

**Internship Report on  
“The Recruitment Process & Procedures of  
BRAC International”**



**INTERNSHIP REPORT OF**  
**“THE RECRUITMENT PROCESS AND PROCEDURES**  
**OF BRAC INTERNATIONAL”**



**SUBMITTED TO**  
**UMMUAL WARA ADRITA**  
**LECTURER,**  
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**SUBMITTED BY**  
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**DATE OF SUBMISSION- 5<sup>th</sup> SEPTEMBER, 2016**

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## Letter of Transmittal

05 September, 2016

Ummual Wara Adrita  
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BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

**Subject: Submission of “Internship Report” on “The Recruitment Process & Procedures of BRAC International”**

Respected Miss,

It is my great pleasure to submit my **“Internship Report” on “The Recruitment Process & Procedures of BRAC International”** to you.

I made sincere efforts to study the related materials, documents, and the system of BRAC Organization and studied significant records for preparation of the internship report.

I have tried my best to make this internship report wide-ranging and instructive as much as possible within the permitted time for me. Due to several limitations there may be some mistakes for which I beg your apology.

To conclude, I shall be glad to answer any kind of query relating to this internship report, if necessary.

Sincerely,

Syeda Maliha Hussain  
ID: 13204030  
BRAC Business School  
BRAC University

## Acknowledgments:

First of all, I would like to thank the Almighty Allah for the successful completion of this report successfully and I would like to express my gratefulness to Allah for giving me the patience and strength to work in the renowned organization like BRAC International for the last three months and complete my report within the indicated time. I would also like to thank my internship supervisor Ms. **UmmualWaraAdrita- Lecturer, BRAC University**, whose support and cooperation was the greatest strength for me to complete my internship report successfully.

I did my internship program from BRAC International where this particular section operates all over the world other than Bangladesh. In BRAC International, I was under the supervision of **Ms. MahyaBinteKarim Rima- Senior Manager- Talent Management (HR)**. In BRAC University my academic internship supervisor is Ms. **UmmualWaraAdrita- Lecturer, BRAC University**. My topic regarding the internship report was approved by my. My study that conducted is –“The recruitment process and procedures of BRAC International”. The report is containing the overview of the total recruitment process of BRAC International. The total internship program helped me a lot to enrich my knowledge in a practical working environment.

## Table of Content

Letter of Transmittal.....	2
Acknowledgments: .....	3
Executive Summary .....	6
Organization Part.....	7
An Overview of BRAC- BRAC International.....	7
Overview:.....	8
History of BRAC.....	8
BRAC International Current Organization.....	9
MAIN PROGRAMMES OF BRAC:.....	10
Project Part .....	13
My Work Duties & Responsibilities at BRAC International.....	13
Background of the study- .....	14
Problem statement.....	14
Purpose of the study: .....	14
Methodology: .....	15
Hypothesis: .....	15
Timeline.....	15
Limitations: .....	16
Literature Review: .....	16
Internship Program Job Details:.....	18
My main responsibilities of internship in BRAC International (HR):.....	18
The Recruitment Process and Procedures of BRAC International .....	22
General Recruitment Process:.....	23
Recruitment process and procedures of BRAC International: .....	23
The total steps of Recruitment process of BRAC International: .....	24
Recruitment Process of BRAC International .....	24

<b>Findings, Analysis &amp; Recommendations of BRAC International Recruitment Process .....</b>	<b>28</b>
<b>Findings and Analysis of Recruitment Process: .....</b>	<b>29</b>
<b>Total Duration of Recruitment process:.....</b>	<b>29</b>
<b>Major Gaps of the Recruitment Process: .....</b>	<b>30</b>
<b>Recommendations:.....</b>	<b>32</b>
<b>Conclusion:.....</b>	<b>34</b>
<b>References.....</b>	<b>35</b>

## Executive Summary

BRAC International has officially listed as a foundation and its official name is called “Stitching BRAC International”. The registration is done under the law of New Zealand. The foundation was formed on March 16, 2009 with an objective to engage in charitable resolutions and social welfare activities in any country of the world firmly on non-profit originated, and to do all such other things as are related or conducive to the attainment of the objective. Currently BRAC International program is hooked up with nine countries. These are: Afghanistan, Sri Lanka, Pakistan, Uganda, Tanzania, South Sudan, Sierra Leone, Liberia, Philippines.

However the internship report is comprised with Human Resource process of BRAC International. The HR of BRAC International is very much systematic in performing the employee training and development. The HR department of BRAC International is much firm in terms of collaborating with nine countries HR processes. They have some pros and cons in HR process.

As an intern I believe that BRAC has very much enlightened and smoothed process on their HR policies. Again it has some less networking channels in terms of publishing ad for job, As I have worked with such established non-profit organization, I feel really honored to discuss about the world’s no. 1 NGO and all together it was great experience to have exposure of learning opportunities in BRAC. Though I had some limitations on collecting data, since BRAC International HR maintains strict rule to extract data and it highly recommended by BRAC HR to maintain confidentiality on any of their data’s

## **Organization Part**

# **An Overview of BRAC- BRAC International**



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## Overview:

BRAC started its journey in 1972 after Bangladesh gained its sovereignty. Therefore BRAC is a Non-Governmental Organization where its main purpose is to eliminate poverty through their various programmes. BRAC employs over 100,000 people, coarsely 70 percent of whom are women, reaching more than 126 million people.

BRAC International officially registered as a foundation and its official name is “Stichting BRAC International”. It is registered under the laws of The Netherlands, with its seat in The Hague. The foundation was formed on March 16, 2009 with a motive to engage in charitable purposes and social welfare activities.

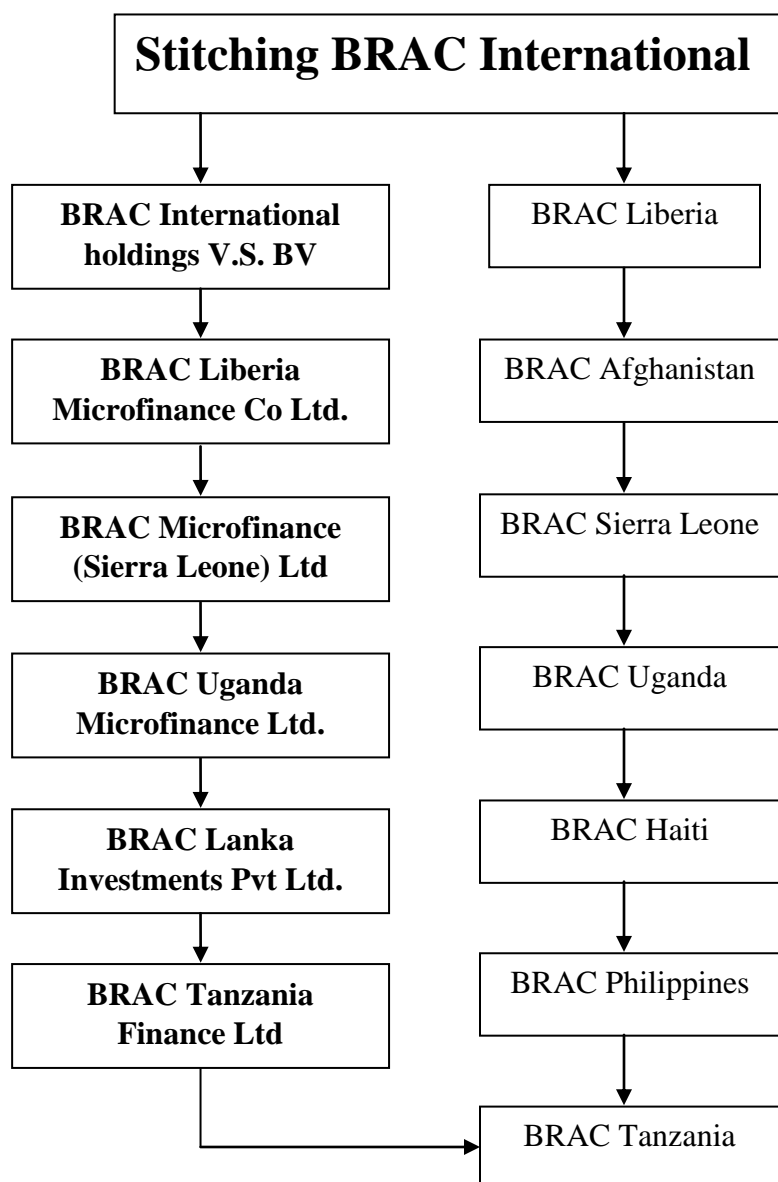
## History of BRAC

Known formerly as the Bangladesh Rehabilitation Assistance Committee and then as the Bangladesh Rural Advancement Committee (currently, BRAC does not represent an acronym), BRAC was initiated in 1972 by Sir Fazlul Hasan Abed at Shallah Upazillah in the district of Sunamganj as a small-scale relief and rehabilitation project to help returning war refugees after the Bangladesh Liberation War of 1971. In nine months, 14 thousand homes were rebuilt as part of the relief effort and several hundred boats were built for the fishermen. Medical centers were opened and other essential services were ensured.<sup>[8]</sup> At the end of 1972, when the first phase of relief work was over, BRAC turned towards long-term development needs and re-organized itself to focus on the empowerment of the poor and landless, particularly women and children.

By 1974, BRAC had started providing micro credit and had started analysing the usefulness of credit inputs in the lives of the poor. Until the mid-1970s, BRAC concentrated on community development through village development programmes that included agriculture, fisheries, cooperatives, rural crafts, adult literacy, health and family planning, vocational training for women and construction of community centres. Therefore the programme went on achieving success in this way.

In 2002 BRAC launched a programme called Challenging the Frontiers of Poverty Reduction – Targeting the Ultra Poor (CFPR-TUP) designed specifically for those that BRAC defines as the ultra poor - the extreme poor who cannot access conventional microfinance. The same year BRAC also went into Afghanistan with relief and rehabilitation programmes. It was the first organisation in Bangladesh to establish, in 2004, the office of an Ombudsperson.

## BRAC International Current Organization



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## MAIN PROGRAMMES OF BRAC:

### **1. Reducing Poverty and Improving Livelihoods**

- ✓ Microfinance (capital support for generation of self-employment)
- ✓ Agriculture, Agriculture and Food Security Programme (provide services to small and marginal farmers to increase productivity)
- ✓ Challenging the borderline of poverty reduction -Aiming the ultra-poor (graduating Households from extreme poverty to moderate poverty)

### **2. Breaking the Cycle of Poverty**

- ✓ Education Programme, Scholarship Programme
- ✓ Health, Nutrition and Population Programme (HNPP), Food Security and Nutrition
- ✓ FSN), Essential Health Care (EHC), Malaria Programme, Nutrition Programme
- ✓ Poultry and Livestock, Small Enterprise Programme
- ✓ Water, Sanitation and Hygiene
- ✓ Disaster Management, Environment and Climate Change

### **3. Empowerment of Marginalized and Vulnerable People**

- ✓ Community Empowerment Programme, Integrated Development Programme,
- ✓ Migration Programme
- ✓ Human Rights and Legal Aid Services (HRLS), Human Rights and Legal
- ✓ Empowerment (HRLE), Capacity Development Programme (CDP)
- ✓ Gender Justice and Diversity
- ✓ Youth Lead Programme
- ✓ Empowerment and Livelihood for Adolescent (ELA), Adolescent Girls Initiative
- ✓ (AGI), Adolescent Reading Centers (ARCs)

## **How Stichting BRAC International is structured:**

The current operations of BRAC International in Afghanistan, Pakistan, Uganda, Tanzania, South Sudan, Sierra Leone, Liberia, Philippines, Myanmar and Nepal are brought under “Stichting BRAC International”. In each of these countries, entities are legally registered with the relevant authorities.

### **Our Vision**

Stichting BRAC International’s vision is of a just, enlightened, healthy, and democratic world free from hunger, poverty, environmental degradation, and all forms of exploitation based on age, sex, and ethnicity.

### **Our Mission**

Our mission is to work with people whose lives are dominated by extreme poverty, illiteracy, disease, and other disadvantages. With a holistic approach, we strive to bring about positive changes in the quality of life of the poor.

### **Values:**

The core values of BRAC comprised of 4 main concepts. These are:

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

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

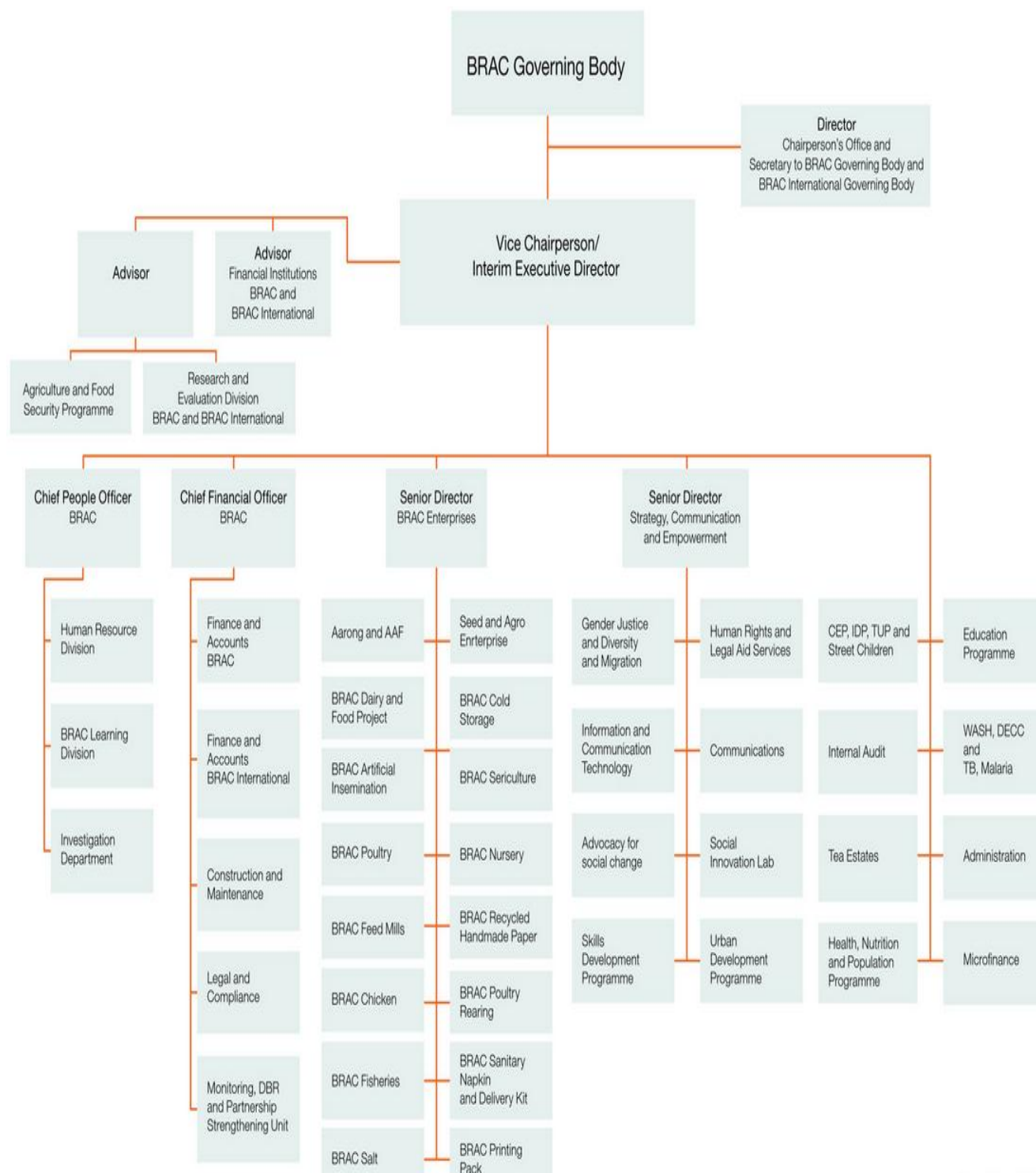
**Inclusiveness-** They are committed to engaging, supporting and recognizing the value of all members of society, regardless of race, religion, gender, nationality, ethnicity, age, physical or mental ability, socioeconomic status and geography.

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

### **Main Objectives of BRAC:**

- ✓ Creating Economic Development
- ✓ Broadening literacy rate
- ✓ Creating awareness in Public Health
- ✓ Eradicating poverty
- ✓ Promoting gender equality and empowering women
- ✓ Providing Relief during disasters

## BRAC Organogram:



## Background of the study-

For the students of Bachelors in Business Administration (BBA), it is compulsory for them to perform the internship program to become the business graduate. As the internship carries weight of 4 credits and it is an opportunity for the students to explore a training under practical working environment. However I got the opportunity to explore my practical working environment in the world's largest Non- Governmental Organization i.e. BRAC.

The total internship program helped me a lot to enrich my knowledge in a practical working environment.

## Problem statement

I am doing the research to find out the whether BRAC is following the proper recruitment process or not. However if the recruitment process is being followed by proper steps, then the best candidates can be hired, from which BRAC can sustain into more systematic way of their recruitment cycle.

## Purpose of the study:

Without any objective, nothing goes on. Therefore the main objective of writing the report is explain whatever practical and real life work knowledge I have achieved through my 3 months internship program of BRAC International is just to share my real life experience through theoretical mode i.e. the internship report. However my objective of writing this report fulfilled with lots of ups and down in both my practical and theoretical knowledge.

## Methodology:

As I have worked practically with the organization for 3 months duration of 2<sup>nd</sup> May-2<sup>nd</sup> August. Therefore it was possible for me to collect data from both primary and secondary sources. The sources are mentioned in details below:

### Primary Sources:

- ✓ Communicating with HR people during break time
- ✓ My Personal observation
- ✓ My practical work

### Secondary Sources:

- ✓ BRAC Annual Report
- ✓ BRAC Human Resources Policies & Procedures
- ✓ BRAC Official Website

## Hypothesis:

**Null Hypothesis (HO):** BRAC has a proper recruitment process.

**Alternative Hypothesis (HA):** It needs more correction in their recruitment process.

Here we will reject Null Hypothesis (X) & accept Alternative Hypothesis (Y)

## Timeline

My internship duration were for 3 months, where I was assigned with lots of tasks. It took me almost 2 weeks to complete my report. However 3 months is not enough for proper findings of the recruitment process. Therefore from my little time span of real life work I have tried my best to find out gaps and recommendations of the BRAC International recruitment process.



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## Limitations:

However I have faced many barriers regarding the report preparation. The following limitations that I faced as intern for completing my internship report are explain below

- ✓ As all the data's & information here are strictly confidential
- ✓ One is not allowed to conduct any sort of survey and analysis, therefore I was unable to make more variations.
- ✓ Another limitation was time. 3 months is not enough for findings of gaps and solutions for the gaps in the total recruitment process.
- ✓ BRAC International deals with 9 countries. Therefore it was not possible to know about other 8 countries of BRAC as I have worked only in the head office.
- ✓ The HR team remains busy. Therefore it was not possible to have proper communication with them regarding the problems they have or not in the recruitment process.

The only way for me to write my report was my own observation, the work I did there and the discussion with my supervisor. The sources like the BRAC websites and report were the other links that helped me to prepare my report.

## Literature Review:

The process of hiring candidates from both inside and outside organization for a job opening and in a cost effective manner is recruitment process. The recruitment process involves analyzing the necessity of a job, grabbing the proper employees for that job.

The other NGOs like, The Wikimedia Foundation, Acumen Fund, Care International etc. also carry out their recruitment process in the same way that the BRAC does apart from little differences.

According to Sue Gardener, he explains that in Wikimedia International at first the CVs of the candidates shortlisted, then the candidates are pre-interviewed, then e-mailed and then invited for the final interview. In this the process is being carried out. (Gardener. S, 2010).

There is other NGO name Danish Refugee Council follows the recruitment process based on online. However at first organization collects CVs for job position through online. As soon as anyone applies for the job, then the CV is seen and candidates get the reply immediately. However candidates got to know immediately for selection or rejection for an interview. (DRC Annual Report, 2015)

However BRAC International has a very systematic way of hiring candidates and its way of hiring candidates has much difference from other corporate world.

BRAC is the world's largest non-governmental organization & it has to hire employees from international job applicants. Therefore their process of hiring both from local & non-local is a different aspect comparing from other organizations.

Consequently, I can relate the whole HR theoretical process with my practical work. Here the hiring process is mainly based upon the experience of a candidate and the international degrees.

Secondly fluency in speaking in English not the results or educational institutions, since the applicants might have to go abroad for BRAC's different program and its activity. These are main issues for applicants to get suitable job here.

## Internship Program Job Details:

As BRAC is a very renowned organization, therefore I am fortunate to complete my internship program from here. Internship program is a mandatory for all business students to perform. However like other corporate world, BRAC has different level of HR policies. As I did my minor in HR, therefore in BRAC International my whole internship program was depending upon Human Resource. I have learnt a lot the practical things by matching the reality with my theoretical knowledge.

## My main responsibilities of internship in BRAC International (HR):

### **1. Recruitment & Selection process:**

In the first day when I was given orientation by my mentor, my fellow inter, there I was first given guidelines of CV Screening, CV Shortlisting & CV Database updating. However by the flow of time I have learnt the total process of CV sorting and shortlisting them and kept the CV's on the concerned person folder.

Then the assigned date was fixed for written test and interview, after selecting the final candidates by the concern person of HR. Then invitation sent by e-mail and phone calls. Then I used to make longlist for the selected candidates. A longlist is a brief summary about a candidate, where DOB, Name, Age, Qualification Detail and Present & Expected Salary were explained. And at the top job position and organization name were mentioned. Then the board members lists are prepared.

Then I make attendance sheet for candidates and list of candidates is sent in the reception. Then in the interview day, the candidates are given the written test scripts. After the written test the candidates are taken to verbal interview to the assigned board members and interview is taken. If the candidate is selected, then sometimes second interview might be conducted and sometimes not. If conducted, then the particular person longlist, at a glance sheet are prepared.

## **2. Preparing Staff personal file:**

When the candidate is selected then I was assigned to make staff file. In staff file there remains

1. Staff Requisition
2. Id Requisition
3. Passport photocopy
4. NID photocopy
5. CV
6. Passport size photo
7. Nominee form
8. JD
9. Appointment letter
10. Offer letter
11. Deployment form.

These were my total internship recruitment duties that I carried out for BRAC.

### **3. Maintaining CV & Recruitment Database:**

In BRAC International after shortlisting daily CV's for different position, then I had to update CV database where the information like how many CV's received from which websites of job posting.

In recruitment database, the total information of the most recent interview was kept. There the name of board members & their remarks for the interviewed candidates, date & time of interview & position name.

### **4. Maintaining hard files:**

The other responsibility of my internship program was to keep the assigned documents in the assigned files. There were huge records of HR files for the exiting and non-exiting staffs. There were some files where I had to frequently deal with. These are: Staff requisition file, Resignation file, Deployment file, Appointment file, Advertisement file, Job description file, International authorization approval file, Approval files were the main gango files.

### **5. Preparing Advertisement, Contract Renewal & Secondment of Contract Renewal:**

Preparing Advertisement was one of my common tasks there. I used make advertisement by matching the content with JD. In the ad, I had put job position name, main responsibilities, educational requirement, salary range & deadlines.

In the contract renewal and secondment of contract renewal, what I did is I only change the date, pin, name in template and had mail it.

### **6. Employee Assessment Categorization:**

One of the extra and interest work I was particularly assigned by my Team Leader was to categorize and sub categorize the total BRAC employees feedback. It took me almost one week to catagorize their feedback according to mostly happened things.

Like one category was gender equality & inequality. The supervisor's behavior towards employee, etc. Finding out all these categories from an essay type feedback of employee.

These works really enrich my skill capability along with patience.

### **7. Others:**

The other work I did like Photocopy, Scanning, Taking printouts, Manages and set the file in the shelf accordingly. Again I had managed PC for virtual interview like Skyping. Managing the laptops, during interview. In this way I have learnt little things of managing logistics system of my internship program.

### **Challenges I faced during my work:**

I had to face lots of challenges while doing my internship program. However at the very beginning I was little confused with the work I was assigned. Moreover my supervisor expects me that I won't ask frequently to them for any work I don't understand. Again sometimes I faced challenges the important works due to lack to proper communication. Time management was one of the difficult thing I faced. My HR team expected me to complete my task on very short notice. At very beginning it was difficult but gradually I have learnt by passage of time and I gain lots of improvement along with managing stress and time.

# The Recruitment Process and Procedures of BRAC International

## General Recruitment Process:

In order to increase productivity in hiring and holding and to ensure consistency and compliance in the recruitment and selection process, it is recommended the following steps be followed (also refer to Staff Recruitment and Selection Hiring Checklist). Particulars for each step include the minimum recommended best practice to attract a talented and diverse applicant group:

- Step 1: Identify Vacancy and Evaluate Need
- Step 2: Develop Position Description
- Step 3: Develop Recruitment Plan
- Step 4: Select Search Committee
- Step 5: Post Position and Implement Recruitment Plan
- Step 6: Review Applicants and Develop Short List
- Step 7: Conduct Interviews
- Step 8: Select Hire
- Step 9: Finalize Recruitment

## Recruitment process and procedures of BRAC International:

Like the general recruitment process, BRAC has little bit different recruitment and selection process. However BRAC is liable to BRAC International to conduct interview and hire foreigner candidate. There while conducting interview with international candidate, BRAC International HR team takes the total responsibility of the interview. I have observed that BRAC has their own way of recruiting system.



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## The total steps of Recruitment process of BRAC International:

### Recruitment Process of BRAC International

1. Planning & Forecasting
2. Staff Requisition
3. Advertisement for job
4. Shortlisting Candidates via CV Screening
5. Approaching the shortlisted candidates
6. Arranging the “1<sup>st</sup> Interview with the Shortlisted Candidates
7. Arranging the “2<sup>nd</sup> Interview with 1<sup>st</sup> round Interviewed Candidates
8. Updating Recruitment Database
9. Joining of The Candidates.

#### **1. Planning & Forecasting:**

Planning is a very important step for the recruitment. An organization plans about recruitment depending on 3 steps: 1. Supply of labor 2. Demand of labor 3. Balancing between demand & supply of labor.

In BRAC when there is a plan for any recruitment then at first line managers inform the program head. Then the program head inform the top management for the vacant position. Finally top management sits with HR and finalizes and ensures available funding.

#### **2. Staff Requisition:**

The first step of recruitment process is staff requisition. It a requisition, where the management replaces employee in on the vacant position of the left employees. In staff requisition there remains date, job position name, country name as BRAC International maximum deals with international staffs.

### **3. Advertisement for job:**

After the staff requisitions process, then advertisement of the desired job is posted. At first the job description is prepared by the concerned person, then advertisement is prepared by matching the main duties and responsibilities, educational requirement, experience, age, salary range & delaine for applying.

The advertisement is posted basically on BRAC website- “careers.brac.net”, “bdjbs.com”. Again there are 2 other sites for internal & external candidates. These are: 1. “recruitment.internal.bi”, 2. “recruitment.external.bi”,

### **4. Shortlisting Candidates via CV Screening:**

Then the CVs are screened. The CV’s are basically selected depending on 3 situations. And these are kept on a single folder along with sub-folders.

1. Good CV’s
2. Can be considered
3. Not Selected

#### ✓ **Good CV’s:**

- Good CV’s are those where the job criteria is totally matched with the CV. Like- Major responsibilities, educational background and experience are perfectly matched.

#### ✓ **Can be considered:**

- CV’s that can be considered is somewhat or partially matched with job description. If not but have a sound qualification and background is considered for other suitable position.

#### ✓ **Not selected:**

- The CV’s which are not applicable and not at all matched with job description.

## **5. Approaching the shortlisted candidates**

After candidates selected then then invited for interview. The candidates are mainly invited by e-mail then phone calls are made. If the candidates are international they are invited for virtual i.e. Skype interview.

The e-mail are sent by “recruitment.internal.bi”, “recruitment.external.bi”,

Where the HR concern person is kept in Cc and the shortlisted are kept in Bcc.

## **6. Arranging the “1<sup>st</sup> Interview with the Shortlisted Candidates:**

In the first interview as I have already mentioned in my duties that longlists, board members list, at a glance sheet, reception list are made. The number of longlist file will be according to the numbers of board members are present. Then the written test is taken then the candidates are taken for verbal interview.

For international candidate the speakers and BRAC Skype id is set and the virtual interview is made.

## **7. Arranging the “2<sup>nd</sup> Interview with 1<sup>st</sup> round Interviewed Candidates:**

If the candidates are selected then 2<sup>nd</sup> interview is made based upon the job requirement. And the same process goes on expect the written is not taken.

## **8. Updating Recruitment Database**

Updating recruitment database is a process aftermath interview. There is record for every interview and after every interview the date, job, board members name & remarks are kept for smooth operation for HR system.

## **9. Joining of The Candidate:**

After the final selection of candidate the joining is fixed. In the joining day of staff management gives him/her pin and some important document to fill up & then the management receives important documents of staffs.

### **The documents BRAC gives are:**

1. Id card requisition
2. PIN
3. JD
4. Nominee Form
5. Offer Letter
6. Reference Check
7. Appointment letter
8. Deployment form

### **The documents management receives form staff**

1. CV
2. Passport size photo
3. NID Photocopy
4. PassportPhotocopy
5. Experience certificate photocopy
6. Educational certificatePhotocopy
7. Nominee Photo

Merging all the documents together and both the hard and soft copy of document are kept in record.

# **Findings, Analysis & Recommendations of BRAC International Recruitment Process**

## Findings and Analysis of Recruitment Process:

BRAC International has an organized process of recruitment. My work experience with says that BRAC has a sound and effective Human Resource Department, where the HR people have a great sense of working in a team. Moreover I have seen the HR department is the busiest department and the working environment has a great co-ordination in working other department of BRAC. I have learnt a lot from there

## Total Duration of Recruitment process:

The total recruitment process of BRAC International takes a standard time as the process has go on carefully to have right candidate for a desired position. As I have worked with HR mainly to perform the recruitment process, what I have observed that they maintain a proper timeline for the total recruitment process, though they don't have specific number of days to perform it. However if the recruitment is urgent then they have to make the recruitment in a very short notice.

The average number of days for the recruitment process of BRAC International is explained below:

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

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## Major Gaps of the Recruitment Process:

Though BRAC has a sound recruitment process, yet there are limitations in some areas where it is lagging behind. These are:

1. **Unattractive Salary System;**

The major problem of BRAC is the unattractive salary system to the desired designated position. However the because of less salary amount the many staff goes away from their organization.

2. **Less Reward System:**

Reward is a very important thing motivating an employee. However BRAC lacks in motivating employees by less increment and promotion system. Due to this reason many BRAC loses 1- 2 employees on 3-6 months.

3. **Inadequate CV receiving sources:**

BRAC has very less number of CV searching souces. Organization like BRAC must hold some strong websites to publish their advertisement to get a appropriate candidate.

4. **Focus more on experience:**

BRAC gives opportunity only for experience candidate. They don't give chance to fresh graduates who can give better ideas.

**5. Limited Interview Board members:**

However the number of board members for the different interview is same. No variation is the interview committee members. Therefore, sometimes inappropriate candidates are selected.

**6. Less Employee Surveys:**

BRAC does yearly survey where the problems remains unknown. However this creates a gap and thus the problems remain unknown. Therefore turnover increases because of unknown problem.



## Recommendations:

BRAC has a great command in the recruitment process and the HR team works with full of dedication. Therefore finding the problems and analyzing the recommendations for me were bit difficult, since I spent a short time there. Yet after working with BRAC for 3 months I have managed to find out the recommendations from which it can be better and healthier. The following recommendations are described below:

- **Proper planning between hiring internal candidate v/s external candidate:**  
However, most organizations prefer to choose the internal candidate rather than external. But BRAC give preference to external. I believe if the internal candidate are given more preference, since they are already aware with BRAC working system, then it should be chosen first.
- **Variation of interview board members :**  
BRAC must increase the variation in the board members. They must call different board members from different programs for better hiring. However, BRAC always limits the same interview board members and make interview. The more variation in board members, the better recruitment process will be.
- **Must introduced advertisement channels:**  
Though BRAC is the largest NGO, but it is lagging behind in the number of advertisement channel they publish ad for job. The more advertisement channels there, the better chances to hire better candidate. BRAC must not limit its ad only up to “bdjobs” site.

- **Make more surveys for staffs feedback:**  
BRAC must make atleast 2/3 surveys in a year. However, BRAC make surveys for staffs, yet it is done yearly with all country staff. The more there will be surveys, the more staff turnover will decrease. In addition more surveys will make continuous improvements in the total recruitment system.
- **Eye-catching salary structure:**  
BRAC must introduce a attractive salary system to grab better candidates for job. As this is an important issue. I have approached some of the staffs informally where they have expressed that the BRAC has poor salary and benefits structure. Therefore to retain the employees back the salary benefits system.
- **Must create rooms for fresh graduates:**  
BRAC gives more importance to experience people other than fresh graduates. However giving chance to the recent graduates can prove better idea in business and more energetic working process.
- **Instant feedback must be given:**  
Every candidate is eager to know about the feedback about what they have done interview. Therefore BRAC must give the feedback in the interview session so that candidate can get idea if he/she is selected or not and they don't have to wait or remain in any dilemma.

## Conclusion:

To wrap up, I would like to say that I found huge difference between the theoretical and practical knowledge. However I have learnt a lot from the recruitment process of BRAC as an intern. Again I would like to mention that working with the world's largest NGO was a great opportunity for me to learn outside the box.

In BRAC, they try to maintain smooth recruitment process along with the time they can manage. The HR team is one of the most efferent team of BRAC. While writing the report I realized that during my internship time, though recruitment process was the main thing I did the yet apart from this my other learning's were never ending. I have learnt a lot. II have really enjoyed working with the recruitment process where I got see the real life experience for candidates.

*“Through its visionary moves, BRAC has made a huge contribution to social change in Bangladesh & abroad.”*

*By  
Amarta Sen*

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