

Report On
“A study On Human Resource Management on BRAC
International”

By

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Student ID- 16304107

An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

BRAC Business School
Brac University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at 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/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Tamanna Binta Mahfuz
Student ID -16304107

Supervisor's Full Name & Signature:

Tanzin Khan
Lecturer , BRAC Business School
BRAC University

Letter of Transmittal

Tanzin Khan

Lecturer,

BRAC Business School,

BRAC University

66, Mohakhali, 1212

Subject: Submission of Internship report.

Dear Mam,

I am here by submitting my internship report on “A study on Human Resource Management BRAC International. I started my internship at 24th February 2021 at BRAC International (75, Mohakhali, Dhaka-1212) which end 24th May 2021. This is a three month long Internship program. This is my first step to practical corporate world so it’s totally a new experience for me.

I have tried my level best to complete my report appropriately. Nevertheless, if you feel you need any enquiries regarding this report you are always welcome to reach me. Lastly, I want to thank you from the core of my heart for the support and help to finish this report. I hope that you will appreciate my hard work and ignore my minor errors.

Sincerely yours,

Tamanna Binta Mahfuz

Id- 16304107

BRAC Business School

BRAC University, Dhaka

Date- 15/05/2021

Non-Disclosure Agreement

This agreement is made and entered into by and between BRAC International and Tamanna Binta Mahfuz the undersigned student at BRAC University to undertake the internship project describe in this report based on the assurance of avoiding the unapproved disclosure of any confidential data of the organization.

Acknowledgement

First and foremost, I want to express my heartfelt thanks to my academic advisor, Mrs. Tanzim Khan Mam, Lecturer, Brac Business School, for her unwavering support and guidance during my internship so that I could produce a high-quality report. Second, I'd want to express my gratitude to Mr. Fahimul Islam, HR Project and Analytics, HRD | Brac International, without whom I would not have been able to complete the report. He gave me a thorough overview of the HR software and its many components. Mrs. Marjan Ahmed, assistant analytics HRD | Brac International, has been a huge assistance in conducting the survey on HRD's E-recruitment process. So that I may collect enough information to finish my report.

Finally, I'd want to express my gratitude to everyone at Brac Business School for assisting me in learning many valuable skills since 2016. I want to use what I learned in college to help the country and demonstrate that I am a deserving Brac Business School graduate.

Executive Summary

BRAC International has been formally registered as a foundation, with the name "Stitching BRAC International" as its official name. New Zealand legislation governs the enrolment process. The organization was founded on March 16, 2009, with the purpose of participating in charity resolutions and social welfare activities in any country in the globe that are based on a non-profit basis, as well as doing any other things that are related or conducive to the attainment of the aim. Currently, nine countries are involved in the BRAC International initiative. Afghanistan, Sri Lanka, Pakistan, Uganda, Tanzania, South Sudan, Sierra Leone, Liberia, and the Philippines are among these countries.

The Internship report, on the other hand, is part of BRAC International's Human Resource Process. BRAC International's HR department is very diligent about staff training and growth. BRAC International's HR department has become much more robust in terms of collaborating with the HR procedures of nine different countries. They have a few benefits and drawbacks in the HR process.

As an intern, I feel BRAC has a very well-structured HR policy approach. They also utilize fewer sources to publicize their job openings. As someone who has worked with such a well-known company, I consider it an honor to speak about the world's number one NGO, and it was a fantastic experience to be exposed to BRAC's learning possibilities. Though I was limited in my data collection due to BRAC International HR's tight data extraction rules.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
Table of Contents	vii
List of Tables	ix
List of Figures.....	x
List of Acronyms	xi
Glossary.....	Error! Bookmark not defined.
Chapter 1 Internship Overview.....	1
1.1 Student Information	2
1.2 Internship Information	9
1.2.2 Background Study.....	Error! Bookmark not defined.
1.2.3 Problem Statement.....	2
1.3.1 Objective of the report.....	3
1.3.2 Literature Review.....	3
1.3.3 Research Methodology.....	4
1.3.4 Limitation and recommendation.....	4
Chapter 2 Organization overview and detail	6

2.1 Organization Overview.....	7
2.2 Organization History.....	7
2.3 Stitching BRAC International.....	9
2.4 BRAC Governing Body.....	10
2.5 Finance of BRAC.....	11
2.6 SWOT.....	12
Chapter 3 Internship Information and Experience.....	15
3.1 Internship Programme details.....	16
3.2 Job Responsibility.....	16
3.3 Challenges.....	18
3.4 Recommendation	18
Chapter 4 Findings and Analysis	19
4.1 Total Duration of Internship Programme.....	20
4.2 Major Gap.....	21
4.3 Final Observation.....	21
4.4 Recommendation.....	23
References	26
Appendix A.....	27

List of Tables

Table 1.....9

Table 2.....10

Table3.....21

List of Figures

Figure 1.....	7
Figure 2.....	8
Figure 3.....	16

List of Acronyms

BI- BRAC International

HR- Human Resource

HRD- Human Resource Department

CV- Curriculum Vita

Chapter 1

Internship Overview

1.1 Student Information:

Name- Tamanna Binta Mahfuz, Student ID- 16304107, Department- BRAC Business School, Major- Human Resource Management.

1.2 Internship Information:

1.2.1 Organization Information

I complete my internship at **BRAC Center**, 7th floor 75 Mohakhali, Dhaka 1212. I worked for **Human Resource Management Department (BRAC International)**. My supervisor was **Md. Fahimul Islam** | Analyst and organization Manager | BRAC International.

1.2.2 Background of Study:

To finish the BBA degree, students must participate in a ten to twelve week internship program at an organization. In addition, the internship program includes four credit hours. We only get theoretical knowledge during our academic courses. The internship program is the only way to gain practical experience in a real-world setting while also applying academic knowledge. It's also a fantastic opportunity to study everything we can and prepare for the future employment market. However, I did my internship with BRAC, the world's largest non-governmental organization. I had a great time and learned a lot throughout my time there.

1.2.3 Problem Statement:

The focus of the study is on the recruitment procedure. To determine whether or not BRAC International follows the right recruitment procedures. Whether they follow the usual phases in the recruitment process or have their unique method. If so, how effective is the method.

1.3.1 Objective Of the report:

The primary goal of this report is to share my real work experience with BRAC International and to provide a thorough picture of their recruiting and selection process. Also highlighting the benefits and drawbacks of the procedure, as well as deciding how effective their recruiting procedure is via analysis. In a nutshell, the key goals are:

- Provide an overview about the recruitment procedure.
- Finding the gaps.
- End up with some recommendation for the company.

1.3.2 Literature Review:

Edwin claims that the recruitment process is the process of identifying potential individuals and encouraging them to apply for positions in a company (Flippo, 2019). To put it another way, the recruiting and selection processes are not the same, yet they are both critical to the organization's success. It aids in the identification of candidates for open positions inside a company. It serves as a link between employers and job seekers (Flippo, 2019).

According to Korsten (2019), HRM theories apply to recruitment and selection strategies, emphasizing the benefits of interviewing, evaluation, and psychometric testing as part of the employee selection process. Recruiting can be done internally or outside, and it may even be done online. This operation frequently employs layers of recruitment and selection rules, posting of job advertisement details, job applications and interviewing procedures, decision making, selection, and training (Kortsen, 2019).

A clear study of the position, the labor supply-demand factor, circumstances and interviews, and psychometric testing to uncover the potentialities of job seekers are all part of a successful recruiting method. Aside from that, SME seeks to become involved in interviews and evaluations in order to enhance the process (Jones, 2019).

Other NGOs, such as The Wikimedia Foundation, Acumen Fund, International Care, and others, use the same recruitment procedure as BRAC, with minor differences. BRAC International, on the other hand, has a very structured hiring process that is distinct from others. BRAC is the world's biggest non-governmental organization, and BRAC International has to employ applicants from all over the world for its local and international activities. When it comes to overseas recruiting, the process is completely different from local hiring (Report, 2019).

1.3.3 Research Methodology:

At BRAC's Head Office, I worked for three months. As a result, I had plenty of opportunities to gather enough main and secondary data sources. My boss and other members of the Human Resource Department assist me in gathering information.

Primary Source:

- The current employee of BRAC International.
- Other staff of Human Resource Department.
- Previous Records of recruitment and selection.
- My personal working experience and observation.

Secondary Source:

- BRAC official web page.
- Human Resource Policies.
- Annual Report
- Other web based source

Time line:

The internship lasted for three months. Throughout the period, I was assigned several tasks including HR and MIS. However, three months, in my opinion, is insufficient time to compile the findings of such a large business. However, I made every effort to obtain as much information as possible in order to make my report legitimate.

Limitation and Recommendation;

I encountered several challenges when compiling my report. However, I attempted to overcome these by utilizing the available resources to supplement the report with accurate information. The restrictions were as follows:

- HR information is kept in strict confidence. As a result, I was not permitted to utilize much material that would have been beneficial to the report. So I can say it would be very helpful if they guide us with some of information for further research.

- It was difficult to have a long discourse about the subject since they were either too busy or unwilling in communicating. For proper information they should give a proper introduction, it's my recommendation.
- The time span was also excessively short, since 12 weeks is insufficient. As time is limited so they may start guiding intern to start report after first month.
- BRAC International is active in nine different nations. As a result, obtaining extensive information about all of the countries in such a short period of time is nearly difficult.
- As far as I can tell, the HR department is the busiest. As a result, appropriate communication was not always feasible. So they can conduct a thorough meeting with intern for proper information.

Chapter 2

Organization Overview and Details

2.1 Organizational Overview

BRAC was founded in 1972, following the liberation struggle. The country was in desperate need of repair at the time. As a result, BRAC was established with the goal of assisting people and assisting them in rehabilitating with the main goal of reducing poverty via various programs. BRAC employs nearly 100,000 people, with 70% of them being women. They have a global audience of around 126 million individuals.

BRAC International was established on March 16, 2009, and is formally known as "Stitching BRAC International" under Dutch law. It was founded to support social welfare operations all around the world.

2.2 Organization History

BRAC was established with the primary goal of rehabilitating the country's post-war situation and alleviating poverty. Bangladesh Rehabilitation Assistance Committee was the previous name for BRAC. After the rehabilitation, the acronym was changed to Bangladesh Rural Advancement Committee because the only objective was to ameliorate the conditions of poor rural people. BRAC was created in 1972 by Sir Fazle Hasan Abed at Shallah, Sunamganj, as a tiny rehabilitation initiative to assist war refugees following the liberation struggle. The Medical Center was developed to provide vital services. In just nine months, 14,000 dwellings were constructed. For the fishermen, hundreds of boats were built. It shifted its focus after successfully completing the initial phase of rehabilitation to empowering underprivileged people, particularly women and children (History, 2012).

Empowering women: C. BRAC, 1972-



Figure 1: BRAC at 1972

BRAC began offering microcredit to the underprivileged in 1974 in order to alleviate the situation of the impoverished. BRAC Microfinance is the name given to the program. BRAC's many village development projects, including as agriculture, rural crafts, adult literacy,

fisheries, health, family planning, vocational training, and others, attempted to develop the community. The programs met their goals. In 2002, BRAC launched a program for the poorest of the poor, known as the extreme and ultra-poor, who do not have access to microfinance. BRAC arrived in Afghanistan the same year with the same rehabilitative goal. BRAC is a non-profit organization that works to improve the lives of people with disabilities.



Figure 2: BRAC Center Inn

2.3 Stitching BRAC International:

BRAC International now has a presence in 10 countries. Afghanistan, Pakistan, Uganda, Tanzania, South Sudan, Sierra Leone, Liberia, the Philippines, Myanmar, and Nepal are the countries in question. In such nations, BI organizes many initiatives throughout the year.

BRAC International is now active in nine countries, with the following BRAC organizations:

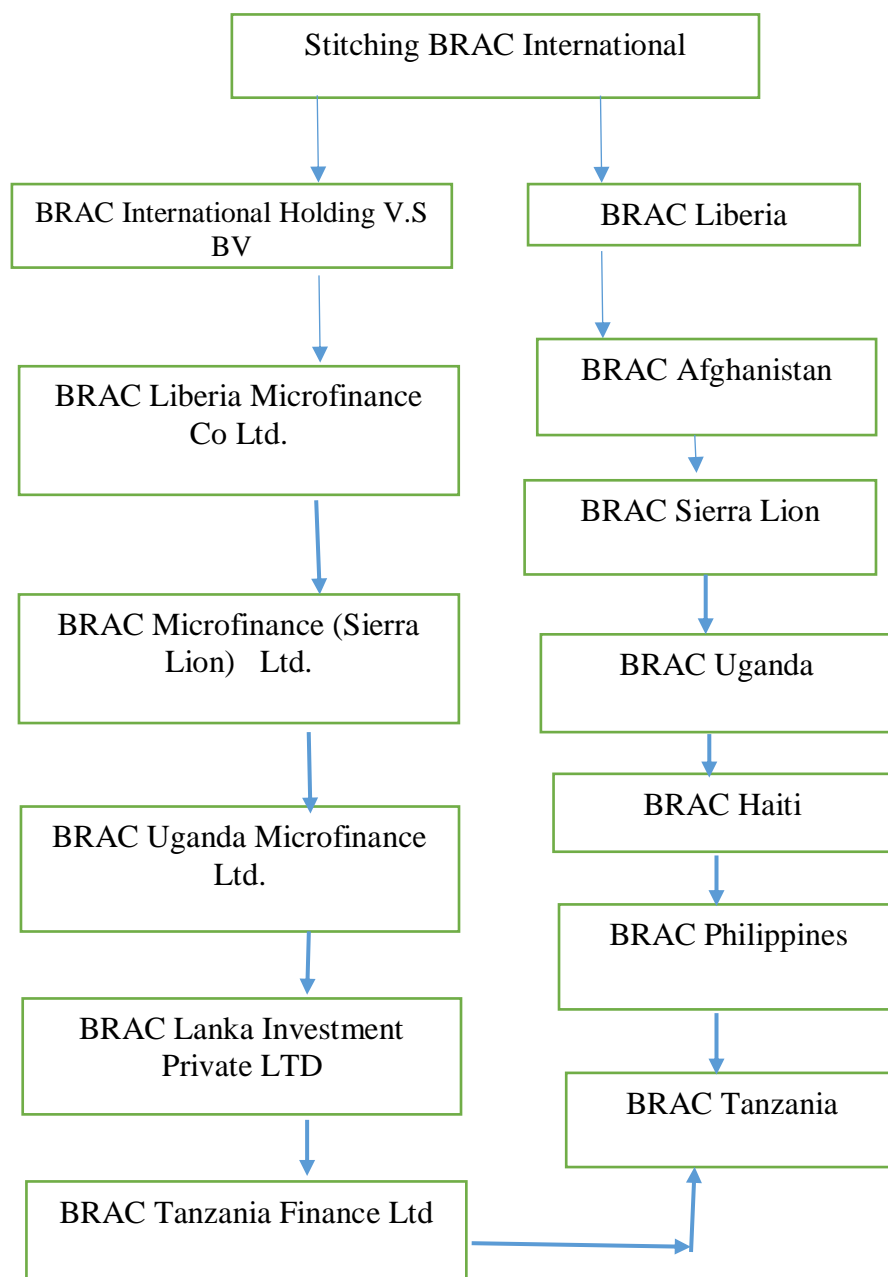


Table 1: Current organization of BRAC International

2.4 BRAC Governing Body:

The governing body of BRAC follows a certain organogram. The organogram, in my Opinion, is a bit complicated since there are too many layers of hierarch

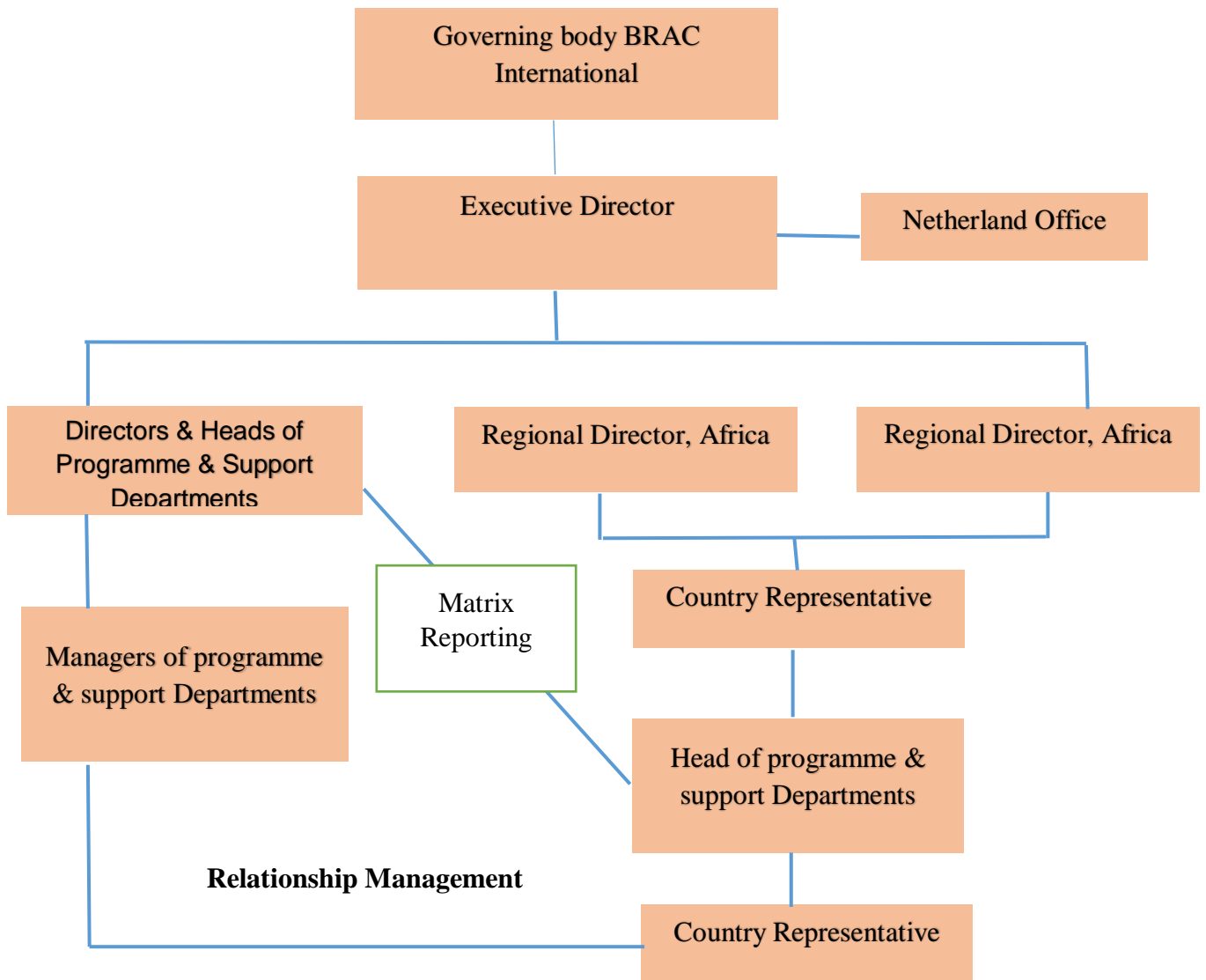


Table 2: Organizational Structure BRAC International

2.5 Finance of BRAC

BRAC's finance and accounting department is in responsible of budgeting and record-keeping, as well as managing spending, assets, and liabilities, financing investments, monitoring cash flow and profitability, and designing budgets and financial frameworks for development initiatives. The department is in charge of all contributions, property, provident funds, employee gratuities, pay, tax, and loans. It compiles consolidated financial accounts on an annual and monthly basis and follows the norms and regulations of the NGO Affairs Bureau, the Microcredit Regulatory Authority (MRA), and other regulatory bodies. We provide excellent financial management and transparency of our projects' and companies' financial data through this department, earning the trust and confidence of all those with whom we operate.

Some financial reports of BRAC are given below;



BRAC
(Registered in Bangladesh under the Societies Registration Act, 1860)
Statement of Financial Position
As at 31 December 2019

Notes	Reported Balance	Restated Balance	Restated Balance	
	31-Dec-19 Taka	31-Dec-18 Taka	01-Jan-18 Taka	
Assets				
Cash and bank balances	3	25,492,553,348	21,561,781,316	21,024,279,120
Advance, deposits and prepayments	4	10,720,793,501	13,395,077,904	10,012,346,517
Inventories	5	6,099,099,677	5,567,755,743	4,963,482,830
Grants and accounts receivable	6	3,334,745,791	3,860,680,137	3,432,380,353
Microfinance loans	7	243,987,950,556	202,494,959,364	163,229,190,720
Motor cycle loans	8	85,192,350	207,030,285	692,968,379
Investments in securities and others	9	747,400,000	1,057,400,000	1,925,728,676
Investments in related undertakings	10	31,297,956,474	27,710,751,304	17,361,028,752
Property, plant and equipment	11	19,386,654,376	19,018,501,326	17,350,511,791
Total assets		341,152,346,073	294,873,937,379	239,991,917,138
Liabilities and net assets				
Liabilities				
Liabilities for expenses and materials	12	13,897,568,153	11,208,183,484	9,664,233,920
Bank overdrafts	13	27,893,463,383	36,115,730,851	23,688,516,176
Term loans	14	44,532,426,404	38,136,805,679	28,969,558,656
Members' savings deposits	15	97,006,031,994	69,587,804,893	59,880,530,227
Grants received in advance	16	2,112,020,638	3,011,803,509	3,149,635,367
Deferred grant income	17	694,027,199	750,483,192	692,029,289
Other long term liabilities	18	17,070,707,618	14,498,696,826	13,140,029,256
Provision for taxation		4,560,746,075	8,693,564,948	6,940,564,947
Total Liabilities		207,766,991,465	182,003,073,382	146,125,097,838
Net assets:				
Unrestricted		132,903,772,867	111,711,995,654	92,711,216,682
Temporarily restricted	11	481,581,742	1,158,868,343	1,155,602,618
		133,385,354,609	112,870,863,997	93,866,819,300
Total liabilities and net assets		341,152,346,073	294,873,937,379	239,991,917,138

2.6 SWOT analysis;

A SWOT analysis is a method for determining a company's strengths, weaknesses, opportunities, and threats. The SWOT analysis method splits data from the environment into two categories: internal (strengths and weaknesses) and external (issues) (opportunities and threats). When this technique is completed, the SWOT analysis determines what further the company can do to assist it in accomplishing its set goals, as well as the challenges it will face in doing so.

Strength

Thinking local, acting global: In addition to Bangladesh, BRAC distributes anti-poverty solutions to Afghanistan, Pakistan, the Philippines, Myanmar, Liberia, Sierra Leone, South Sudan, Tanzania, and Uganda.

Unprecedented Scale and Reach: BRAC today employs approximately 100,000 people worldwide, with a population of almost 135 million. They have one of the industry's top human resource pools.

Tax Exemption: NGO's offer a lot of advantages, including the fact that they are frequently tax-exempt. BRAC is also exempt from paying tax on assets that are temporarily limited (assets that are subject to donor-imposed restrictions).

Experience: Unlike any newly formed NGO, BRAC has extensive experience working at the grassroots level both at home and overseas. They have reached even the most remote parts of our country with the goal of eliminating exploitation and unfairness in favor of the poor. They are highly capable of effectively managing a large-scale disaster.

Strong Human Resource Department: : Above all, BRAC has one of the most powerful human resources departments in the country, with workers working tirelessly to find the appropriate people for the appropriate tasks, train people to execute their duties effectively, and assess people as they should be. There are no political leanings in the group.

Weaknesses:

Finding Donor and Fund: The most significant disadvantage is that, like an NGO, they must rely on third-party endowment organizations, as well as private donations and grants. BRAC is held accountable to contributing agencies rather than the Bangladeshi government, despite the fact that it functions inside the country's legal structure. BRAC will lose money if they do not meet their contribution objective, even if they have authority to take cash from their own enterprises' income as well as investments in bank accounts and fixed deposits. It's tough to find sponsors.

Government Rules and Regulation: Without the monitoring and authorization of the government, no work can be done. According to recent laws, non-governmental organizations

will need approval from Bangladesh's NGO Affairs Bureau before embarking on any project and putting it into practice with foreign donations, based on the means of access of a proposed law on foreign grants to ensure clarity, accountability, and appropriate use of foreign resources. In addition, an organization must precisely define its financial sources and areas of expenditure in its registration application.

Opportunity

Support from Donors: BRAC has received help from practically all donor agencies and other sectorial groupings since establishing a good reputation as a non-profit, citizen-based organization that operates independently of the government. People may trust BRAC since it has a good reputation both at home and abroad.

Up to Date: BRAC is up to date on the latest trends and developments in the division and is eager to expand their horizons. BRAC, for example, recently deployed a charitable team to Nepal to help earthquake victims build affordable, secure houses, and they gathered money by deducting one day's salary from each employee. It is thought that the money is around BDT 20 billion.

Popularity: BRAC is the largest non-governmental organization in the world. It was created in Bangladesh in 1972 and has since been a pioneer in recognizing and addressing the many different aspects of poverty. They presently have a stellar international reputation and strong ties with a number of countries, including the United States and the United Kingdom. As a result, they will have an easier time getting a conviction.

Support from Media: BRAC obtains a lot of assistance from the media and other advocacy organizations since many media professionals support and work with the organization. Sir Fazle Hasan Abed was also named one of the top 50 leaders in the world in 2014.

Diverse Workforce and Diversity Campaign: Discrimination is not accepted in this group, which supports gender equality. For example, anyone of any faith, race, or gender can apply for any position in the organization from anywhere in the country. They even believe that having physically disabled people is a good thing. Each employee is given Gender Sensitization Training (GST) and Gender Awareness and Analysis Course (GAAC) when they are employed, which teaches them how to treat their coworkers with respect.

Threats

Vulnerability: Every nonprofit organization is especially vulnerable during economic downturns. Unfortunately, when money is tight, one of the first financial outflows that individuals curtail is charitable contributions. BRAC is reliant on donations and contributions, which makes it difficult to get funds from potential donors during economic downturns.

Fake NGO's: Many fraudulent non-governmental organizations (NGOs) have stolen billions of dollars from the poor and fled with it, including Jaago and others. This is why both the needy and the benefactors have lost trust in non-governmental organizations.

Emerge of new NGO: In this country, there are around 2,000 approved non-governmental organizations, and the number of rivals is enormous. In this country, more non-governmental organizations (NGOs) are sprouting up, providing a challenge to BRAC since more NGOs

equals less donations per organization. As a result of the lack of financial assistance, a sustainability issue occurs.

Lack of Coordination: Although the government and NGOs collaborate, there is a lack of coordination between them. It encourages duplication of thinking and activity, as well as financial waste. Furthermore, "territorial possessiveness" of a territory or project prevents agency collaboration, which BRAC views as hazardous or competitive.

Poverty is still increasing: The most significant charge leveled against all big NGOs is that, despite the presence of hundreds of NGOs in Bangladesh and elsewhere for many years, little progress in reducing poverty has been accomplished. Poverty, on the other hand, is gradually rising. BRAC, no matter how hard it tries, will not be able to handle everything and make significant changes on its own.

Chapter 3

Internship Information and Experience

3.1 Internship Programme details;

BRAC International: I am very fortunate to get the opportunity of completing my internship at BRAC. I loved the working culture of BRAC. Specially, the way they respect women as employee and gender equity is highly maintained here. I was at Human Resource management team as I am a HR major student and I love to work with HR. I work directly with the program head of HR and get to know many terms and condition of HR. my main responsibility was employee recruitment along with this I work for performance appraisal management and advertisement part. Overall it was a very pleasure journey for me at BRAC as I get chance to know about different department of it through HR.



Figure 3: BRAC International on MAP

3.2 Internship Job Responsibility in Detail:

As I previously mentioned, I was lucky to get expertise in a variety of disciplines, but my primary tasks were to help in HR activities and the ERP project, which also included the Human Resource Information System. The following are my primary responsibilities:

- ✚ **Assisting recruitment and selection procedure;**

- **CV Shorting:** First few days I was assigned to short CV's for different position of different countries. I short those CV's based on requirement of that position. I shorted CV's in three categories those are Short Listed, Can Be Considered and Not Selected. Short listed CV was divided in two part that is slot one for first priority employee and slot two if first slot couldn't meet the requirement then. I shorted around 400 to 500 CV's for a particular position.
 - **Interview Calling:** Gradually after shorting all CV's I gave all candidate a follow up email with greetings that they are selected for the interview. After first interview HR team ask for detail information of an employee and expected and the previous salary. So after all these process organization call them for written exam.
 - **Preparing files:** I had to prepare files for a particular job position. A file requires a lot of things to complete a file.
 - **Staff Requisition:** from a department they send a format mentioning number of employee needed, education background, experience what they actually looking for
 - **Advertisement Copy:** Advertisement that has been published to collect CV
 - **CV status:** how many CV have been received till deadline.
 - **Short listed CV:** qualified CV that has been short listed for interview call.
 - **Pre-screen question and self-disclosure form:** Personal information a candidate such as address, nationality, and information about previous job.
- ✚ Advertisement: Based on the requisition format an advertisement has been posted to BRAC Career website with a deadline and add number such as AD#BI..... this number represent all ad for only BRAC International
- ✚ **Performance Appraisal Management:** Basically, BRAC rewarded employee every year based on their performance. Here the immediate supervisor and the Second supervisor comment about the annual performance of an employee and in that comment supervisor mention whether their salary will increase or the will get a GRADE or SLAB.

Each GRADE has 11 SLAB under it. And by increasing a slab employee get some bonus money that increase their basic salary.

3.3Challenges:

Despite the fact that I learnt a lot and had a great HR staff, I had a lot of troubles throughout my time there. I worked directly with the HR team, and my boss was the HR team's senior manager. He has a lot of responsibility because he is in a high position. As a result, he found it difficult to schedule time for me or train me at times. Due to a lack of sufficient guidance, I was frequently perplexed about my work cue. However, there was a silver lining. I learnt to sort things out for myself or seek clarification from other team members. These items improved my communication and helped me become more self-reliant at work. More over in this pandemic situation I had to work from home sometimes so it was really difficult to follow the instruction which was given over phone. Because corporate work was just new thing for me so I sometimes got puzzled because of shortage of information.

3.4Recommendation:

BRAC International is a big platform and has too many work pressure on our supervisor. Despite this My personal opinion is, if they can arrange a physical learning plat form rather home office that would be helpful for a new learner like me. Moreover it, if the instruct first about a work then go for the final task will be helpful too.

Chapter 4

Findings and Analysis

Introduction:

BI has a well-defined hiring process. HR personnel are conscientious and dedicated. Aside from that, HRD is an extremely busy department, maybe the busiest of all. They are quite good at coordinating with other departments. It is also, without a doubt, the most regimented section. I've had a fantastic time and have learned a lot.

Total Duration of recruitment Procedure;

Despite the fact that they state that the BI takes typical time for recruiting, I believe they take a little longer than normal. Because I've largely worked in the recruiting department, I've seen that they strive to stick to a schedule throughout the whole process. However, the timeframe isn't set in stone. However, anytime an urgent recruiting is required, they must complete the process in a short period of time. For instance, they approved my internship after only one hour of my oral interview, which astounded me.

The following is the typical time period for the BI recruitment process:

RECRUITMENT STEPS	Duration
Staff requisition	2 days
Publishing Job Advertisement	3 days
Collecting for vacant position	15 days
Screening	3 days
Approaching with short-listed candidates [Preliminary Interview over telephone]	2 days
Arranging 1st & 2nd round Interview	10 days
Reference check	7 days
Recruit the selected Candidate	10 days
Total	52 days

Table 4: Time Period of Recruitment Procedure

Major Gaps

BI has a well-organized and fast hiring process. That is without a doubt the case. However, they still have some flaws or limitations that need to be addressed.

Lengthy working process;

One of the most serious issues with the recruiting process is the lengthy time limit. Occasionally, a post will be unfilled for longer than a month. Since a result, the recent line manager of that position bears the brunt of the workload, as they must handle the responsibilities of two roles at the same time. This can have an impact on work performance and quality.

Insufficient CV hunting source;

BRAC only advertises their job openings in two locations. Their official e-recruitment portal is one, and another is bdjobs.com. Only two sources are sometimes insufficient to create acceptable CVs. With additional sources, it might happen a better chance of finding the right applicant may miss.

Experience is the first priority;

Experienced candidates are always given priority at BI. This is why they do not always receive the required quantity of eligible applicant applications. Because the job requirements are sometimes more closely aligned with the qualifications of new candidates.

Poor Salary system;

It's one of the most serious issues with employee turnover. It is critical to have an appealing reward system in place to keep employees engaged. Otherwise, employees will go if they are offered a better opportunity elsewhere.

Final Observation;

BRAC International's recruitment procedure is quite similar to the standard recruiting procedure. In reality, BRAC takes various actions that are unique to them in order to make the operation more efficient.

To begin with, personnel requisition is the first step that BRAC does. When there is a vacancy and a need for recruiting, the department submits a requisition to the Human Resources Department. HRD then tells upper management. Then they all sit down for a conversation.

BRAC International always schedules a second interview session after that. Candidates who were chosen in the first round are invited back for a second interview. Occasionally, the initial session is conducted through Skype. As a result, they set up a face-to-face meeting for the following session. Both sessions are sometimes held face to face.

BRAC International also works with nine additional nations, as I noted previously. As a result, there is a lot of offshore recruitment. As a result, Skype interviews are common. Occasionally, the entire procedure is performed online. This is another step that deviates from the standard procedure.

Finally, BRAC International has a recruiting database, which is either unique or not used by many other organizations. The database is updated after each recruiting. . The database primarily comprises vacancy information, such as how many CVs were rejected, how many were shortlisted, and who was on the board. These databases are preserved in order to keep track of things and evaluate them to see where improvements may be made.

Aside from that, BRAC follows the usual recruiting procedure phases. According to Jones, a good recruiting strategy includes a thorough examination of the job, the labor supply demand factor, working conditions and interviews, as well as psychometric testing to assess job candidates' aptitude. BRAC International also conducts a job analysis, creates a job description based on the findings, and conducts psychometric tests such as written and oral interviews, group discussions, and logical reasoning to discover the best applicant. The hiring procedure has been shown to be methodical, smooth, efficient, and time-consuming. Through the process, they are able to employ productive and dedicated candidates. As a result, the recruitment process might be judged effective.

Recommendations

BRAC is one of the world's largest non-governmental organizations, thanks to its effective and devoted workforce. Without a doubt, they have a well-organized and smart recruitment process. They would not have been given the title if they had not earned it. As a result, identifying the gaps and making recommendations proved challenging. Again, my internship's time constraint makes it difficult to locate something significant. Despite this, I am only able to come up with a few suggestions. They are, indeed.

Hiring between internal and external candidates:

In terms of selecting a candidate, I've seen a new tendency at BRAC International. If internal recruiting is a possibility, most organizations prefer it since internal candidates are already familiar with the organization and can adjust much faster than external candidates. However, BI prefers an external applicant than an internal one. If the opportunity is available, I believe internal applicants should be given higher precedence for certain roles.

Increasing the number of interview participants:

As I previously stated, the department is short on interview board members since they are either busy or not in the country. This is due to the fact that we manage operations for nine nations from this location. One of the reasons for the long time period is because of this. As a result, they needed to expand the board of directors.

Introduce more than two sources for add posting:

They need to increase the source in order to obtain more prospects. To collect enough CVs, they must post the job announcement in at least four to five reputable venues.

At least twice a year, do an employee survey:

Currently, they do a staff survey once a year, which is insufficient to identify concerns. The poll should be conducted at least twice a year.

Alter the pay structure:

To lower the turnover rate, they must concentrate on this topic. It is detrimental to the organization if one or two employees leave every few months. They should conduct market research and develop a wage structure for their employee that is competitive.

Providing new grads with opportunities:

As I have mentioned earlier, they only prefer experienced candidates. They need to give opportunities to the fresh talents in order to bring new ideas which can really change the image of the organization.

Shorting the recruitment time:

Most of the time, the time frame is longer than usual, which has an impact on workloads and efficiency. They need to speed up the hiring process.

System of immediate feedback:

Candidates are very interested in learning how well they fared in the interview. What did the interviewer like and dislike, and where did they need to improve? So, whether the applicants were chosen or not, immediate feedback may be supplied for the candidate's benefit, allowing him or her to grow significantly.

Conclusion:

The process of recruiting and selection is not as straightforward as it appears in principle. Because each step had an impact on the others, each one has to be finished quickly. If we make a mistake in CV sorting, we will not be able to interview competent candidates, resulting in the employment of unqualified candidates or incomplete recruitment. Again, without a suitable job description, good CVs will not be uploaded, and we will not be able to locate what we are searching for. As a result, each stage is critical since they are interconnected.

BI has taught me a great deal during my internship. I've realized why everyone places such a high value on practical experience since it transforms both our learning and our viewpoint. BRAC is the world's biggest non-governmental organization. It is able to keep its title due to its well-organized administrative system. Their recruitment process is quite smart and well-organized. They make every effort to follow each step to the letter and to stay on schedule as much as possible.

Although BRAC International is affiliated with BRAC, its HRD is distinct from that of BRAC Bangladesh. In fact, each of their departments is unique. For them, there is a separate finance, budgeting, communication, and emergency response department. From here, we work with nine additional nations, whereas BRAC Bangladesh solely works with local activities. As a result, their recruitment process is a little different. Let's say we need to recruit someone from another country. I've been instructed several times to set up a Skype interview or Skype appointment with the country's HRD.

I feel myself fortunate to have had the opportunity to work with their ERP team. I gained a great deal of knowledge regarding the Human Resource Information System. On a Myanmar project, I worked with the ERP team leader and had direct knowledge with how an ERP system interacts with HR process mapping.

To summarize, it was an excellent learning opportunity for me. I was introduced to BRAC's corporate culture and had the chance to work with a wide range of departments. BI HRD, in my opinion, is the most effective and active department of all. I did my best to include my internship learning experience, as well as the results and analyses I completed, into my report. I did my best to include my internship learning experience, as well as the results and analyses I completed, into my report. Finally, BI has a well-organized and successful recruitment strategy.

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Appendix A.

For completing this report I took interview of some employees those who are already working at BRAC with some question. These are;

Q.1. what is your perception about the time duration of Recruitment Process of BRAC?

Answer: BRAC has a unique style for its recruitment procedure. It's true, that it takes a bit longer period of time to complete all the necessary steps of Recruitment. On the other hand, it appreciated that, each candidate that become the employee for a particular position fit perfectly only because they face interview and exams for repeated time. Every candidate experience a training or seminar session so that they find themselves comfortable while working. So, though the time duration is a bit longer but it's brings a comfort zone for employee.

Q.2.Are you satisfied with the payment that provides by BRAC?

Answer: BRAC has a wide range of employee working with the organization. So, it's quite difficult to maintain proper salary structure. As employee always feel that the payment they are getting and the workload they are facing are not same. However, BRAC offers a moderate salary to its worker but if compare to the working environment the payment is not always same for the position. Sometimes it gets lower than the copartner those are working at the same position.

Q.3.Are you feel safe as worker working with BRAC?

Answer: Yes, BRAC always focus on gender equality and equal working environment for its employee. Here, at BRAC all kinds of harassment and bulling has zero tolerance.

Q.4. As an employee do you thing the way they post advertisement is sufficient to get a best fit for a particular position?

Answer: BRAC has only two source BRAC career and BDjobs.com for hunting employee. It is not sufficient for such big organization like BRAC. As it's requires the most eligible person for a post so they need to go more wide range. For instance, at any Managerial Director position need employee then only 60 CV's are not enough to find the best fit. Then organization had to compromise either with education background otherwise the education part.

Q.5.Do you think every position require experience to work?

Answer: experience has its own value but it comes with priority. Some post has extreme need for experienced person and some has no requirements. For example; every organization follow a particular strategy to run the process. So rules and regulation has some verity from each organization. In this case it's better for employee to learn by gathering present working experience.