other publications, as well as unpublished data.

2.3 Limitations of the study:

- As of April 2005, BRAC employed only 19 personnel in Human Resources, all of whom were stationed at the Head Office. The current number has risen to 250, with decentralization to 41 Human Resources Field Offices. However, the numbers are insufficient to manage all aspects of human resources effectively and efficiently, and to ensure that all staff members are informed about this matter.
- There was also a challenge in conducting a thorough investigation to obtain information from the officers due to fear of exposure to the authorities.
- As NGOs continually modify their systems, it will be challenging to evaluate the actual performance of HR employees at any given moment.
- At times, it was challenging to retrieve data from the file.
- Recruitment and selection is a highly sensitive matter. A plethora of information remains undisclosed due to a veil of secrecy.

3. Literature Review

Strategy formulation is a continuous process that involves examining internal and external factors in a bid to develop a strategy that guides an organization towards long-term competitive success. The process involves strategy formulation, where long-term goals are established and strategies developed, and then strategy implementation, where resources are allocated and operations coordinated. Monitoring and control are also required in a bid to monitor progress and make necessary adjustments as the business environment evolves. Michael Porter's competitive strategy typology includes cost leadership, differentiation, and focus strategies. Cost leadership aims to be the lowest-cost producers within the industry, while differentiation focuses on the provision of different products or services. Focus strategy targets a niche market or a special market either by being a cost leader or focusing on specific needs. Corporate-level strategies such as retrenching, diversification, global strategies, and innovation can influence the scale of operations and help firms spot opportunities for growth. Strategy development is essentially a critical component of an organization's success. The Transformational initiatives are strategic, organization-wide plans intended to create significant alterations in operations, performance, and reacting to altering market conditions. In the HR function, these initiatives are to create a better, more responsive, and future-proofed people. These include using technology, data, and employee experience to empower people, align HR activities with strategic business objectives, and make HR a driver of business success.

The second of the widely talked about HR transformational initiatives is digitization of HR, i.e., implementation of new technology in terms of cloud-based HRIS, artificial intelligence, etc., for HR functions' automation. It makes possible lower administrative burden, better decision-making with real-time data, as well as an integrated HR professionals' as well as workers' experience.

Workforce planning as well as talent strategy are key initiatives, aligning an organization's workforce with long-term business goals. Employee experience is a key focus, building engagement, retention, as well as general productivity. Learning as well as development are being transformed with digital media enabling learning from individuals. Diversity, Equity, as well as Inclusion (DEI) are again key focus areas of HR transformation as well. BRAC's Human Resource (HR) Department, as a largest non-government organization of the globe, plays a critical role in organizational success with strategic workforce planning, talent building, as well as employee engagement. As a fast-developing organization takes its operations worldwide, its HR Department must assume new approaches of change as well as new competencies to aid the organization's mission as well as vision. This literature review engages with key concepts, theoretical underpinnings, as well as HR strategy-making processes of HR transformation from which can be derived an understanding of how they can be extended towards empowering BRAC's HR Division.

3.1 Empowering Strategy formulation of Human Resource Management

Strategic Human Resource Management involves HR practice alignment with organizational goals for better performance as well as competitive advantage. For Wright as well as McMahan (1992), strategic human resource management involves making as well as HR policies implementation for long-run business strategy. For BRAC, it involves HR strategy alignment with its mission towards poverty reduction as well as social development. Principal features of SHRM entail workforce planning, acquisition of talent, performance management as well as employee development. Facilitation of strategy making in Human Resources (HR) of BRAC resides in its core strategy for its growth as well as social value addition. BRAC being a premier respected global community-led organization towards poverty reduction as well as social justice considers its human resources as its very strength towards its successful initiatives as well as programs. HR strategy making entails alignment of organization goals with creation of an efficient, motivated, as well as inclusive human workforce. Empowering HR strategy building entails leadership involvement, employee engagement, building of capacities as well as realistic implementation of decision-making using evidence/numbers with a view to create an organizational culture with its mission as well as values.

3.2 Empowering HR Strategy Development in BRAC

1. Inclusive and Collaborative Approach

The formulation of HR strategy of BRAC starts a consultative process with significant stakeholders from various organizational levels. At various leadership levels, HR strategies are developed with a purpose of fulfilling organizational as well as worker demands. Staff members from various departments, especially field functionaries, are consulted with a purpose of gauging what they perceive of workplace environment, learning requirements, as well as organizational values. Through this consultative practice, BRAC ensures that its HR planning carefully considers its workers' various demands as well as expectations.

2. Employee-Centric Policies

People-oriented HR policies of BRAC support its workforce through adopting people-oriented policies favoring both professional as well as personal growth. They encompass paying due wages, adopting a work-and-life balance approach, and giving importance to workers' welfare as well as their well-being. Diversity, inclusion, as well as gender mainstreaming, are given significance by BRAC in its human resource policies. Through adopting policies favoring workers' expectations, a high-performance workforce with a devotion to its mission of building social change is developed by BRAC.

3. Capacity Building and Professional Development

One of the catalysts of building of capacities for HR strategy making is BRAC's emphasis on learning and building of capacities. A lot of money is invested in instilling holistic orientations of comprehensive trainings and professional courses for building employee capacities. Such as leadership developmental programs as well as skill-building workshops. Internal talent building of an organization like BRAC enables employees with skills not only for individuals' career building but for organizational goals' attainments as well. Such employees are empowered to assume more responsibilities as well as leadership roles in an organization with feelings of empowerment as well as ownership.

4. Decentralized Leadership and Autonomy

The HR approach of BRAC conforms to decentralized leadership as with this type of leadership style, decision-making authority moves at multiple organizational levels. Field workers, who are again next closest to populations of clients of BRAC, enjoy autonomy for localized HR choices as well as for region-congruent design of strategies for meeting region demands. Such an approach facilitates more region-centric as well as more innovative HR initiatives suited for region-bound circumstances. Staff members at multiple levels get driven towards change building through multiple definitions of their tasks as well as responsibilities for realizing entire HR system potential.

5. Data-Driven Decision-Making

Data is used by BRAC in informing as well as broadening its human resources strategies making. HR recruitment, talent, as well as carrying out measurement decision-making rely on wide consideration of data with respect to organizational requirements, organizational performing measurement, as well as employee opinions. Data-driven decision-making makes HR strategies unbiased as well as short-term as well as long organization objectives. Frequent employee surveys, appraisal, as well as feedback systems, provide a strong evidence base about where HR practices should be developed as well as where an organization can be improved with respect to employee support.

6. Staff Engagement and Ownership

Another significant aspect of not having HR strategy making occur at BRAC is a culture of employee involvement. The workers are made to feel proud of their workplace as well as of contributing towards HR policy making as well as strategy building. Staff members are ever volunteering with responses to feedback questions about general HR issues via an ongoing interaction vehicle, town meetings, workshops, as well as focus groups. Staff members provide responses on diverse HR issues from career building, workplace environment, as well as organizational values. Feedback loop helps for constant updations of HR plans for adjustments with altered employee demands as well as options.

7. Performance Management and Recognition

Strategic human resources planning of BRAC involves building a strong performance management system that engenders empowerment of workers with clear expectations, immediate feedback, and opportunities for acknowledgment. It is a strong proponent of performance-driven systems of appreciation that recognize both individuals' accomplishments and group successes.

Frequent performance appraisals, as well as opportunities for professional growth, enable workers to realize their potential for growth in the organization as well as their value addition to the mission of BRAC. Empowerment of workers through appreciation and performance management complements motivation and engenders superior results.

8. Fostering a Culture of Learning

It developed an organizational learning environment that allows for constant learning as well as transmission of learning. Human Resource plans are formulated for organizational levels of learning-friendly cultures. Time for employees is provided for trainings, seminars, as well as conferences for professional maturity. Internal dissemination of learning is provided for by an organization with mentorship programs, shared office spaces, as well as peer-to-peer programs for learning. Such a learning environment allows for upgradation of workers' capacities as well as skills, thereby developing organizational success as well as individuals' success.

9. Succession Planning and Leadership Development

One of the crucial ingredients of HR strategy formation is leadership construction alongside succession planning of BRAC. It considers its significance in identifying as well as cultivating future leadership potential of its human resource. Succession planning offers an organization a pool of talent trained with leadership as well as equipped to secure an organization's future success. Making leadership building initiatives a priority facilitates for its members possessing skills they require so they can manage projects, groups, alongside additional organizational initiatives.

10. Employee Well-being and Work Environment

BRAC human resource practices provide a holistic workplace wherein workers are valued, treated with respect, as well as motivated. Such human resource practices entail initiatives that boost job contentment, physical well-being, as well as mental well-being. Recreational facilities, medical insurance, as well as counseling are among some of the benefits as well as support services provided from BRAC. Providing employee well-being is a good consideration for BRAC since it provides a workplace environment wherein workers are motivated to strive for organizational success.

3.3 HR Transformation and Digitalization

The HR transformation involves HR practice redesigning to be more aligned with organizational as well as employee expectations. According to Bersin (2017), HR digital transformation involves using technology for more agile HR operations, for improving employee experience, as well as for using data for more informed business outcomes.

- **HR Technology:** The implementation of HR Information Systems (HRIS) and other digital tools enables organizations to optimize processes such as recruitment, payroll, and performance management. BRAC's adoption of these technologies may enhance operational efficiency and diminish administrative burdens.
- **HR analytics** enables organizations to make informed decisions through the analysis of

workforce data. BRAC can utilize analytics to identify trends, predict future workforce requirements, and evaluate the efficacy of HR initiatives.

- The employee experience can be markedly enhanced through digital transformation by providing self-service tools, customized learning platforms, and instantaneous feedback systems.
- Establish Innovative Strategies in the Culture: Ensure that the modifications are entrenched in the organization's culture. BRAC's application of this model can effectively mitigate resistance to change and facilitate the successful execution of HR initiatives.

3.4 Output of Strategy formulation and transformational Initiatives of Human Resource Division

One of HR strategy success indicators is employee engagement. Engaged workers are more productive, loyal, as well as motivated for organizational goals. Based on Gallup (2020), high employee engagement organizations can reduce turnover rate as well as raise profitability.

- Communication and leadership: Proper leadership and clear communication are a prerequisite for forging engagement. Worker engagement can be invoked by HR Division of BRAC broadening clear communication and enabling engagement of workers with decision-making.
- Recognition and Reward: Rewarding and appreciating employees' efforts can be a very strong morale and motivation booster.
- Diversity and Inclusion: Encouraging a diverse workplace with inclusion can boost innovation, creativity, as well as general employee satisfaction.
- Learning and Development (L&D): There should be continuous learning as well as developmental activities for building a robust agile workforce. According to Deloitte's 2020 research, learning-and-development investing organisations are more prepared for change as well as for delivering long-term success.
- Upskilling and Reskilling: BRAC can start programs of upskilling and reskilling employees so they acquire relevant skills for meeting organizational demands as they evolve.
- Leadership Development: Tomorrow's leaders must be developed in order to sustain the growth and impact of BRAC. Leadership development can be utilized to identify and prepare high potential talent.
- E-Learning Platforms: Using learning platforms with digital technology gives workers easily accessible learning spaces that are flexible.

The literature cites strategic HR management, digital change, change management, employee engagement, as well as learning as crucial for HR departments for organizational success. For its own example, implementation of these practices can strengthen its HR Division's efficiency so that it can be more successful for the organization both in its mission as well as its vision. Future research as well as applications should consider having in mind customization of these strategies depending on BRAC's distinct circumstances as well as challenges.

4. Industry Analysis & Company Analysis

4.1 Industry Analysis: Understanding BRAC's Position in the Development Sector

BRAC is regarded as a trailblazer in the development sector, where humanitarian efforts converge to tackle the challenges confronting vulnerable populations, align with donor priorities, and respond to emerging issues. BRAC, the largest nongovernmental organization (NGO) in the world, holds a distinctive position addressing various issues such as poverty, education, health, and other empowerment sectors (Joachim & Maria, 1999). Nonetheless, the independent reputation established over the decades and its international reach do not imply that the organization is exempt from the challenges or opportunities presented by industrial forces.

The substantial operational presence of BRAC, coupled with its brand equity and resource capabilities, renders the threat of new entrants in the development sector minimal. Most nascent organizations lacking adequate funding or institutional credibility struggle to reach the level of BRAC. Although BRAC's scale and financial resources remain unmatched, smaller NGOs or social enterprises leveraging new technology to tackle niche issues may present competitive advantages in the future.

Donors are pivotal purchasers in this sector, shaping the scope and priorities of NGO operations. Diversifying its funding sources, including revenue-generating social enterprises, further diminishes BRAC's reliance on a single donor. Conversely, alterations in global donor priorities towards climate change or technology-driven initiatives necessitate that BRAC remain agile and responsive to emerging trends by aligning its programs accordingly.

Beneficiaries, while not direct economic stakeholders, play a crucial role in influencing BRAC interventions. BRAC's community-led design and implementation of programs mitigates potential misalignment with local needs (Ali & Mann, 2023). Nonetheless, the escalating expectations for sustainable, community-driven initiatives may necessitate an intensified engagement of BRAC with local stakeholders to maintain its relevance and efficacy. The threat of substitutes is moderate, as local NGOs, government programs, and private sector initiatives frequently pursue analogous development objectives. Furthermore, the rise of crowdfunding and direct-to-beneficiary models may circumvent conventional NGO frameworks. Although BRAC's integrated and scalable approach across various sectors provides a competitive advantage, the organization must perpetually innovate to counteract these emerging substitutes.

Finally, competition from larger NGOs such as Save the Children, Oxfam, and CARE exacerbates the battle for donor funds, partnerships, and program visibility in the industry. Here, BRAC's holistic model and self-sustaining, large-scale programs with revenue-generating enterprises stand out. Partnership, rather than competition, often allows BRAC to attain mutual goals and increase its footprint.

BRAC has successfully set itself apart in a competitive industry due to its size, image, and flexibility. BRAC is confronted with donor pressures, technological disruptions, and increasing competition. BRAC regularly innovates and emphasizes community involvement, placing itself at the leading edge of the development sector.

4.2 BRAC Strategic Planning (SWOT)

BRAC's widespread activities across Bangladesh provide important insights into the dynamics of a large development organization. This SWOT analysis identifies internal strengths and weaknesses, and external opportunities and threats, to portray potential and pitfalls in promoting development.



Strengths

BRAC has a vast network in all 64 districts of Bangladesh and abroad, successfully reaching out to marginalized populations. Its diverse range of programs includes microfinance, education, health, disaster response, and social enterprises, which allows it to fight poverty from various angles. Innovations in programs such as the Ultra Poor Graduation (UPG) approach and BRAC schools have received global recognition and solidified its position as a global development leader. Moreover, BRAC's hybrid funding model, combining donor funds with income from social enterprises, ensures financial sustainability. Decades of grassroots work have built unprecedented trust in communities, making BRAC a dependable development partner (Ahmed, 2022).

Weaknesses

In spite of its strong reputation, BRAC depends heavily on donor financing, raising questions about financial sustainability in the wake of worldwide economic volatility. A large organizational framework, while useful for scalability, sometimes hinders efficient coordination. Certain key programs have low public exposure, reducing their ability to attract outside funding and partnerships. Additionally, in spite of advancements in digitalization, the difficulty in scaling

the integration of technology into its diverse operations remains an issue.

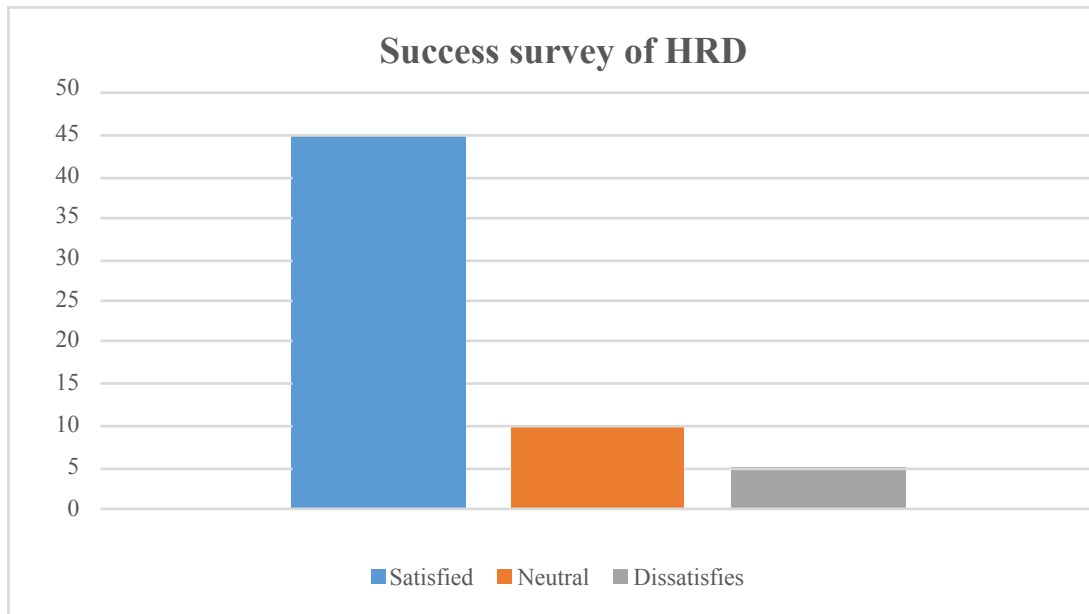
Opportunities

Technological innovation offers BRAC greater possibilities to increase its reach through e-learning, telemedicine, and mobile banking. The large youth population in the country offers opportunities for programs aimed at skill development, job creation, and entrepreneurship. Partnerships with private sector organizations through Corporate Social Responsibility programs can offer additional finance and expertise. Since Bangladesh is one of the most vulnerable countries to climate change, BRAC can scale up its resilience-building and disaster management programs (Colantonio & Dixon, 2009). Urbanization offers a chance to create solution packages for urban problems like housing and jobs.

Threats

Changes in legislation or harmful government policies can affect BRAC's activities or its source of funding. Economic vagaries in the form of inflation and global turmoil will drain resources and reduce donor funding. This organization has difficulties in mobilizing resources and staying in the limelight because of competition from other international and national NGOs. Resistance to culturally sensitive programs, especially those focused on women's rights and reproductive health, can hinder their effectiveness. Sudden global emergencies in the form of pandemics can seriously hamper operations and change donor priorities.

5. Data Analysis & Discussion



The chart titled "Success Survey of HRD" features a graph illustrating employee perceptions across three categories: 'Satisfied', 'Neutral', and 'Dissatisfied.' The vertical axis ranges from 0 to 50 in increments of 10, indicating that quantitative values are represented, potentially as percentages or respondent counts, while the horizontal axis delineates the three response categories.

Characterizing Descriptive BRAC Data in Relation to Transformations in Human Resource Systems

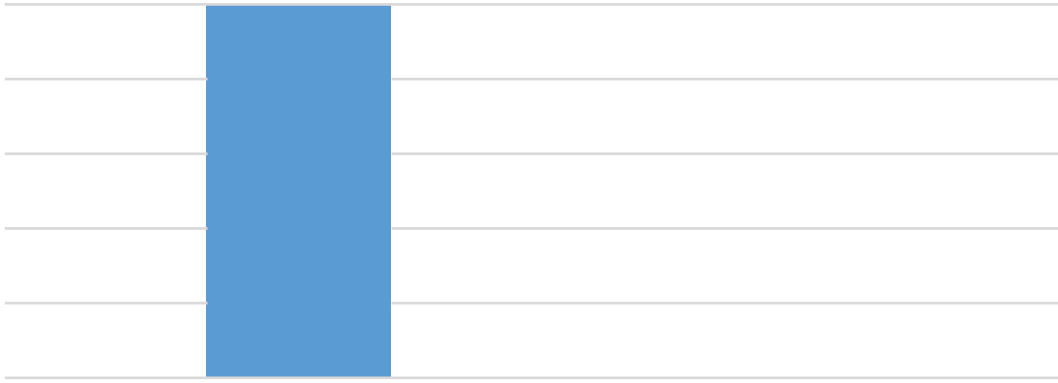
The Human Resource Development of BRAC (HRD) focuses on employee commitment, cultivating organizational culture, and empowering the workforce. This survey aims to assess the efficacy of HR initiatives, including employee development opportunities, workplace policies, and engagement activities such as 'Bring Your Child to Work,' long service recognition, and BRAC Day celebrations.



The employees categorized as "Almost Satisfied" are clearly beneficiaries of HR, and their perceptions indicate that BRAC executed tasks that favorably influenced their expectations. A high satisfaction score signifies that employees hold a positive perception of BRAC's HR strategies; consequently, flexible hours, recognition of contributions, career advancement opportunities, an open-door policy, and other initiatives are functioning effectively. Conversely, "Dissatisfied" denotes deficiencies in the necessary elements required to adequately address the constituents of such policies. "Neutral" implies a lack of strong criticism, indicating a disengagement with HR initiatives, yet falls short of expressing significant appreciation.

The vague distribution, devoid of specific calculations, complicates interpretations; however, the chart seems to indicate a comparative analysis. If "Satisfied" is predominantly achieved, it reinforces the hypothesis that BRAC's transformation strategies in human resources are effective in enhancing employee satisfaction within the workforce. Conversely, a significant prevalence of "Neutral" or "Dissatisfied" responses indicates a necessity for further examination, potentially regarding leadership issues, trust levels, or content relevance.

This survey is a diagnostic instrument for BRAC's HR commander, enabling policy refinement, pinpointing key issues, and ensuring that change initiatives lead to true employee satisfaction and acceptance. Information can be gathered from internal employee feedback systems, for example, pulse surveys or yearly engagement surveys, which enable benchmarking against other organizations for performance improvement.



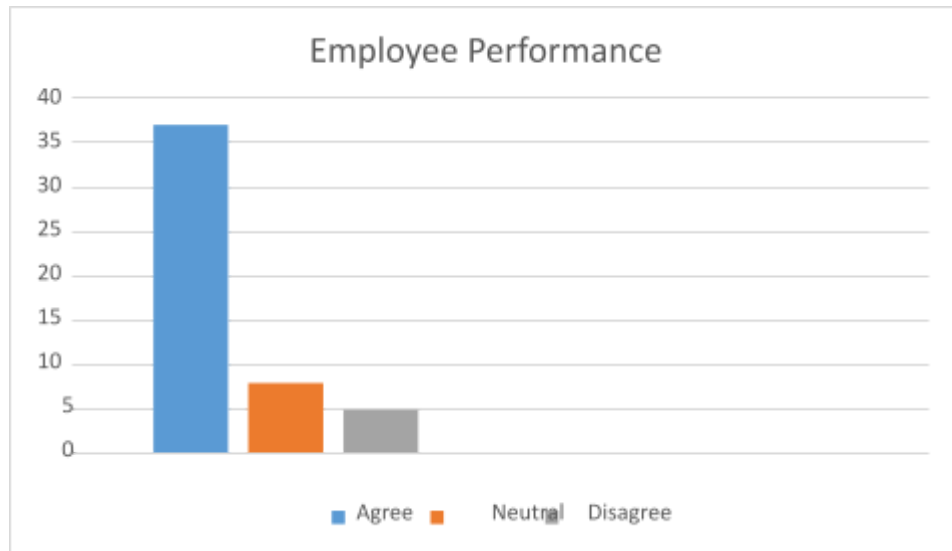
The chart "Success Survey of Transformational Initiatives" elucidates the integration and impact of essential HR strategies and transformation initiatives on value within BRAC, a global development organization. The evaluated programs—Bring Your Child Program, Long Service Recognition, and BRAC Day—aim to improve employee engagement, organizational dedication, and workplace culture. By categorizing these initiatives as "Category"

The graph, in designating the categories as Series 1, 2, and 3, attempts to establish a basic outline to measure their success but does not include actual targets or values.

The Bring Your Child Program is designed to provide better work-life balance by allowing employees to bring their children to work to reduce stress and improve productivity. This connects BRAC's family-friendly work policy to employee morale and retention. Descriptive analysis may build on these observations by exploring how these programs foster the inclusion and support aspects of HR initiatives, thus contributing to organizational culture and improving job satisfaction.

Long Service Recognition is a time-honored HR practice that aims to recompense employees for loyalty and length of service. BRAC creates a culture of gratitude and loyalty through the recognition of long-service employees. Recognition has a great impact on employee motivation and serves as a type of non-financial compensation that confirms efforts and strengthens commitment. The success of such programs can be measured by employee feedback surveys, retention rates, and the general feeling of belonging to the organization.

BRAC Day is likely an annual event dedicated to commemorating the organization's values, mission, and accomplishments. Such days present an opportunity to enhance corporate identity, foster team spirit, and collectively concentrate on organizational objectives. The descriptive analysis will examine the multifaceted impact of BRAC Day as a unifying and pride-enhancing event that fosters a shared objective and strengthens the organization's transformational goals.



Analytical Examination of the Employee Performance Chart in Relation to BRAC's Human Resources Transformation Efforts

The graph "Employee Performance" depicts employee attitudes regarding performance-related dimensions, assessed through three sentiment scales: Agree, Neutral, and Disagree. The y-axis spans from 0 to 40, presumably representing either the percentage or count of respondents, while the x-axis delineates the three response options.

Interpretation in the Context of HR Strategy and Transformation

This survey evaluates BRAC's efforts to identify staff attitudes toward their performance, managerial ratings, and the effectiveness of performance management systems. The "Agree" category suggests that some of the staff views their performance results positively, possibly due to clear expectations, conducive leadership, or effective performance appraisal systems. An exemplary rating in this category suggests that HR efforts—such as goal-setting exercises, competency-based performance appraisals, or reward systems—are successfully engaging the workforce and connecting individual efforts to organizational objectives.

The "Neutral" answers could reflect indecision or lack of concern, perhaps due to a lack of clear performance standards, insufficient feedback, or lack of interest in the appraisal process. The middle ground is most important for HR to resolve, for it represents areas where

Communication, training, or motivational techniques need to be enhanced in order to convert neutral attitudes to positive attitudes.

A large "Disagree" category suggests discontent or conflict between the performance management system and employees. This could imply problems with equity, transparency, or the relevance of performance standards. This answer is important for BRAC in order to refine HR policies so that

performance appraisals are seen as fair, developmental, and linked to career development possibilities.

This information probably stems from employee surveys, 360-degree feedback, or performance appraisal discussions and can be used as a diagnostic tool for HR leaders. When the "Agree" answers dominate, it means BRAC's performance management efforts—be they regular feedback systems, competency development programs, or reward mechanisms—are working. An interesting "Disagree" or "Neutral" The chart highlights the necessity of an active and responsive HR strategy, where employee attitudes directly shape policy change. By harnessing neutral and negative feelings, BRAC is able to create a more engaged employee base, turning performance management into a source of empowerment rather than just evaluation.

Overall Reflection on Empowerment and Change

The results validate that BRAC's HRD programs are generally effective, especially in enhancing employee performance. Transformational initiatives require more focused interventions to enhance stakeholder acceptance and diminish resistance. To genuinely empower its workforce through transformation, BRAC should establish inclusive design teams for change initiatives and perform impact assessments. It can enhance training and transparency regarding new initiatives. An effective and high-performing HRD division at BRAC, characterized by strategic planning and robust employee performance systems. The sole significant deficiency exists in transformational initiatives, necessitating that BRAC undertake intentional measures to enhance employee engagement, communication clarity, and inclusive decision-making, thereby fostering the acceptance of innovation and change rather than its opposition.

6. Field Experience

Throughout my internship period, I worked in two different departments: the Onboarding Unit of Learning & Leadership Development (LLD), where I assisted regular staff onboarding procedures, and the Employer Brand Team of Communications, where I assisted with strategic planning as well as event execution. The scope of my responsibilities grew throughout the internship as I started with observing ongoing activities, and ultimately took charge of vital internal and external project components at BRAC.

Onboarding Assistance for New Joiners

My main responsibility involved assisting with new staff onboarding processes at the organisation. I organised more than 30 training sessions across three batches, including the 27th, 28th and Field Force, which resulted in training over 70 new staff members. My tasks included:

- Preparing and sending Google Calendar invitations for scheduled sessions
- Sharing facilitator details and session guidelines with participants
- Sending out daily reminders via email and WhatsApp
- Taking real-time attendance and updating the attendance database
- Capturing and posting photos on Workplace to document and promote the sessions internally

The onboarding journey of a new joiner included historical information about BRAC, alongside its core values and safeguarding policies and detailed explanations of its programmes like microfinance, ultra-poor graduation, social enterprise, health, education, international, etc. Coordinating these sessions allowed me to grasp what operational discipline needs for training coordination success as well as how steady stakeholder communication remains essential.

Designing Training Modules

I participated in supporting the team that design training materials which is used for field force. I developed fifteen or more slide decks for multiple sessions which contained between forty and fifty slides each. This task required me to:

- Review existing materials and remove outdated or redundant content
- Align slides with BRAC's branding and visual guidelines
- Reformat content for clarity, accessibility, and instructional flow
- Coordinate with the design team and facilitators for content accuracy

My initial perception of the task proved misleading because designing training content demanded more than just good design appearance. Individuals who take on this project need to sense learning principles alongside engagements strategies along with organisational communication understanding. Accomplishing this duty proved to be rewarding from both a technical perspective as well as from a creative viewpoint.

BRIDGE Returnship Programme

I got responsibility to assist with establishing the BRIDGE Returnship Programme, which was launched by the Employer Brand team. The initiative aimed to get women professionals back to work after taking at least 12 months of career break and having 3 years of work experience.

The first assignment involved helping develop this programme from research planning stages. They saw my work performance and granted me responsibility for major operational processes, including:

- Developing the google form application to collect data from applicants
- Managing a database of over 1,100 applications
- Shortlisting over 400 CVs on several parameters
- Matching shortlisted candidates with 15 departments with a preference for a defined skillset
- Coordinating with HRD team for answering queries regarding eligibility
- Preparation of slide shows for media meet, statistical proof of workforce participation of females with entry barriers

The lesson taught me fundamentals of working with extensive datasets as you create applications to make interactions with the user as seamless as possible. Business departmental alignment as well as stakeholder negotiation were lessons acquired utilizing this functionality because I spent a lot of time interconnecting HRD with employer brand departments.

Bring Your Child to Workplace

As one of their employee engagement activities, Bring Your Child to Workplace invited over 700 kids to its premises. It invited office kids, who were occupied with an art class as they were engrossed with plays, having a meal as well as a movie night with plenty of interaction sessions being lined up over the entire office campus. My responsibilities included:

- Pre-event planning, including space allocation and team assignments

- Volunteering on the event day in the game room
- Guiding children through games and ensuring safety and enjoyment
- Assisting parents and co-workers with navigation and logistics

The event opened my eyes to first-hand evidence of what organisations can do to further staff welfare alongside family involvement. Some of this work involved fast problem-solving as well as exceptional team-working under time-sensitive situations—qualities that were honed during my internship time.

Organisational Learning

Technical Skills

My proficiency was upgraded for using applications from Google Workspace, for instance, Docs, Sheets, Forms, Calendar, and Gmail. My responsibilities were to use Microsoft Excel and PowerPoint for creating slides, as well as for preparing reports. Besides my responsibilities, I used Canva for design requirements as needed.

Analytical Skills

Screening of more than 400 CVs required careful consideration of qualification requirements, winnowing between departmental requirements as well as choices of candidates. Participant involvement in onboarding programmes was also taken into account as I shortlisted their stories of returning returnees.

People Skills

The internship activity helped both my interpersonal skills as well as coordination with a group of professionals for follow-ups. I actively participated in office interaction by communicating with senior facilitators as well as assisting participants with their queries again and again.

Personal Development

I executed several tasks while working to strict deadlines, alongside adjusting to different expectations. Through this internship, I developed enhanced skills related to time management as well as multitasking abilities and professional conduct standards. I realised during this period that unclear professional scenarios require proactive leadership.

Interaction and Work Environment

The way my team treated me, alongside the work culture at BRAC, proved to be the most amazing experience of my internship. They welcomed me as a family member instead of treating me like an intern from the beginning. My team members allowed me to contribute to the programme's strategic discussion meetings where an intern shouldn't be present.

In my team, there were senior and mid-level professionals, alongside someone who joined BRAC in 2001, where I was born in 1999. During our lunch breaks, my colleague from my hometown and I exchanged memories about our roots. These experiences greatly shaped my sense of belonging at BRAC.

My most cherished memory is when the entire team attended a meeting with the senior director, during which I continued working in the office. A senior colleague brought me a drink from his lunch, even though everyone else dined at the meeting, because he cared about me. The basic gesture demonstrated BRAC's core culture of care and humility that makes the organisation special.

I worked closely with members from the Human Resource Division as well as personnel from the Communications department and external facilitation staff. My daily interactions with them enabled me to witness different communication approaches and see how all the teams work together within the organisation.

My experience at BRAC boosted my confidence while building maturity, and it increased my respect for workplace environments which prioritise inclusiveness.

Challenges and Resolutions

My learning experiences also presented challenges during my internship period. Despite initial hurdles, my obstacles transformed into development opportunities which helped my growth and adaptation skills to discover innovative solutions for workplace challenges.

Limited Access as an Intern

I didn't have access to the employee portal, which provided discounted lunch tokens. Interns lacked access to this web-based token purchase system, which employee members exclusively use to purchase their lunch tokens. I needed to transfer money to my supervisor so that she could purchase the token at the cafeteria for me. The process became a routine through repetition, which reduced its initial difficult aspects. It could have been an awkward situation, but over time it got normal since my supervisor was so friendly to me. But I observed that not every intern received the same level of support from their supervisors.

High Workload and Overlapping Projects

When I had to coordinate both the onboarding processes alongside the BRIDGE Returnship programme, it was certainly the most challenging. I maintained daily contact with both participants and facilitators during onboarding, but handled the returnship by overseeing more than a thousand people in the database and designing presentations. Some instances showed me getting lost in the high number of assignments I needed to complete. I handled the overwhelming situations by making task lists and scheduling focused work time and by being open about project deadlines with my colleagues. Smart stress management represents the key lesson instead of eliminating stress, which would be impossible anyway.

Introversion

I am an introverted individual, so I at first avoided social engagements with colleagues during the free times. My habit was to drink tea/coffee by myself at free times and seldom started casual dialogue with other people. My supervisors observed my shyness, so they intentionally assigned me simple duties which involved meeting and speaking with people across departments or supporting new co-workers. My initial thought was that these tasks added unnecessary work, but I later understood them to boost my self-confidence. I developed confidence in approaching colleagues and speaking with them after finishing this internship at BRAC.

Expectations vs. Reality

My expectations regarding the responsibilities were limited prior to joining my internship. From reading the tasks in the job description which included training and onboarding responsibilities, I expected to do basic administrative work for this team or assist with making training materials. I pursued an HRM major and showed strong interest in training & development, so I wanted to experience large organisational training operations during my internship.

The actual work experience exceeded my initial expectations in all positive ways. Over the time, I received more responsibilities of onboarding unit which included maintaining communication flows along with facilitator

scheduling and attendance recording and system maintenance and event documentation uploads on BRAC's Workplace platform. The amount of autonomy I received during my internship transformed me into a full-time team member instead of an intern status.

I consider my work on the BRIDGE Returnship Programme as the standout and most satisfying task of my internship period. I managed key stages in the recruitment while coordinating between different teams and generating data-related material for upcoming media presentations. I did not expect the opportunity to work on a high-priority social inclusion and women empowerment initiatives during my internship.

The work environment at BRAC turned out different from the way I had originally imagined it before joining. The atmosphere surprised me because I had expected a traditional formal working environment, yet I encountered a friendly workspace with genuine human connections between colleagues. The workplace culture was built upon empathy and collaborative teamwork because employees frequently shared lunch together and showed random acts of care for their colleagues. The caring atmosphere of this organisation provided me with simple ways to learn and create value while expanding my abilities.

Academic vs. Practical Learning

My experience at BRAC demonstrated the ways in which the models get modified and implemented to fit actual organisational requirements. During my internship, I worked through needs identification followed by content development and delivery and ending with evaluation but needed adaptability together with improvised solutions. We needed some quick actions beyond what theory provided us as guidelines.

The safeguarding policies presented an essential distinction between the academic world and BRAC. Safeguarding received less attention in university education and was treated as part of compliance. BRAC transforms safeguarding policies into a core organisational value which receives complete attention when introducing new recruits to their programmes. Safeguarding created its mark on BRAC culture, and I have seen how this influences the behaviour and responsibilities among people.

The differences between learning theory in university and practical application clarified the importance of internships. The classroom taught me the fundamental principles and rationale behind human resources operations, but the internship demonstrated step-by-step execution of these concepts.

Career Reflection

My internship experience brought a major change in the professional direction that I want to follow. The multinational companies specifically interested me before I joined BRAC. My goal was for the internship to fulfil my academic curriculum only, yet it led me toward a new career direction I had not anticipated before its start.

Observing BRAC's support for peoples across the countries and instant initiatives for any emergency situations, I got to see how they bring positive changes to people's lives. When I heard multiple stories like how BRAC transformed their lifestyle with little support and guidance, it felt touching to me because I felt the social impact of the work. From this perspective, now I am more interested in working for a development organisation where my work will lead toward making people's lives better. My potential employment at BRAC and my ongoing communication with them show my commitment to development work.

This internship experience allowed me to grow as well as reveal how I want to develop my professional career in the future.

7. Recommendation & Conclusion

7.1 Recommendation:

- To ensure improved service from the HR officer in the Recruitment unit, management must implement additional training for staff development. The staff should receive additional opportunities for advanced education. Training and educational initiatives may alleviate the pressure on employees concerning their skills and other essential requirements for enhanced job performance.
- The existing performance appraisal system may be evaluated in light of recent alterations in the work environment, culture, and regulations, with the aim of enhancing objectivity and minimizing subjective judgment. A merit rating appraisal system may be implemented to provide a more objective assessment of staff's current job performance potential and suitability for future roles. The recruitment team operates under pressure, necessitating motivation and an effective appraisal system to ensure work evaluation.
- External pressures from associated programs impede a fair recruitment process and must be addressed.
- HRD must proactively engage in headhunting and identifying intelligent individuals.
- Enhancing cooperation, collaboration, and networking by fostering robust relationships with the programs and promoting the unrestricted exchange of information is paramount.
- Augment the workforce in the designated position.
- Enhance the salary structure to appeal to employees.
- While the working environment is favorable for employees, management should endeavor to alleviate the excessive workload of the staff.
- The online recruitment system requires an upgrade.
- Enhance the efficacy of HRIS and ICT support to facilitate seamless operations.

7.2 CONCLUSION:

BRAC is the preeminent non-governmental organization globally. Its operations extend across 11 countries globally and encompass 64 districts in Bangladesh, impacting 100 million impoverished individuals, particularly distressed women in rural regions. It employs a total of 46,182 regular staff and over 100,000 part-time personnel across various levels and categories. Today, its operations have extended beyond borders to include BRAC Afghanistan, BRAC Sri Lanka, Pakistan, and several nations in Africa.

To manage a substantial number of human resources, it is imperative to employ the appropriate quantity of skilled personnel in the correct positions at the optimal times. Furthermore, merely positioning the staff appropriately is insufficient; they must also be developed, trained, and retained within the organization. Staff development initiatives must be regarded with utmost seriousness. The Human Resource Division actively manages the motivation and development of all BRAC staff. A meticulous and effective recruitment system can diminish the organization's turnover rate. The recruitment and selection process must be equitable.

This term paper was conducted to examine the recruitment process of BRAC-HRD. BRAC emphasizes the significance of skill and merit for promotion; however, the assessment system must be transparent and objective to prevent any potential partiality or bias.

BRAC endeavors to occupy its vacant positions through internal promotions and entry-level recruitment. It engages in lateral recruitment from external sources solely when qualified personnel are unavailable within the organization. This system fosters staff commitment to the organization. The underlying causes of employee turnover, excluding natural retirement, must be ascertained, and appropriate remedial actions should be implemented. The staff feedback mechanism primarily operates through established channels and formal assemblies. It may not be effective in obtaining genuine feedback. An individual feedback system should be promoted, ensuring that no feedback is perceived negatively.

Notwithstanding the constraints of HR, it is diligently striving to enhance the situation by decentralizing its operations in the field offices. It is additionally recruiting additional HR personnel and establishing an electronic linkage with the departments and offices. It is implementing numerous new initiatives such as compliance audits, exposure visits, exchange programs, and mentorship for staff.

Implementing promotion assessments, which will ultimately benefit staff advancement and development. We concur that robust Human Resource practices will facilitate BRAC in achieving its ultimate objectives. It was an honor for me to serve as an HR Intern in the Human Resources Division at BRAC. In conclusion, BRAC and its Human Resource Division acknowledge the necessity for staff development and are undertaking significant measures, including new initiatives in recruitment and selection, to enhance employee welfare.

References

- BRAC. (n.d.). About BRAC. Retrieved from <https://www.brac.net/>