



“An Evaluation of the Human Resources Recruitment Process of BRAC”

Supervised by:

Professor Dr. Mohammed Masum Iqbal

Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

Prepared by:

Maung Than Aye

ID: 212-14-3343

Major: HRM

Master of Business Administration
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

Date of Submission:

“An Evaluation of the Human Resources Recruitment Process of BRAC”

Letter of Transmittal

Date:

Professor Mohammed Masum Iqbal
Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

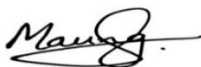
Subject: Submission of the internship report titled “An Evaluation of the Human Resources Recruitment Process of BRAC”.

Dear Sir,

With due respect, I would like to inform you that, this is a great opportunity as well as immeasurable pleasure for me to submit my report titled “An Evaluation of the Human Resources Recruitment Process of BRAC” as a requirement for the completion of MBA program. I earnestly thank you for your guidance during the preparation of this report. Any sort of suggestion regarding the report will be greatly acknowledged and I will be gratified if our report serves its purpose.

Therefore, I would like to assure that I will remain standby for any clarification, an explanation as and when required. Thank you for your kind assistance.

Yours Sincerely,



Maung Than Aye

ID: 212-14-3343; Major: HRM

Master of Business Administration

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Approval Certificate

This is to certify that the internship report entitled An Evaluation of the Human Resources Recruitment Process of BRAC is prepared by Mr. Maung Than Aye, ID NO: 212-14-3343, as a requirement of the MBA program under the Department of Business Administration and the Faculty of Business and Entrepreneurship at Daffodil International University.



Professor Dr. Mohammed Masum Iqbal

Department of Business Administration
Faculty of Business & Entrepreneurship
Daffodil International University

Acknowledgement

The successful completion of this report is the outcome of the contribution of the number of people to whom I'm grateful and thanks to them. So, personally like to take this opportunity to thank all those people who helped me in preparing this report on, "An Evaluation of the Human Resources Recruitment Process of BRAC".

Very thankful to Professor Dr. Mohammed Masum Iqbal, Dean, Department of Business Administration, Faculty of Business & Entrepreneurship, to give me an opportunity to complete my industrial attachment program at BRAC and he supervised and guided me to prepare my practicum defense report. Without his guidelines it would not be possible for me to prepare this report in the present design.

Personally also like to pay my gratitude to the Deputy Manager - HRD of BRAC Ms. Shanaz Parveen, Recruitment Manager Mr. Zunayed Ahmed Chowdhury & some of the seniors who given me lots of opportunities to accomplish Human Resources operation knowledge also trained and guided me about HR relevant work.

Finally I would like to convey my gratitude to all my faculty members of DIU and BRAC staffs who gave me good advice, inspiration and support to complete this report.



Maung Than Aye

ID: 212-14-3343; (Major- HRM)

Master of Business Administration

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Dedication

I dedicate this work to God & my parents, who are my steadfast supporter, my wellspring of insight and wisdom.

Throughout this program, they have been my source of strength. I also want to thank my supervisor Professor Dr. Mohammed Masum Iqbal, who has helped me along the way and encouraged me to put out my best effort in finishing what I have started.

In addition, I want to thank my seniors Mr. Zunayed Chowdhury and Ms. Shahnaj Parveen as well as everyone else who has assisted me in learning new things in different ways.

I'm grateful.

There is no way to put a number on my affection for you all.

God's blessings on you.

Executive Summary

This internship report titled “An Evaluation of the Human Resources Recruitment Process of BRAC” is prepared to fulfill the compulsory requirement of the MBA Program. This report is prepared to evaluate the recruitment process of BRAC.

Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. The recruiting process can be relatively straightforward, but advances in technology, a tight labor market and a workforce pool that might span five generations can make the first step “finding potential candidates” particularly challenging. Recruitment is a key part of human resource (HR) management and supported by the hiring manager and others involved in the hiring process. BRAC follows a traditional process of recruitment rather than on modern techniques.

This report has prepared to the best of my knowledge, efforts and experience. During my short span of three months at BRAC, I have interviewed the existing employees as per convenience. The prime objective was to analyze and evaluate the recruitment process, find the existing problems and finding suitable solutions to it. The report has been prepared with a sample size of ten employees who were selected randomly from the recruitment department based on my convenience during the internship. The respondents were interviewed from time to time to get the best answers. Data have been collected primarily from the employees and other basic information from the company’s Annual Reports and other printed materials of the company. Despite my best efforts to gather necessary information, limitations to the information were due to my short span of work, employees reluctant to deliver my desired information and their identity and lack of support from peers.

Every organization has their own set of problems and BRAC is not an exception to it. As per my experience at BRAC, there are various problems in the process of recruiting a desired candidate. Problems which they face are time-consuming process, parity between job requirement and job description, problem in software, pressures from existing employees. The possible solutions to which are better training, updating the existing software to speed up work, make it an equal employment opportunity organization, reduce gridlocks in the process and reduce parity between job requirement and job responsibility.

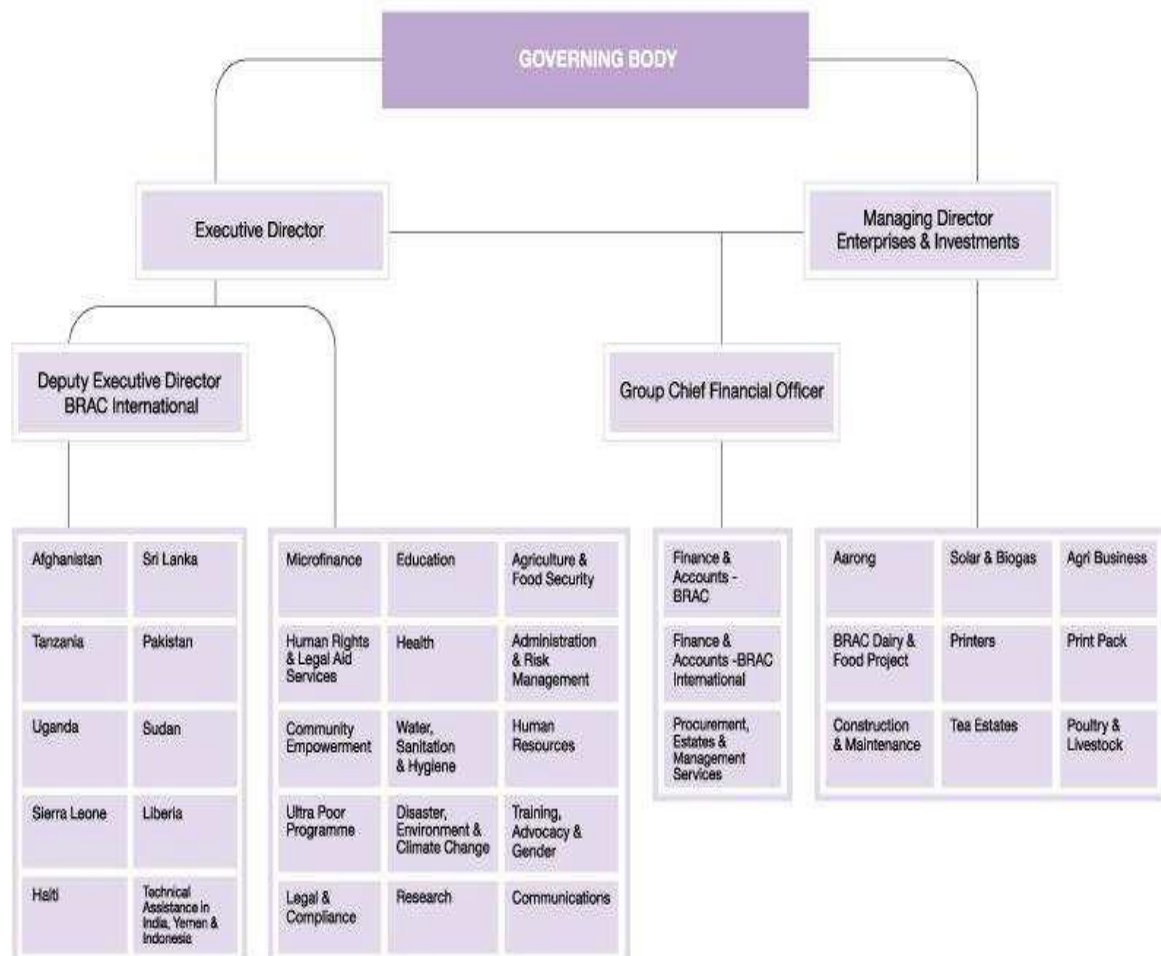
TABLE OF CONTENTS

Title Name	Page
PREPARATORY PART	i-xii
COVER PAGE	i
BLANK PAGE	ii
INNER COVER	iii
LETTER OF TRANSMITTAL	iv
APPROVAL CERTIFICATE	v
ACKNOWLEDGEMENT	vi
DEDICATION	vii
EXECUTIVE SUMMARY	viii
TABLE OF CONTENTS	ix-x
LIST OF FIGURES, TABLES, ABBREVIATIONS, ETC	xi-xvi
CHAPTER 01	
INTRODUCTION PART	1-6
1.1. INTRODUCTION	2
1.2. BACKGROUND OF THE STUDY	3
1.3. SCOPE OF THE STUDY	3
1.4. OBJECTIVE OF THE STUDY	4
1.5. METHODOLOGY	4-5
1.6. LIMITATIONS OF THE STUDY	6

CHAPTER 02	
BRAC HR DIVISION & RECRUITMENT PROCEDURE	7-19
2.1. AN OVERVIEW OF BRAC HRD	8
2.2. GOAL & OBJECTIVES OF BRAC HRD	8-9
2.3. DIFFERENT UNITS OF BRAC HRD	9-13
2.4. RECRUITMENT POLICY, PLAN & PROCESS	13-14
2.5. RECRUITMENT METHODS	15-16
2.6. REASONS FOR DELAY IN RECRUITMENT	17
2.7. NEW INNITIATIVES	17
2.8. WEAKNESS OF RECRUITMENT UNIT	18
2.9. FACTORS AFFECTING RECRUITMENT PROCESS	18
2.10. CHALLENGES OF RECRUITMENT UNIT	18-19
2.11. REASONS FOR TURNOVER	19
2.12. BACKGROUND CHECK	19
CHAPTER 03	
MAJOR PROBLEMS, RECOMMENDATIONS & CONCLUSION	20-24
3.1. PROBLEMS	21
3.2. RECOMMENDATIONS	22
3.3. CONCLUSION	23
3.4. INTERVIEW QUESTIONS	24
REFERENCES	25

List of Figures & Tables

BRAC Organogram



BRAC AT A GLANCE:

EDUCATION	
Number of Schools	44,033
Number of Students	1.3 million
Graduated Students	10.2 million
Members in Community Libraries	1.2 million

HEALTH	
Community Health Promoters	114,228
Women Received Ante-natal Care	26.5 million
Women Received Post-natal Care	25.5 million

MICROFINANCE	
Total Borrowers	4.5 million
Cumulative Disbursement	USD 11,096 million

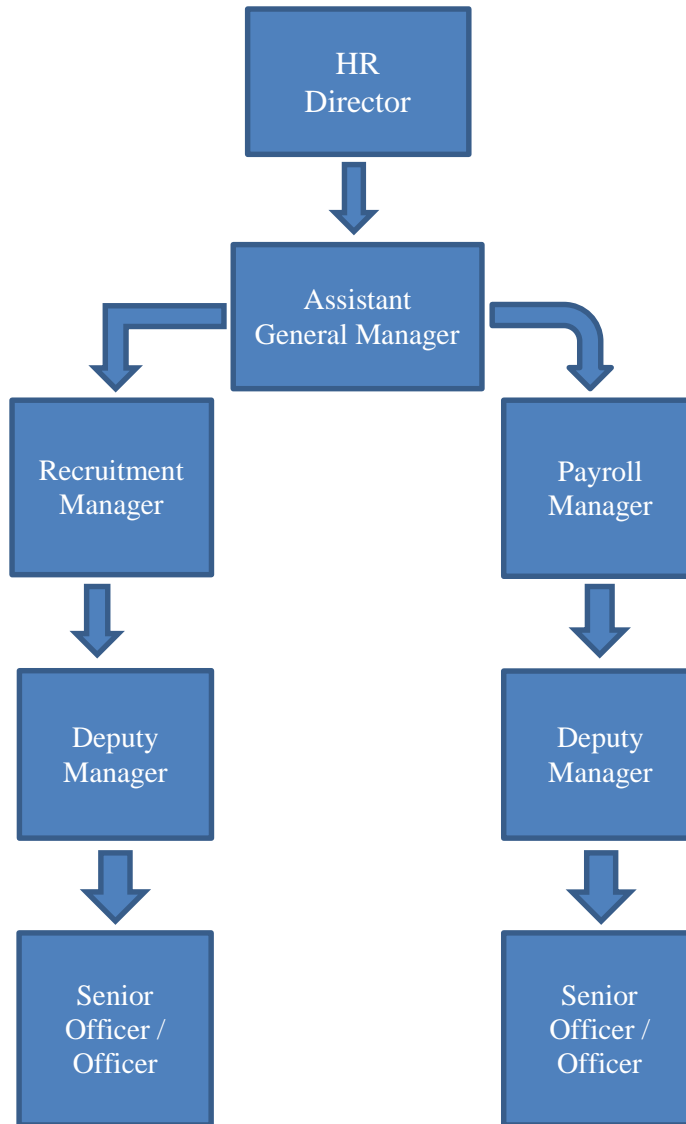
HUMAN RIGHTS AND LEGAL AID SERVICES	
Women Trained in Human Rights and Legal Education	3.8 million
Number of Legal Complains Received	203,721

WATER, SANITATION AND HYGIENE	
Sanitary Latrine Setup	2.1 million
Student Brigades Trained	51,624

TARGETING THE ULTRA POOR	
Women Received Assets	417,540
Women Received Training	1.4 million

AGRICULTURE AND LIVES TOCK	
Model Farmers	44,129
Seeds Distributed	1,161 MT
Poultry Vaccination Provided	49.5 million

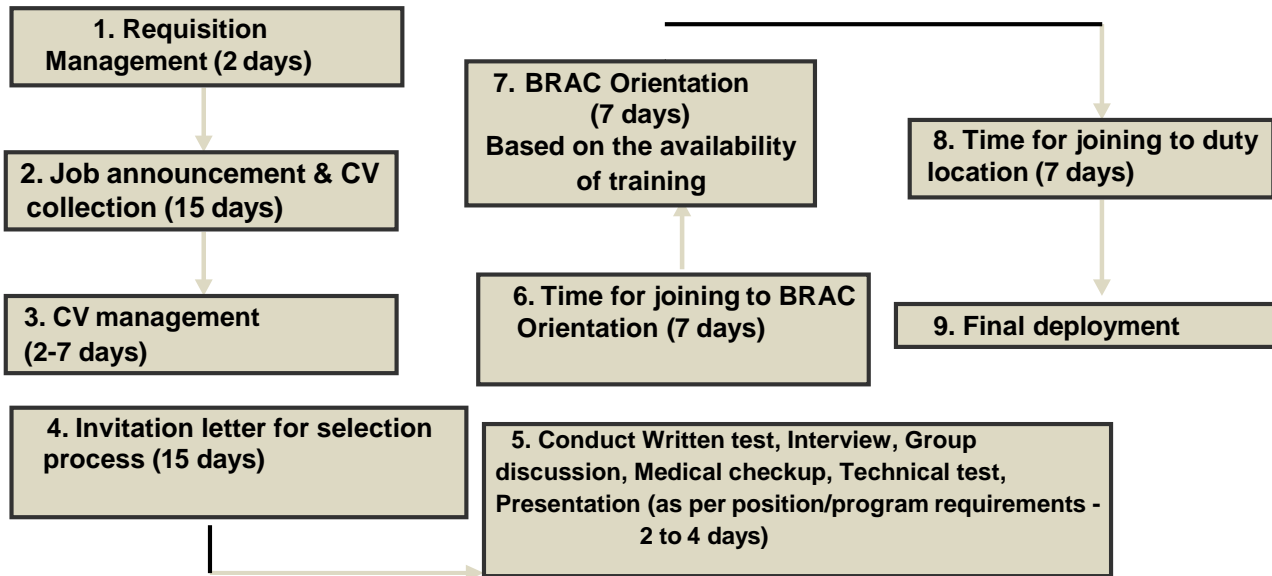
Diagram of HR Division at BRAC:



Plan for the Recruitment:

SI No.	Task	Responsible Person	Timeline
01	Requisition	---	---
02	Advertisement	---	---
03	CV Screening	---	---
04	Plan for Interview	---	---
05	BRAC orientation Schedule	---	---
06	BRAC orientation venue booking	---	---
07	Data entry	---	---
08	Software entry check	---	---
09	Duplicate & NID search by EDMS	---	---
10	Template for result	---	---
11	Prepare board member list	---	---
12	SMS / Phone call	---	---
13	Booklet print	---	---
14	Logistics confirmation	---	---
15	Room wise candidate list	---	---
16	Recruitment coordination meeting	---	---
17	Final result publication	---	---
18	Final selection list	---	---
19	Final closing with one page report format	---	---
20	Final handover to appointment unit	---	---

Flow chart of Mass Hiring:



Flow chart of hiring through E-Recruitment:



List of Abbreviations:

Short Form	Full Form
ATS	Applicant Tracking System
AR	Annual Review
C&B	Compensation & Benefits
EE	Employee
FT	Full-Time
HRD	Human Resource Development
HRLY	Hourly
HSA	Health Savings Account
IRA	Individual Retirement Account
JD	Job Description
LWOP	Leave Without Pay
LWP	Leave With Pay
MOP	Measure Of Performance
OT	Overtime
PM	Performance Management
PR	Performance Review
PT	Part Time
EAP	Employee Assistance Program
EPA	Equal Pay Act
HIRE	Hire Incentives to Restore Employment Act

BRAC



Chapter 01

Introduction Part

1.1. Introduction

BRAC is an international development organization based in Bangladesh. In order to receive foreign donations, BRAC was subsequently registered under the NGO Affairs Bureau of the Government of Bangladesh. BRAC is the largest non-governmental development organization in the world. Established by Sir Fazle Hasan Abed in 1972 after the independence of Bangladesh, BRAC is present in all 64 districts of Bangladesh as well as 11 other countries in Asia, Africa, and the Americas. BRAC employs over 90,000 people, roughly 70 percent of whom are women and that it reaches more than 126 million people with its services. The organization is partly self-funded through a number of social enterprises that include a dairy and food project, a chain of retail handicraft stores called Aarong, seed and Agro. BRAC has operations in 12 countries of the world with a holistic development approach geared toward inclusion, using tools like microfinance, education, healthcare, legal services, community empowerment, social enterprises and BRAC University. BRAC's work now touches the lives of an estimated 135 million people, with staff and BRAC-trained entrepreneurs numbering in the hundreds of thousands.

Focusing on employee recruitment, development, and motivation is crucial for any firm. Nothing else can accomplish what HR function can for a company. Human resources are crucial to every organization's success. However, people can only be a resource if they are trained, developed, and given the necessary skills to help the business achieve its goals. And the right staff development activities must be implemented in order to develop their skills. The executive team and the human resources department should lead this project. One of the main goals of the human resources division should be to hire the right people in the proper positions to meet the goals and objectives of the company. BRAC Human Resource Division prioritizes employee satisfaction and offers fast service. This gave rise to the notion of evaluating the success of the HRD efforts implemented by BRAC HRD and identifying ways to enhance the development process.

1.2. Background of the study

Industrial attachment is the final requirement to complete the graduation in DIU. As per requirement, I have chosen the Human Resources department in BRAC to complete my Industrial attachment. I worked there in the HR Division Recruitment team as an Intern. The purpose of making this report is to examine that what I have learned is sufficient or not. My personal opinion is that the Industrial attachment helped me a lot to improve myself. Now my internship makes me more confident before then. Even during preparing this report I have found what is my lacking. I also tried to overcome that. Finally, I believe the degree which I am going to complete will be the most valuable achievement in my future career.

1.3. Scope of the study

An organization's first priority should be the development of its human resources. Human resources are crucial to every organization's success. Human resources that are skilled, trained, and developed can help a business accomplish its goals. And the right staff development activities must be implemented in order to develop their skills.

As the largest development organization in the world, BRAC has a wide range of development initiatives. In order to administer these programs and achieve the organizational objective, a very large number of qualified and potential people are needed. Human Resource Division has recognized the importance of employee development and is taking steps to advance the welfare of the workforce. Planning and implementing staff development activities for more than 46,180 permanent employees and more than 90,000 part-time employees, however, is a challenging endeavor. The goal of this report is to assess the success of the staff development efforts implemented by the human resource division and identify areas for improvement through a planned hiring procedure.

1.4. Objective of the study

The objectives of the study are following

- To analyze the recruitment process of BRAC;
- To evaluate the performance of the recruitment process of BRAC;
- To identify the problems related to the recruitment process of BRAC;
- To make some recommendations to solve the problems;

1.5. Methodology

Nature of the study

The first step of this study was problem identification and deciding on the topic.

This was achieved through communication with the supervisor of respective department. This report focused on the roles and activities of Recruitment unit in the HR Department at BRAC Head Office.

In order to prepare this report, data collected and find out much information from the different sources like Brac website, Coworkers, Policy, Procedures and so on. Consequently, explained about findings of the report as well as provided some recommendations based on findings of the recruitment unit. Lastly, given a broad conclusion to end this report.

Sources of Data: I have gathered the information or data from the accompanying sources which had helped me to make report. Those sources are isolated into two sections.

The sources are divided into two parts. These are:

- i. Primary data.
- ii. Secondary data.

i. Primary Data: Primary data has been collected through the practical work that I have gathered during my three months Industrial attachment period and also through my understanding of HR operational activities. The primary sources include communicating with officials and executives of HR division at BRAC Head Office.

ii. Secondary Data:

All the secondary data has been collected from different sources such as,

- BRAC annual report.
- Website of BRAC.
- HR related journals.
- Other publications and unpublished data etc.

Target Population: Employees of recruitment team, HR Division at BRAC.

Sampling Method: Simple random.

Sample Size: 10 employees.

Data collection method: Face to face interview.

1.6. Limitations of the study

As an intern student that was not allowed everywhere to analyze the issues. So, it became very complex to finish this report easily. I had to face some problems in making this report. Following problems are mentioned below:

- At present, BRAC have 80 staffs in Human Resource Division who are working centrally in Head Office.
- These numbers of employees are facing problems to handle 41 Human Resources Field offices. But, yet the numbers is not sufficient to look after all the aspects of human resources effectively and efficiently.
- Further investigation was especially challenging because the officers were afraid of being found out by the authorities.
- It will be challenging to determine the genuine performance of the HR staff at a given time because NGO's are always modifying their system.
- Data collection from files could be challenging at times.
- It's a highly delicate matter when it comes to selecting and recruiting. Due of confidentiality, a great deal of information is kept private.



Chapter 02

BRAC HR Division And Recruitment Procedure

2.1. An Overview of BRAC HRD

The various initiatives of BRAC include HRD as a strategic partner. HRD identifies current HR management trends and adopts strategies that take a strategic and qualitative approach to managing its workforce. Procedural justice, transparency, equality, respect for diversity, freedom from discrimination, and recognition of potentials are the driving factors behind the Human Resource Division, generating a long-lasting benefit for the company. With the intention of properly utilizing its highly skilled employees.

BRAC HRD unit includes: Payroll, Recruitment, Separation, Field operation, Reward and Performance management, BRAC Enterprise & Talent Management. According to the theory that human resources thrive with knowledge, skills, and motivation of people that improve with age and experience something no other resource can attain BRAC fosters a culture of organized learning over a certain period of time to offer and maximize the change in performance.

2.2. Goal & Objectives of BRAC-HRD

Goal:

In order to ensure procedural fairness, increase transparency and equity, and support an organizational climate where each employee's potential and capabilities are realized and creativity, organizational transformation, and quality are encouraged, HRD is a strategic partner of BRAC. HRD is steadfastly pursuing comprehensive quality by fostering a reliable, exciting and prestigious workplace.

Objectives:

- Excel BRAC's culture and values to provide a right-based human organization environment.
- Promote the highest caliber of personnel development.
- Create a skilled workforce to implement gender equity and diversity, where employees are encouraged to give their best effort regardless of their class, religion, race, caste, ability, age, or sex.
- Create a framework for performance evaluation to reward achievement and boost accountability and quality.
- Keep Management informed by storing and sharing the most recent information from the workers.
- Regularize and improve staff members' access to services and information connected to human resources.
- The establishment, implementation, and monitoring of policies.

2.3. Different units of BRAC - HRD

➤ Recruitment & Selection Unit:

One of the most important components of HRD is recruitment and selection.

Effective, value-driven, and competent employees who will give their best effort can be hired through effective recruitment.

By adhering to and being committed to the achievement of the aim and objective, they can contribute to the success and sustainability of the organization. BRAC Development and Recruitment due to its skilled, knowledgeable and experienced staff, the appointment section handles all recruitment efficiently.

➤ **Compensation & Benefits Management Unit:**

Compensation & Benefit Management Unit is responsible for works related to Salary, Increment, Adjustment, Leave, Loan, Allowances and Staff Welfare fund. There are seven types of loans offered by BRAC for the well-being of the staff. Such as-

1. Staff loan
2. Special Loan
3. Higher Education Loan
4. Mobile phone Loan
5. Motor Cycle Loan
6. Car Loan
7. Loan from Provident Fund

➤ **Performance Management Unit:**

Performance management is a systematic process that incorporates both individuals and groups within an organization's workforce in enhancing organizational effectiveness and achieving objectives and goals. To assess each employee's performance, BRAC HRD has a specialist division called the Performance Management Team. The Performance Management Team is always working to give the senior management a clear picture of employee performance. It works to hasten the organization's development. According to BRAC, a staff member's capacity for performance is influenced by their traits, competencies, and abilities. The Performance Management Team implements a performance assessment method for staff evaluation, which encourages employees and their supervisors to advance their skills.

➤ **Staff Separation Management Unit:**

All of the paperwork for the departing BRAC personnel is handled by the separation unit. It could be a release order, resignation, maternity or paternity leave, termination, or dismissal. All of these are sent to the separation unit, which deals with cases of this nature. The five distinct sorts of tasks carried out by the Staff Separation Management Unit are as follows:

1. Resignation
2. Retirement and Voluntary Retirement
3. Termination
4. Final Payment
5. Redundancy
6. Receive resignation and Release Order
7. Prepare and disburse Resignation Acceptance Letter
8. Prepare Termination Letter to disburse

➤ **HR Field Operations Management:**

To ensure uninterrupted services and unplanned staff engagement, HRD designed and executed its HR policies and guidelines. All HR-related activity was previously done from Head Office.

It was believed in 2005 that the central management of HRD operations by head office was not as effective as anticipated for this sizable workforce. Because the personnel was dispersed among many field offices at the time, it was exceedingly difficult to deliver HR services to every employee at the appropriate time. BRAC made the decision to decentralize its HR Division for this reason. BRAC made various adjustments to the HR management

functions in April 2005, including decentralization, the creation of an HRFOM division, and the establishment of 11 HR Field Offices. Major activities include:

1. Organize the field offices' hiring and selection procedures.
2. Make sure appointment and confirmation letters, PF paperwork, transfer orders, joining after transfer (JAT) papers, ID cards, and other documents are sent on schedule.
3. Make that the performance evaluation is completed in a timely and thorough manner.
4. Discuss job security and benefits with the staff
5. Quarterly staff position updates
6. Training for supervisors on gender and SHE policies as well as human resource policies and procedures.
7. Training and need assessments together Workshops on gender policy,
8. Human Resource Policies & Procedure orientation for BRAC workers.

➤ **HR Enterprise:**

All HR-related duties performed by BRAC Enterprises were transferred to the HRD's HR-Enterprise Section in April 2008. To offer personnel working for BRAC Enterprises a one-stop service, this section began operating at full capacity in May 2009. The primary goal of the Administration & Logistics unit is to guarantee all forms of logistic assistance for HRD while also offering personnel and tourists various HR-related services.

Units under BRAC Enterprises include:

1. Aarong
2. Tea Estates
3. BRAC Printers

4. BRAC Printing Pack
5. BRAC Dairy and Food Project
6. BRAC Fisheries
7. BRAC Solar Energy Programme
8. BRAC Nursery Program
9. Sericulture Enterprise

2.4. Recruitment Policy, Plan & Process

Recruitment Policy:

1. Everyone (male and female) has an equal chance to apply
2. A one-year probationary period will be granted to newly hired employees.
3. Female applicants are encouraged to apply.
4. An employee may only apply for a regular position after working for BRAC for more than a year.
5. Before facing the interview panel, all candidates up to level 14 must take a written test.

Recruitment Plan:

At a glance recruitment plans are mentioned below:

1. Requisition
2. Advertisement
3. CV Screening
4. Plan for written test/ interview/ Orientation

5. BRAC Orientation schedule
6. BRAC Orientation venue booking
7. Venue booking for tests
8. Plan for Written test
9. Software Requisition
10. Data Entry by BCC
11. Data Merge in Software
12. Software Entry Check

Recruitment Process:

Following receipt of the request, the team leader selected when to publish the advertisement, the date of the written exam, and the date of the interview after speaking with the program focal point. Every team member has access to a customized recruitment program. They create the following recruitment strategy.

Candidates attend Pre Service BRAC Orientation at various Learning Centers after the recruitment and selection procedure is complete.

Ten percent of the candidates in this situation will be dropped or eliminated. The deployment was written up and forwarded to the HR Officer by the program's focal point. The HR officer should thoroughly review it and, if there are any questions, talk to the program person. After the result sheet is delivered to the HR officer's email, the trainer at a particular BRAC Learning Center receives the deployment list.

Female candidates have the right to be deployed to the location closest to their homes because BRAC always gives them preference then within a week, prospects join.

2.5. Recruitment Methods

Outside of the organization:

1. Advertising (online, Newspaper)
2. Field recruitment: College Campuses, professional associations
3. Internships
4. Placement offices of educational institutions, private agencies.
5. Referral programs
6. Interactive electronic media, on – line recruitment

The Selection Process:

Evaluating and selecting candidates based on a range of criteria, from the real and quantifiable to the abstract and personal.

Selection Devices:

1. Application forms
2. Employment tests
3. Interviews
4. Reference checks
5. Educational records
6. Work Experience
7. Background checks
8. Motor vehicle report
9. Physical examinations
10. Drug test

The Selection Interview:

1. The screening interview often brief and centered on the candidate's fundamental qualifications takes place early in the process.
2. Group interview, in which several candidates are questioned concurrently on issues pertaining to employment.
3. Panel Interview: A single candidate meets with a group of company officials.
4. A well - qualified candidate meets alone with one interviewer at a time for a one-on-one interview.
5. Interview helped by a computer.
6. Structured or Patterned Interview - the interviewer asks the same questions to all applicants in accordance with a set list of questions; this strategy ensures data homogeneity.
7. Non directive Interview - The interviewer asks a limited number of open-ended questions. The idea is to let the applicant take the initiative and express himself, for example, by asking, "Tell me more about why you would like to leave your current work."
8. Situational interviews with difficulties are frequently utilized in group interviews. In these interviews, the interviewers score each candidate while they discuss the challenges and come up with answers.

Job Offer:

If a candidate advances to the final stage successfully, a position offer is issued together with a lucrative compensation package. Internal selection is carried out using a competency-based recruiting and selection procedure.

2.6. Reasons For Delay in Recruitment

1. According to HRPP, the staff request was not received in a timely manner.
2. The Staff Requisition Form's lack of information makes it difficult to publish advertisements.
3. Time is wasted because there are far more resumes than there are open vacancies.
4. An abrupt cancellation of a staff request.

2.7. New Initiatives

- i. Creating hiring-related software.
- ii. Own job site is now live.
- iii. Created a template for a job application.
- iv. Recruiting for high-level positions.
- v. Support from professional organizations and HR associations are regarded as a personal source.
- vi. Currently employing a CV bank of several people who are needed.
- vii. Publish a single advertisement for a variety of programs and place it in the newspaper to save money.
- viii. The introduction of e-recruitment and an online CV bank with cutting-edge methods for screening and evaluating resumes.
- ix. Instruction to create a team of qualified interviewers.
- x. The introduction of an online request system.
- xi. Additional decentralization of the hiring process to the HRDFO (up to certain level).
- xii. Take part in various career fairs and Norm Group Tests at various universities.

2.8. Weakness of Recruitment Unit

1. According to HRPP, the staff request was not received in a timely manner.
2. The Staff Requisition Form contains insufficient information, which makes it difficult to publish advertisements.
3. It takes time when there are many more resumes submitted than there are open vacancies.
4. An unexpected employee's request cancellation.
5. To complete the background check by the deadline.

2.9. Factors affecting Recruitment Process

- i. Placing of incomplete requisition by the Program.
- ii. A large number of applications were submitted for several positions.
- iii. Lack of a location for recruitment as well as BRAC Orientation before joining.
- iv. Numerous emergency requests made in excess by some programs, which interfere with and overlap planned recruitment strategies.
- v. The lack of board members who have received training in interviewing techniques and skills.

2.10. Challenges of Recruitment Unit

1. The interview panel members' inadequate interviewing abilities and knowledge.
2. Mass hiring with inadequate processing time.
3. Identification of the BRAC employees who had been fired or left at the time of recruitment.
4. The inability to find candidates for several Bangladeshi field offices.
5. Occasionally, programs can interfere with the choosing process.

6. Ineffective program referral CVs.
7. Background checks on all newly hired employees.

2.11. Reasons for Turnover

- Some candidates decide not to join after completing the Pre-Service BRAC Orientation because they understand the nature of the work.
- Some candidates struggle to adjust to field job.
- The field supervisor may not always welcome a potential applicant with open arms, even after we've given them some orientation.
- Lack of growth and progression as well as little opportunity for decision making.

2.12. Background Check

With the assistance of HR officials from HRD field offices, we thoroughly investigate all new hires. There is a committee made up of three people. They are accountable HR Officers for employees joining areas, Accountants, and a person involved in a connected program.

With the aid of the information provided by the referee, they travel to the candidates village check. The HRMS module entry process is then finished. 180 days after the personnel joins, the entire process is finished.



Chapter 03

Problems, Recommendations, And Conclusion

3.1. Problems

The information that follows is based on my interviewing response which involves in the recruitment process on a regular basis as well as output of my conversations with the whole units of HRD Program of the company are given below:

- As a large organization it takes much time to provide requisition for a job circular.
- BRAC face problems during attracting fit candidates for a position because the job description and the job requirements differentiates, low salary compared to responsibilities.
- There is lack of training for the recruitment team for developing employees through training.
- Sometimes EDMS server makes error during the recruitment process for newly joined employees data input.
- During fair recruitment, recruitment unit face problems as like references from existing employees.
- Written test is not fully program oriented, it's always theoretical and blanks based question.
- The management doesn't maintain flexibility for internal staff for applying.

3.2. Recommendations

There are some recommendations according to the findings of the report on recruitment process of BRAC. Those are specified below:

- To make requisition process better they should make specific time schedule for a job circular which shouldn't be time consuming.
- To attract fitting candidates BRAC needs to research their qualified candidates as much as possible. To find out their motivation and what contributes to their happiness on a job. It can help them to personalize sourcing emails. Then, they can describe their offer in light of what appeals to such candidates.
- More hiring development training must be implemented by management in order to guarantee better service and for the betterment of the organization. For the staff of non-governmental organizations like BRAC, proper training is a crucial concern.
- Server should be updated and smooth for recruitment activities as well as for important data input and to deliver work projects on time that's why BRAC should improve the efficiency of EDMS, HRIS and ICT support so, employees can work easily.
- The internal employees may put pressure but, the management should go through the fair recruitment process because, every candidate has rights for the equal opportunity as well as it helps to hire the best person for the job.
- Written test should be more specific and program oriented for the better judgment about the program.
- During hiring, internal staff should be more prioritized rather than the external candidates cause, he / she is already experience about the company culture and environment.

3.3. Conclusion

This report has been prepared to focus on the roles and activities of recruitment unit – Human Resources Division, the brief history about BRAC, and findings as well as recommendations of the recruitment unit.

BRAC has total 46,182 regular staff and more than 1,00,000 part time staffs of different levels and categories. That's why employing the appropriate number of trained staff members in the appropriate locations at the appropriate times is crucial for managing such a large number of human resources.

Additionally, it is not enough to simply place the people in the appropriate position; they must also be developed, trained and maintained inside the firm. Initiatives for employee development must be treated seriously if this is to be accomplished. Therefore, the Human Resource Division actively manages the development and motivation of the entire BRAC employees. A careful and effective recruitment process helps lower the organization's turnover rate. Therefore, the selection and recruitment processes must be fair. Despite all of its problems, HR is making a valiant effort to make things better by decentralizing its operations in the field offices.

Additionally, it is hiring more HR personnel and connecting the system electronically with the departments and offices. It is implementing a number of unique initiatives, such as promotion exams, exposure visits, exchange programs, mentorship programs for staff, and compliance audits, which will ultimately benefit staff development. We both agree that having effective human resource management procedures will assist BRAC to navigate its way to its ultimate goal. Working as an intern at BRAC's Human Resources Division's recruitment section was a privilege for me.

In conclusion, it can be said that BRAC and the BRAC Human Resource Division are recognizing the need for staff development and are challenging themselves by launching brand-new initiatives in recruitment and selection for the benefit of their employees.

3.4. Interview Questions

1. Since when are you working with BRAC?
2. Since the time you have been working with BRAC, what changes have been brought about in the recruitment process?
3. What are the problem you face in recruiting a desired employee?
4. Does the software possess any drawbacks in the recruitment process?
5. Are employees given adequate training for recruiting and training desired candidates?
6. What drawbacks do you face while recruiting desired candidates?
7. Are existing employees given preference in filling up vacancies in the organization?
8. Do you think the exams taken during the recruitment should be reorganized?
9. What type of questions do you think would help in finding the desired candidate?
10. What changes do you suggest for the existing problems in the recruitment?

References

1. "BRAC at a Glance" (PDF). BRAC. December 2012. Retrieved 12 February 2016.
2. Alice Korngold, 17 May 2011, "BRAC Is The Largest Global Anti-Poverty Organization, And It's A Secret" at fastcompany.com. Retrieved 4 April 2017.
3. Bhagat, Shalini Venugopal (1 January 2020). "Fazle Abed, Founder of a Leading Relief Agency, Dies at 83". The New York Times. ISSN 0362-4331. Retrieved 31 January 2020.
4. BRAC Official Website. 13 January 2016. Retrieved 23 January 2020.
5. H John Bernardino, Human Resource Management, 4th edition, Mc Graw Hill, 2007.
6. Mathis, R.L; Jackson, J.H (2003). Human Resource Management. Thomson.