

**INTERNSHIP REPORT  
ON  
TRAINING AND DEVELOPMENT POLICIES & PRACTICES  
IN  
ICDDR,B**

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Submission Date: \*\*\*\*\*

**BRAC Business School  
BRAC University**

## LETTER OF TRANSMITAL

December 07, 2013 \*\*\*\*\*

To,

**Dr. Mohammed Tareque Aziz**

Assistant Professor

BRAC Business School

BRAC University

**Subject: Submission of Internship Report.**

Dear Sir,

It gives me immense pleasure to submit the Internship Report on the “**Training and Development Policies and Practices in ICDDR,B**” which is obligatory requirements for the BBA Program of BRAC Business School. It has been a great contentment for me to have the opportunity to apply my academic knowledge in practical field. Unless theory is not applied in reality, the theoretical Knowledge is not worth nothing. Here I tried to carry on overall training and development policies, strategies and procedures in ICDDR, B. I tried my best to work sincerely to cover all aspects regarding the matter. Overall, this report has enriched my knowledge as well as developed my report writing ability. The report was prepared on the basis of the theoretical and practical learning & experiences from the International Centre for Diarrheal Diseases Research in Bangladesh (ICDDR,B).

I tried my best to put meticulous effort for the preparation of this report. Any shortcomings may arise as I am not that much experience in this aspect. I will wholeheartedly welcome any clarification and suggestion about any view and conception disseminated in my report.

Sincerely yours.

**Sukla Das**

ID. 09204015

BRAC University.

## ACKNOWLEDGEMENT

At the very beginning I would like to express my deepest gratitude to almighty for giving me strength and composure to the report.

To bring this report in real form the level best effort and lots of survey and study were made. But still then there is no doubt to mention that this task would not have been possible for me without the unforgettable help, support and assistance of a number of people throughout the preparing period of this report. Words actually will never be enough to express how grateful I am, but never the less I will try my level best to express my gratefulness towards some people.

First of all, I would gladly like to thank BRAC Business School of **BRAC University** and **ICDDR,B** for giving the opportunity of having an Internship Program and allow me to submit my report based on the Training and Development Policies and Practices of ICDDR,B. I have gathered an enormous deal of experience while going through the internship period and preparation of this report.

I would like to express my sincere gratitude to my Internship Supervisor and honorable faculty of BRAC University, **Dr. Mohammed Tareque Aziz** for his excellent guidance and support during the preparation of the report. In simple words, it would have never been possible for me to prepare this report without the support and instruction of my honorable teacher.

I am especially grateful to **Mr. A.B.M Mahabubul Alam**, Senior Manager of HRM and **Mr. Abul Kalam Azad**, Manager of HRM, ICDDR,B; for his kind information and suggestions and overall cooperation to prepare my report. My gratitude extends to him, who have helped me at all possible aspects in preparing this report. From the data collecting to the editing of this report, they have performed an unforgettable helping role.

Finally, I thank the students and Faculties of the BRAC University and all levels of employees in ICDDR,B for actively participating in my internship activities that gave me a stronger and more helpful knowledge about the entire report.

## EXECUTIVE SUMMARY

This report presents the findings of existing human resources training and development policy, strategies and practices followed by International Centre for Diarrheal Disease Research, Bangladesh (ICDDR,B) an international health research institution located in Dhaka has expanded its activities to address some of the most critical global health needs. In collaboration with partners from academic and research institutions throughout the world, the centre conducts research, training and extension activities as well as programmed based activities.

ICDDR,B has a mix of national and international staff, including public health scientists, Laboratory scientists, clinicians, nutritionists, epidemiologists, demographers, social and behavioral scientists, IT Professionals, vaccine scientists. The centre has a cross cultural environment with 95% local staff that includes researchers, medical officers, administrators, and health workers. 5% international staff primarily from academics and research institution engaged in global health research. Currently, there is about 3500 regular staff. There are five divisions which includes Clinical sciences division, Public health sciences division, Laboratory sciences division, Health systems and infectious diseases division. The study used a participatory approaches and mix of data gathering techniques including document analysis, observations and focus group discussion. ICDDR,B is in need of strengthening human and institutional capacity. To initiate the organizational strengthening and capacity building process, has adopted a current and up-to-date human resource training and development plan.

Training is divided into two broad categories such as Scientific and Non- scientific training. In another way, these are divided into two skills such as hard skill and soft skill. Hard skills are how to operate a piece of equipment, procedure for documenting research and computer operating skills. Soft skills are communication techniques, time management, team building, writing skills and interviewing method. The training conducted at ICDDR,B are specified in 11 broad areas

namely, Information technology, Management Development, Repair and Maintenance, Training and Development, Research, Clinical training, Laboratory training, General training, Finance and Accounting, Human Resources Management and Information and communication management.

There are many strengths of as a highly reputed research organization with outstanding international exposure, efficient management, written down policies, a unique combination of strategy, structure and technology, competitive advantage in areas of technology, quality and service delivery with adequate financial strength. Human resources development plan are well accepted and appreciated by the employees and stakeholders. On the other hand, they have shortcomings also. Among these, contractual job service, training need assessment is seldom conducted, HRD is lacking adequate people, less coordination for staff development activities among divisions and insufficient resources caused incomprehensive staff development activities. The centre has no sufficient trained facilitators to successfully develop and deliver in-house training. Overseas training is largely confined to scientific personnel. To overcome these shortcomings, a number of recommendations have been formulated at the end of the report which we believe could be helpful in order to enrich the staff development process at ICDDR,B.

## TABLE OF CONTENTS

<b>Name of the chapter</b>	<b>Page no.</b>
<b>Chapter 1: Introduction</b>	1-3
<b>Chapter 2: Organizational Overview</b>	4-13
<b>Chapter 3 : The Job</b>	14-31
<b>Chapter 4 : Findings &amp; Analysis</b>	32-36
<b>Chapter 5 : Recommendation &amp; Conclusion</b>	37-38
<b>Reference</b>	40

# CHAPTER – 1

## **1.1: About Training and Development**

### **1.2: Origin of the Report**

### **1.3: Objective of the Study**

#### **1.3.1: Primary Objective**

#### **1.3.2: Secondary Objective**

### **1.4: Methodology**

#### **1.4.1: Type of Report**

#### **1.4.2: Population and Sample**

### **1.5: Sampling Method**

## **1.6: Sources of Data Collection**

### **1.6.1: Primary Source**

### **1.6.2: Secondary Source**

## **1.7: Data Analysis and Reporting**

### **1.8: Scope of Study**

### **1.9: Limitation of Study**

# INTRODUCTION

## **1.1: About Training and Development:**

Human Resource Development (HRD) is the vital activities of HRM policy and Training and Development (TD) is the only device to make the HRM an effective policy in any organization, Training and Development is a continuous process and effective growth of the organization that we mean depends on the proper utilization of Human Resource. To stay competitive in the industry, we need advance technology, new product, new method or working process and innovative research. But all these will remain unless, if there does not exist a group of trained, skilled and professional people behind there. Nowadays population is a great problem but on the other side of the world there is a shortage of trained and expert man power. So, people are migrating from one country to another. Because only trained population is an asset, otherwise it is a liability.

## **1.2: Origin of the report:**

Internship is a part of BBA program, major in HRM under BRAC University. The report is originated from the curriculum requirement of BBA program. The topic of my report is “**Training and Development policy, strategy and procedure in ICDDR,B**”. For this purpose, I have observed their functions and operational activities closely. I accommodate my Internship Program with ICDDR,B and as per consultation with my academic supervisor Dr. Mohammed Tareque Aziz. I chose the topic “**Training and Development Program**” for my study and analysis.

## **1.3: Objective of the study:**

The objective of the study is divided into two steps. These are given bellow-

### **1.3.1: Primary Objective**

The primary objective of preparing this report is to fulfill the requirement of BBA program. This contains four credits for internship and to apply the theoretical knowledge gained from the coursework of the BBA program in a specific field.

### **1.3.2: Secondary Objective**

- ❖ To acquaint with policy, procedures and practices of ICDDR,B related to training and development.
- ❖ To relate the theoretical learning with the real life situation.
- ❖ To assemble various policy, procedure and practices regarding human resources training and development,
- ❖ To review existing human resources training and development system, strategies and practices followed.
- ❖ To identify shortcomings of ICDDR,B in Human resources training and development practices.
- ❖ To formulate recommendations for possible improvement.

## **1.4: Methodology:**

### **1.4.1: Type of report**

This report is exploratory in nature focusing on qualitative analysis and description.

### **1.4.2: Population and sample**

Total number of employees of ICDDR,B. The population covers 3500 regular staffs of ICDDR,B.

## **1.5: Sampling method:**

Data have been collected through interview, conversation, and previous documentary evidences.

## **1.6: Sources of data collection:**

Data collected from primary and secondary sources.

### **1.6.1: Primary Sources**

- ❖ Data has been collected through working in the HR/HRD department of ICDDR,B.
- ❖ Officials from HR department of ICDDR,B have provided information with a structured questionnaire.
- ❖ The questionnaire covered information regarding the training and development procedure of ICDDR,B.
- ❖ Additional information was collected through interviewing method- key informant interview, informal conversational interview and semi-structured interview.

### **1.6.2: Secondary Sources**

- ❖ Secondary data was collected from different sources like: reference books on HR, different website on current HR practices, annual report, and HR information system of ICDDR,B.

## **1.8: Scope of the study:**

The scope of this report is to cover how the HR division of ICDDR,B carries human resources planning, training and development and all other functions that fall under HRM. For this Purpose data was collected from primary and secondary sources. However the issues relating to training procedure of ICDDR,B are the key focus areas.

## **1.9: Limitation of the study:**

The report faced many problems during its preparation, which has limited purpose of the report. The limitations are:

- ❖ It was difficult to collect information regarding some aspects of training process, as the authority regarded this information highly confidential.
- ❖ The internship has been made for three months long duration but it is very much difficult to set true practical experience with current world circumstances in this short span of time.
- ❖ Legal issues can be a parameter of evaluation of the training and development process. However, it was not considered as a parameter in this report due to lack of comprehensive knowledge in legal issues.

In spite of all these limitation I have tried to put the best effort as per as possible.

## **CHAPTER – 2**

### **2.1: Introduction**

### **2.2: Vision, Mission and Guiding values of ICDDR,B**

#### **2.2.1: Vision**

#### **2.2.2: Mission**

#### **2.2.3: Guiding values**

### **2.3: Accomplishment of ICDDR,B**

### **2.4: ICDDR,B's Board of Trustees as of December 2012**

### **2.5: ICDDR,B's Centre Directors**

### **2.6: Achievements of ICDDR,B**

### **2.7: Organogram of ICDDR,B**

## 2.1: Introduction:

The International Centre for Diarrhoeal Disease Research, Bangladesh (ICDDR,B) is an international health research organization located in Dhaka, Bangladesh. Dedicated to saving lives through research and treatment, ICDDR,B addresses some of the most critical health concerns facing the world today, ranging from improving neonatal survival to HIV/AIDS. In collaboration with academic and research institutions over the world, ICDDR,B conducts research, training and extension activities, as well as programme-based activities, to develop and share knowledge for global lifesaving solutions.

ICDDR,B has its roots in the Pakistan-SEATO Cholera Research Laboratory formed in 1960. When Bangladesh became independent of Pakistan in 1971, icddr,b's activities were diminished. In 1978 a proposal by an international group of scientists was put forward to elevate the organization to an international research center. The organization was established in its current form via an act of parliament in 1979. The Centre is credited, among other accomplishments, with the discovery of oral rehydration therapy for the treatment of diarrhoea and cholera. Oral rehydration therapy is thought to have saved over 40 million people worldwide.

ICDDR,B is one of the leading research institutes in Bangladesh, releasing, according to the Thomson Reuters Web of Science, 18 percent of the country's publications.

ICDDR,B has a mix of national and international staff, including public health scientists, laboratory scientists, clinicians, nutritionists, epidemiologists, demographers, social and behavioral scientists, IT professionals, and experts in emerging and re-emerging infectious diseases, vaccine sciences.

### ❖ **Child Health Program:**

This program is basically to build up cost efficient child health and survival program.

❖ **Reproductive Health Program:**

This program is for making tactics regarding maternal health and developing resources to monitor the improvement required to accomplish Millennium Development Goals (MDGs).

❖ **Nutrition Program:**

This program has a wide range of influence on people physical condition in order to mitigate the burden of protein energy and micronutrient-related malnutrition

❖ **Infectious Diseases and Vaccine Sciences Program:**

This program is basically to provide support and encouragement for the collaboration of all scientific divisions within ICDDR,B on infectious disease research

❖ **Population Sciences Program:**

This center works to understand a wide range of issues relating to changes in the population of Bangladesh. Focus of the program includes work to identify why the decline the fertility rates has leveled off in Bangladesh and efforts to understand the health problems of adults and the elderly-and how best to provide support to them.

❖ **Poverty and Health Program:**

The mandate of the Poverty and Healthy program includes a poverty focus on all research activities throughout the Centre. The program places special emphasis on studying the barriers facing the poor in accessing health and other development services.

❖ **HIV/AIDS Program:**

The HIV/AIDS program concentrates on conducting research to monitor the spread of HIV in Bangladesh and to better understand the dynamics of the epidemic and obstacles to its prevention. The program provides care and support to HIV-positive people through voluntary counseling and testing (VCT), outdoor clinical facilities, and laboratory monitoring of disease progression.

## VISION, MISSION & GUIDING VALUES OF ICDDR,B

### 2.2.1: Vision

All people, especially the poor, can become healthier and can reach their full potential through the application of new knowledge.

### 2.2.2: Mission

To develop and promote realistic solutions to the major health, population and nutrition problems facing the poor people of Bangladesh and other settings.

### 2.2.3: Guiding Values

#### ❖ Excellence in Research, Training and Service

**Excellence in Research:** Promote Innovation, develop scientific leadership, maintain international ethical standard

**Capacity Building of icddr,b staff:** Committed to creating a dynamic new generation of scientists

**Training Services:** Provides training and capacity development opportunities to health professionals and public health officials from both Bangladesh and abroad

#### **Effective and Efficient Service Delivery to Patients:**

- The Clinical Governance framework in place
- Upholds the Scientific Misconduct Policy
- icddr,b serves an average 500 patients per day

#### ❖ High Ethical Standards

**Compliance with Applicable Laws:** Adhere to the applicable laws, rules regulations and policies required by the government, donors, management

**Honesty and Trust:** Fostering and maintaining a culture of trust

**Gifts and Entertainment:** Staff members shall not offer or accept gifts or payments, or undertake inappropriate activities to facilitate any engagements.

**Use of assets:** Use of assets for individual profit or for any unlawful, unauthorised, unethical purpose is prohibited

**Use of icddr,b Brand:** Brand name is not be used in individual interests or interest for group

### ❖ **Gender Equality**

**Diversity:** Recruits, employs, trains, compensates, evaluate and promotes competent and responsible individuals without regard to race, religion, colors, gender

**Equity and Inclusion:** Address inequalities that may exist in research interventions, services and training activities and promotes gender equity and equality.

**The Gender policy acknowledges the freedom, equality, dignity and rights of staffs**

**Sexual Harassment:**

- Zero tolerance policy is applicable
- Sexual Harassment Policy breaches the Core Values of icddr,b

**Effective Abolition of Child Labour:**

- Committed to the physical and mental development of all children of gender and endeavours
- Child Protection Policy is in place

### ❖ **Responsive to Change**

**Effective Information Management and Data Sharing:**

- Proactive in sharing and managing information as per guidelines i.e. DATA Policy
- Transfer of knowledge and data at the time of leaving

**Public Representation:**

- Interactions with donors, alliance partners, media financial community will be represented by the ED and/or DED or authorized representative
- Public Knowledge
- Promoting transparency in dealings with stakeholders-GOB, Civil Society, donors, partners, beneficiaries

**Conflict of Interest:**

- Ensure personal actions and interests do not conflict with mandated duties
- Undertake tasks/actions with utmost diligence and professionalism

## ❖ **Promote Partnerships**

### **External Stakeholders**

- Committed to enhance research output and service quality in order to better lives of people
- Build and maintain partnership and collaboration
- BoT and staff firmly believe that compliance with honest, fair, ethical practices are mandatory to live up the public trust embodied in the organisation

## ❖ **Prioritizes the Needs of the Poor and Vulnerable**

**Translating Research to Services for the Vulnerable:** Provide services to the under privileged in Bangladesh and other similar environments

## ❖ **Transparency and Accountability**

**Accounting Practices and Standard:** Prepare and maintain accounts fairly and accurately, in accordance with the accounting and financial reporting standards approved by the BoT.

### **Reporting and Disclosure:**

- Board of Trustees
- Executive Director
- Audit Committee
- Financial and Programs status reporting to different stakeholders includes development partners, donors, government as per the diverse requirements both for restricted and unrestricted fund

**Confidential Information:** Protecting misuse of confidential information (non-public) from unauthorized disclosure whether internal or external, deliberate or accidental

**Fraud:** icddr,b practices a zero tolerance for wrong doings and fraudulent activities, irrespective of the designation of the staff or any other individual associated with the organisation

**Delegation:** Empowerment of individuals, processes and systems to support the functions and resources to enable them to carry out their duties efficiently

## ❖ **Fiscal Prudence**

**Going Concern:** Make and document a rigorous assessment of going concern when preparing annual and half yearly financial statements to give a true and fair view

## ACCOMPLISHMENT OF ICDDR,B

- ❖ The Centre was integral in the discovery and further development of oral dehydration solution (ORS). ORS has been recognized as one of the most outstanding medical discoveries of the last century. It was responsible for saving the lives of 40 million children with diarrhea during the last two decades. In recognition of this, the Centre was awarded the “first-ever” Gates Award for Global Health in May 2001 with a prize of \$1 million and the Government of Bangladesh provided an equivalent matching grant.
- ❖ The Center’s findings on the proper management of enteric infections, antibiotic resistance, and epidemiology of diarrheal diseases have formed a knowledge base for health professionals worldwide.
- ❖ Services provided to the Bangladeshi community, particularly the poor, at the Centre’s Dhaka and Matlab Hospitals have saved the lives of over 200,000 patients over the last 20 years at a cost of about US\$10 per patient treated.
- ❖ The Centre’s population-based Matlab field site is a model for public health strategies around the world. Public health decision makers often refer to Matlab to understand underlying factors that are important for making decisions regarding intervention design.
- ❖ The development of appropriate and successful family planning strategies has made Bangladesh a family planning success story and resulted in a current population that is 50 million fewer than it would have been if the Centre’s MCH-FP program had not been started. These strategies are now being used around the world.
- ❖ Immunization research has shown that routine and new vaccines can decrease illness and death rates in developing countries. This research continues to guide the use of vaccines around the world.

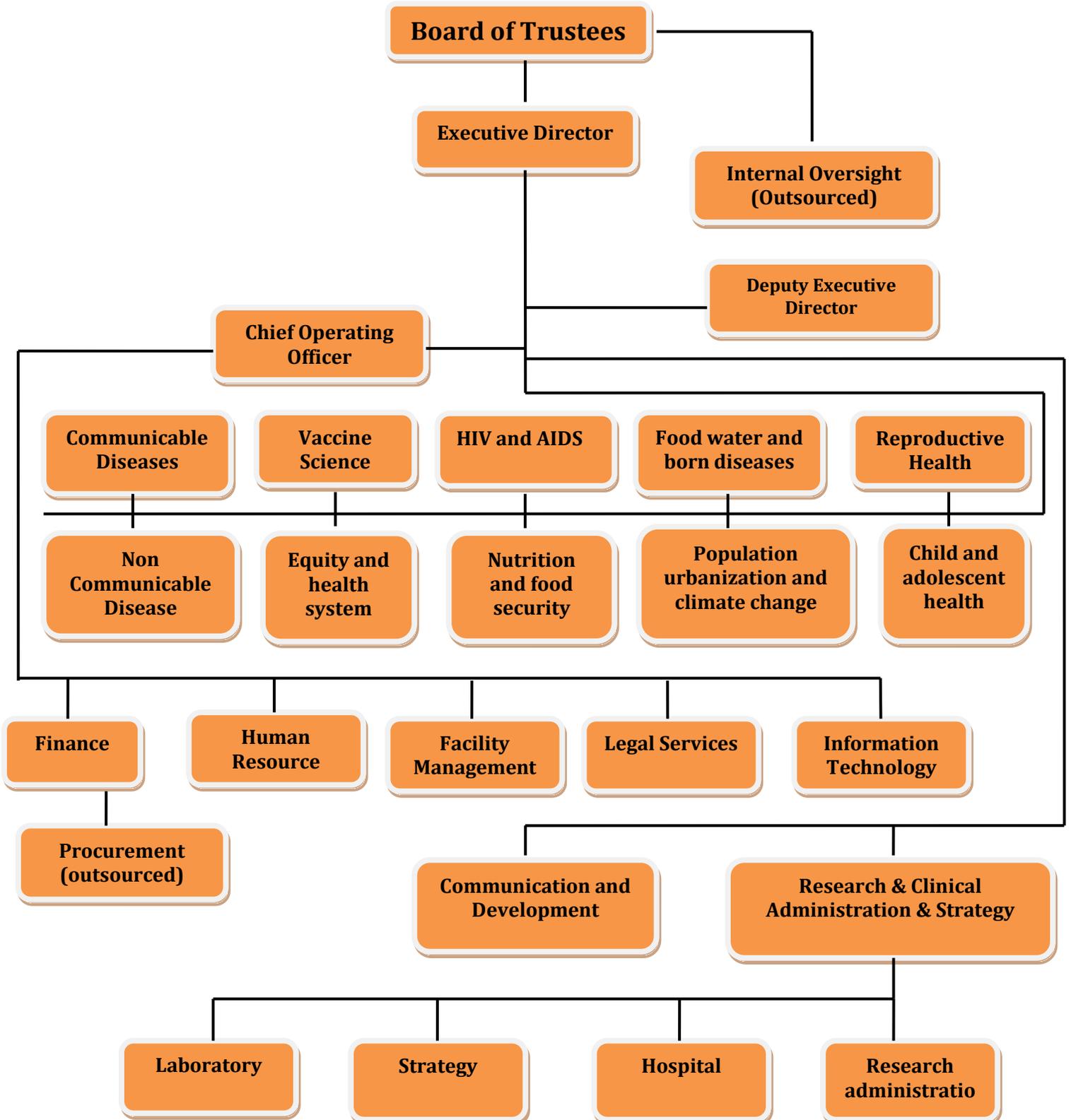
- ❖ The Centre's combined programmers in child health and family planning have contributed to a 75% reduction in the annual number of childhood deaths in the last 25 years in its Matlab field area.
- ❖ Advances made by the Centre in the treatment of children with severe malnutrition have shown that severe malnutrition is a treatable and not fatal disease and that treatment can be implemented even when hospital care is not available. Findings on the benefits of micronutrients have led the way to further improvements in the health of children.
- ❖ The Centre serves as a model of collaboration with the government and people of Bangladesh in a way that respects and supports each other and ultimately benefits the people of Bangladesh and other countries.

The Centre successfully transitioned from a laboratory highly focused on cholera, to a fully-fledged comprehensive health centre of research, service and training. Furthermore, it has shown how an institution with vision, purpose and principles can thrive through changes in governments, donor priorities, and senior staff. In short, it has matured into a world-class institution.

## ICDDR,B'S CENTRE DIRECTORS

<b>Dr. Abbas Bhuiya</b> Centre for Equity & Health Systems	<b>Dr. Tahmeed Ahmed</b> Nutrition & Food Security
<b>Dr. Shams El Arifeen</b> Child & Adolescent Health	<b>Dr. Tasnim Azim</b> HIV & AIDS
<b>Dr. Timothy Evans</b> Dean, JPGSPH	<b>Dr. S. M. Faruque</b> Food & Waterborne Diseases
<b>Dr. James Heffelfinger</b> Communicable Diseases	<b>Dr. Simbarashe Irvine Mandizvidza</b> Finance
<b>Dr. Louis Wilhelmus Niessen</b> Chronic Diseases	<b>Mr. Aniruddha Neogi</b> Strategy & Internal Oversight
<b>Dr. Firdausi Qadri</b> Vaccine Sciences	<b>Dr. Laura Reichenbach</b> Reproductive Health
<b>Dr. Peter Kim Streatfield</b> Population, Urbanisation & Climate Change	<b>Mrs. Ann Gauvin Walton</b> Human Resources

# ORGANOGRAM OF ICDDR,B



# CHAPTER – 3

## **3.1: Job nature and Description**

## **3.2: Theory of Training & Development**

## **3.3: Practices of Training Theories at ICDDR,B**

## **3.4: Benefits of ICDDR,B and Employee through implementation of Training**

### **3.4.1: Performance Management Development System Training**

#### **3.4.1.1: Benefits of PMDS Training for ICDDR,B**

#### **3.4.1.2: Benefits of PMDS Training for Employee**

### **3.4.2: Training on Conflict Resolution**

#### **3.4.2.1: Benefits of Conflict Resolution Training for ICDDR,B**

#### **3.4.2.2: Benefits of Conflict Resolution Training for Employee**

### **3.4.3: New Staff Orientation Training**

#### **3.4.3.1: Benefits of New Staff Orientation Training for ICDDR,B**

#### **3.4.3.2: Benefits of New Staff Orientation Training for Employee**

## JOB NATURE AND DESCRIPTION

Training is the most essential part to develop the employee's knowledge, skill and attitude. Every organization has to have a training and development department. ICDDR,B has a department called Talent Development. I have joined as an intern in Talent Development Department from 8<sup>th</sup> September. Today I have completed three months of my internship. During this month I have participated in four Training Programs. They are: Revised PMDS training, PMDS training for ICDDR,B staffs, Conflict Resolution Training and New staff orientation program. Throughout this training program I have learned something relates to how to manage and conduct a Training Program. Following are the tasks which a have done during my two months internship.

- **Create effective communicate with the training participants:** Talent Development Department constructs training plan beginning of every year. According to the training plan they conduct individual training program during the year. Individual Training Program has different participants from different background and centers of ICDDR,B. They are selected for the training through need assessment. I am responsible for preparing the participant list and also send e-mail to all of them. The participant has to confirm me through reply mail. Before training program, I also send the participants a gentle remainder mail. In special cases, I have to deal with messages in the absence of participants or trainers over the telephone.
- **Booking venue for training:** I am assigned with the responsibility for ensuring training rooms, venues and other requirements are booked up or canceled in advance. When booking a room for training program, there are a few important things which I must be considered. The first thing which I need to be accounted for is the size capacity of the room. Finding the actual room for a training program can be a difficult task without professional assistance and guidance of my supervisor. The fact is that the whole process of booking a venue can be a time-consuming and complicated one. Furthermore, most corporate events usually have tight time schedules which must be met. As such, venue booking always requires careful planning and organization.

- **Preprinting training schedule:** After booking the venue, a training schedule for implementing the training strategy and indicating responsible parties has to be prepared by myself. A training Schedule includes the topics which will cover throughout the training session. It also includes other activities essential to training; and dates on which those tasks and activities must be finished. The subsection provides an overview of tasks. Facilitators' name, training venue also mention in this schedule.
- **To make available the Training aids/materials:** According to the schedule, I manage the training materials. Different training materials are needed in different types of training. Writing pads with pen, clip file, board marker, and flip chart are provided for the participants. For carry out the training session effectively, facilitators used laptop connected with multimedia system, an electric pointer and power point slides to present the topic related to the training session.
- **Design and Prepare training module:** My role also prepare training documentation such as training manuals, hand notes with relevant document of training, informative power point slides for participants, questionnaires and other support materials. As well as, printing up of training support materials, handouts for training courses, and assisting with the creation or formatting of these where relevant.
- **Food and entertainment for training:** While training session, Talent Development department provide food and refreshment facilities to each participants. Before the training, I make a call to the cafeteria service of ICDDR,B for providing the food and refreshment. For collect the food from cafeteria, every participant get a coupon from me with a signature of Manager, TD department. If the cafeteria service don't avail the refreshment, then I have to collect the food from outside restaurants.
- **Organize training room and seating arrangement:** Prior to the training day, organize the venue (training rooms) especially make the seating arrangement. Seating arrangement style is placed according to the number of participants who are participated in the training. Training materials are also placed in the every seat by me and other Talent Development staffs.
- **Worked as a Co-facilitator:** After preparing all the arrangement, the training session starts with a warm welcoming from the trainer. Most of the time Talent Development department's Senior Manager, Manager-Talent Development and Senior Human

Resources Development Officer conduct the training session. In the training session my role was collection of all participants' attendance, assisting in the delivery of training materials (Handouts) as and when required. Also I rendered my support to the facilitators in writing flipchart during brainstorming sessions or collection of expectations even to compile the group outcomes.

- **Contribute to the evaluation of training:** A post training evaluation was carried out in the closing session. I am responsible for composing the evaluation form. The course evaluation was conducted on three major criteria which are; Course Content (Relevance, Informative course design, and fulfillment of learning objectives), The Trainers (Style, Visual Aid, General manner, answering question etc.), The Environment (Size, Temperature etc.). For Participating in the training program, every participant gets a certificate as recognition of the training participation. I prepare and distribute training certificates for those who attended the training program.
- **Preparing Training Report:** I was responsible to compile and finalize the training reports for individual training events which I have observed. As of now I had prepared three reports in a professional manner in my own observation. Although my supervisor initially assisted me but at the end I have prepared training reports which was appreciated by my supervisors. The training report had to submit within one week after completion of the training program. The Training reports were brief (Maximum of 10 pages) but thorough proper documentation of the work I have done and the observations I have made during the training.
- **Filing of associated documents:** My role was to keep records about each training course and also participants who have joined in the training program. I try to ensure that records are maintained systematically in Training Management Information System and up-to-date and accurate. Training records including enrolment documentation, questionnaires, copies of Statements of accomplishment, trainees feedback, participants list and stored in the Talent Development office. Confidentiality of these records is holed to at all times. Training records are held for a period of as per department legislation.

# THEORY OF TRAINING AND DEVELOPMENT

Training is the most essential part to develop the employee's knowledge, skill and attitude. Training has greater significance for the success of modern organizations. Core competencies and expertise give the organizations an edge over their competitors and training plays a vital role in developing and strengthening these competencies. Change of technology demands that employees update their knowledge, skills, abilities and technical expertise. Although training helps employees do their current jobs, the benefits of training may extend throughout a person's career and help develop that person for future responsibilities.

## Training cycle

### Stage 1 - Identification of training needs

A Training Needs Assessment is the process of identifying performance requirements and the "gap" between what performances is required and what presently exists. This initial stage of the training cycle addresses finding out if there is any training need. If a need is identified, it is at this stage that who needs trained (target employee), in what and how we shall know the training has had the intended impact success criteria of the training should be identified. This stage will help those who identify training needs to consider why the training is required and its expected outcome and impact.

### Stage 2 - Design of training

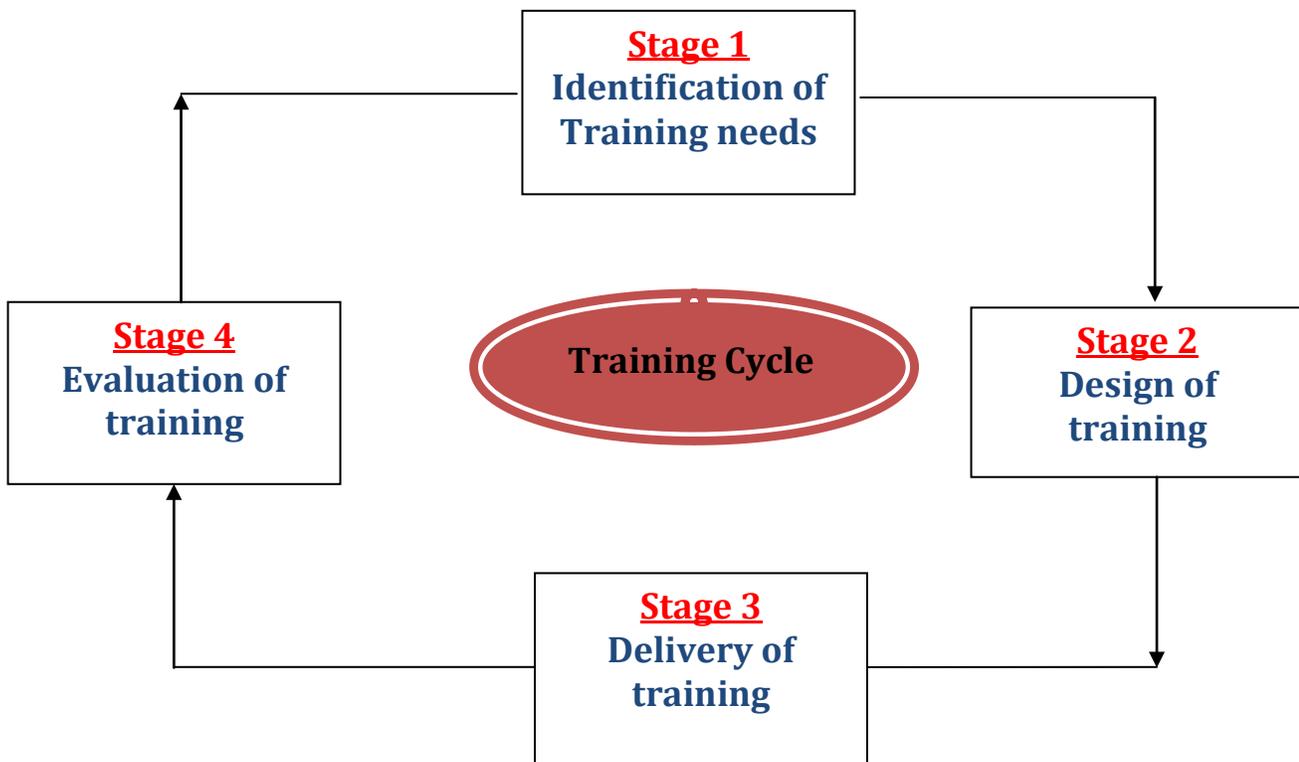
This stage covers planning, design and development of magistrate training. It aims to ensure that a systematic and consistent approach is adopted for all training solutions. Training solutions cover face to face training and open and flexible learning.

### Stage 3 - Delivery of training

This stage of the training cycle ensures that the delivery of the training is effective and provides opportunities for the learners to learn. This will involve choosing the most appropriate format for meeting training needs, and taking advantage of different training methods.

#### Stage 4 - Evaluation of training

This stage of the training cycle deals with the collection, analysis and presentation of information. To establish the improvement in performance that results from this. This stage will help those who evaluate learning programmes, or who respond to developments in learning, or plan and introduce improvements in learning interventions.



## PRACTICE OF THE TRAINING THORIES AT ICDDR,B

ICDDR,B is an international institute involved in health and population research and training, based in Dhaka, Bangladesh. In collaboration with partners from academic and research institutes throughout the world, the Centre conducts research, training and extension activities as well as program-based activities aimed at addressing some of the most critical global health needs. In its hospital and clinical settings the Centre provides health services in its areas of expertise to the populations located within the research settings.

The Centre has both national and international staff in the capacities of researchers, medical officers, administrators, health workers, clinicians, demographers, social and behavioral scientists, IT professionals and experts in emerging and re-emerging infectious diseases, vaccines sciences etc. ICDDR,B is now the model of the best human resources practicing centre. It has been possible through adopting continuous and sustainable training and development program.

Training is the most essential part to develop the employee's knowledge, skill and attitude. Every organization has to have a training and development department. ICDDR,B has a department called Talent Development. I have joined as an intern in Talent Development Department from 8th September. During these months I have participated in four Training Programs. They are: Revised PMDS training, PMDS training for ICDDR,B staffs, Conflict Resolution Training and New staff orientation program. After participating those entire training program, I can relate the theories with my real life experience at ICDDR,B.

## **Stage 1:**

### **Training needs assessment at ICDDR,B :**

The staff Development Committee headed by the Executive Director and comprising Deputy Executive Director, Division Directors and Directors of Human Resources, Finance and Information Sciences reviews the proposals received in response to the Executive Director's request. The committee reviews the proposals and determines each year's priority for the training study based on the Centre's current and future needs. Talent Development Department's first task is to analysis the existing job role to understand how the proposed change will impact on this role. A Training Needs Analysis will allow them to demonstrate the extent of training needed. Following criteria are used in selecting a staff member for inclusion in the centre annual training priority list:

- The need for additional knowledge and skills of staff member to implement the centre's Strategic plan and research programs.
- Priority is given to acquire skills and knowledge rather than obtaining degrees.
- The past and present performance of the individual staff member, level of his/her expertise, and potential for his/her development.
- Individuals are considered against each identified training priority area.
- At least three year's satisfactory service with the centre is required.

### **Tools and techniques for Training need assessment**

- Task analysis
- Person analysis
- Questionnaires
- Self analysis
- Interviewing
- Observation – meetings, events, incidents
- Performance appraisal

**(See Appendix 1)**

## Stage 2:

### Design of Training at ICDDR,B:

The design and development of any formal learning intervention is very much dependent on a number of factors, not least budget, the target employee and preferred methodologies.

The Staff Development Program organizes or arranges training in three categories, a) In-house, b) In-country, and c) Overseas.

- **In- house:** In-house training is arranged at the centre, and if, appropriate, selected staff is sent to attend courses that are organized for external participants by the centre's Talent Development Unit.
- **In-Country:** For some specialized training, which cannot be arranged at the centre, selected staff members are sent to national institute.
- **Overseas:** Staff members are sent abroad for training or for higher studies to acquire specialized technical knowledge and skills that are not available within the country. These include; 1) attendance at short training courses/programs, 2) hands-on training; 3) studies for a diploma or a higher degree, including PhD; and 4) attendance at scientific seminars, conferences, and workshops for presenting findings of research conducted by the individual scientists.

### **The Training and Development Framework at ICDDR,B**

<b>Plan</b>	<b>Do</b>	<b>Check</b>	<b>Act</b>
<ul style="list-style-type: none"><li>• Strategic role of T&amp;D</li><li>• T&amp;D value and</li><li>• administrating policies</li><li>• Establishing T&amp;D needs</li><li>• Building transfer into T&amp;D</li></ul>	Contents of T&D	T&D evaluation strategy	T&D methods and approaches

## **Stage 3:**

### **Delivery of Training at ICDDR,B:**

It depends on the organization's culture, values, T&D objectives and content, the profiles of training and trainees, financial & technological resource availability, time, location and political & social constraints. Delivery of T & D at ICDDR,B is a combination of in-house and outside suppliers, (home & abroad). Among various methods of T & D delivery is the on-the-job training method especially mentoring. Second methods are company supported off-house learning. ICDDR,B offers an extensive program of off-hours training and self-paced instruction to all employees. This is the training that is free to all employees but they do it on their own time. It is basically a supplement to training presented during work hours, given toward employees who are eager to learn and get ahead.

#### **On-The-Job Training:**

Most training takes place on the job. A typical on-the-job training program places the trainee into the real work situation, where an experienced worker or the supervisor demonstrates the job and the tricks of the trade. On-the-job training avoids the major difficulties with off-the-job training: lack of relevance and reinforcement in the actual job situation.

Although on-the-job training can be inexpensive and simple, there are risks. Damaged machinery, low quality, unsatisfied customers, misfiled forms, or less than optimal performance is an example. On-the-job trainers must be well trained themselves. The job instruction training approach is one way to systematize the training and ensure follow-up.

#### **Off-The-Job Training**

Training in non-management areas is often called skills training. Skills training programs are held on or off the job. Off-the-job training is more common for management/professional development than are for skills training. Development programs for professionals such as scientists and engineers usually involve their return to universities or research centers for seminars.

- On the training day, Talent Development staffs get to the training venue and make the seat arrangement. Seat arrangement style is placed according to the number of

participants who are participated in the training. Training materials are also placed in the every seat by the Talent Development staffs.

- After preparing all the arrangement, the training session starts with a warm welcoming from the trainer. The entire training course conduces with class room lectures and discussion, PowerPoint presentations, Group discussions, role play, individual exercise. Most of the time Talent Development department's Senior Manager, Manager and senior Assistant officer conduct the training session.
- While training session, Talent Development department provide food and refreshment facilities to each participants. Before the training, Talent Development department make a call to the cafeteria service of ICDDR,B for providing the food and refreshment. For collect the food from cafeteria, every participant get a coupon from Talent Development department with a signature of Manager, TD department. If the cafeteria service don't avail the refreshment, then TD collect the food from outside restaurants.

## **Stage 4:**

### **Evaluation of training at ICDDR,B:**

A post training evaluation was carried out in the closing session of each training program, where every participant took part. The course evaluation was conducted on three major criteria which are;

1. Course Content (Relevance, Informative course design, and fulfilment of learning objectives)
2. The Trainers (Style, Visual Aid, General manner, answering question etc.)
3. The Environment (Size, Temperature etc)

### **Post training Evaluation:**

Once training has been delivered evaluation needs to be undertaken to assure that training. Have the learning objectives been met and are the course delegates now in a position to implement the new demands of the organization? This task is done by different units from where the trainees are come from.

<b>Post training evaluation</b>			
	Satisfaction	Dissatisfaction	Change
Knowledge			
Working capability			

<b>Impact training evaluation</b>		
	Satisfaction	Dissatisfaction
Behavior change		
Experience change		
Presentation change		

(See Appendix 2)

## BENEFITS OF ICDDR,B & EMPLOYEE THROUGH TRAINING IMPLEMENTATION

Training is the most essential part to develop the employee's knowledge, skill and attitude. Every organization has to have a training and development department. ICDDR,B has a department called Talent Development. As I have joined as an intern in Talent Development Department, throughout this training program I have known about the benefits of those training on both ICDDR,B and beneficiaries point of view.

### **Performance Management Development System Training**

The Performance Management & Development System (PMDS) aims to assess staff in a transparent and fair manner in relation to agreed objectives as well as to develop staff. It is designed to be an integrated part of ICDDR,B's planning and performance process. In this accordance, the PMDS Training held on every year by Talent Development Department, was a significant initiative of HRD covering staff members from various backgrounds.

### **Benefits of PMDS Training for ICDDR,B**

- **To achieve a high level of performance within the organization:**

Measurement of performance can be a powerful management tool. A process whereby objectives are identified for each team member puts the focus on work quality, objective achievement and performance. In addition tool, the development plan, could be used to raise individual and overall organizational performance.

- **To link individual staff objectives with the organizational strategy:**

Individual objectives will be linked to division/ department/unit work plans and the centre's strategic plan. The performance year is initiated by a discussion between the supervisor and staff member on individual objectives in relation to unit and department work plans. The involvement of all staff members, through their stated objectives, is key to success of the system.

- **To increase work team dialogue and feedback:**

Regular performance discussion and feedback during the performance year will provide guidance to both staff and supervisors. Good performance can be acknowledged and areas of weakness identified and remedied early on. The contribution of each staff member to development and unit work plans will put the focus on achieving overall goals and improve team work. The completed performance review should contain no major surprise, as feedback on performance should be ongoing.

### **Benefits of PMDS Training for Employees**

- **Introduction with PMDS concept:**

Employees are introduced with the PMDS concepts, a performance management and development system that include annual performance planning, on-going feedback, performance review and staff development.

- **Get performance objective:**

Individual employee can establish clear employee performance objectives that are aligned with the ICDDR,B's vision, mission , core values and the strategic plan of ICDDR,B.

- **Understand performance rating process:**

Employee can clearly understand and correctly use the four levels of performance rating. Use the annual performance review form. They are also introduced with update re-structuring process of ICDDR,B.

## **Training on Conflict Resolution**

Human Resources Development of ICDDR,B is committed to staff development with integrity, responsiveness and sensitivity in a fair and equitable manner as well as to ensure adequate development opportunities for the staff. In this accordance, the Conflict Resolution Training held on every year by HRD, was a significant initiative of HRD covering staff members from various backgrounds.

Conflict is an innate component of all organization that the supervisors are always had to deal with. Hence, the training on conflict resolution was arranged for a number ICDDR,B Staff members who have to deal with staff as well as conflict. The primary aims of the training course are to enhance the capacity of the officials in resolving the conflict both in the organization and outside.

### **Benefits of Conflict Resolution Training for ICDDR,B**

- **Reduce employee turnover:**

Turnover is another cost of unresolved conflict. Chronic unresolved conflict acts as a decisive factor in at least fifty percent of turnover. Turnover has a number of undesirable implications for organizations, including the costs of losing an experienced worker, recruiting and retaining a successor, the lower productivity of a new worker, and secondary morale effects on managers, peers and subordinates. ICDDR,B can reduce high turnover rate by providing their employee a conflict resolution training.

- **Condense absenteeism:**

ICDDR,B found that the greater the number of sources of stress reported in the social environment at work, the greater the likelihood of absenteeism in work place. Employees who report the following sources of stress are more likely than others to be absent for six or more days. The cost of employee absence is very high if it is not mitigated soon. As a result ICDDR,B start providing conflict resolution training to their staffs.

- **Reduce wastage of resources:**

Wastage of resources can be tow types. One is managerial time and another is financial asset of organization. If conflicts between supervisor and staff are increasing day by day, the worst

sufferer will be the organization itself. To reduce the wastage, ICDDR,B always try to provide conflict resolution training for their staff from different background.

- **Trim down fall in performance:**

One of the major results of conflict is fall in performance. Conflicts between supervisor and subordinate can be the main cause of fall in performance. It also influences to increase absenteeism also. As a result ICDDR,B start providing conflict resolution training to their staffs.

## **Benefits of Conflict Resolution Training for Employees**

- **Understand conflict and identify stages of conflicts:**

Employee can understand that conflict means two or more independent parties who perceive incompatible goals, scarce resources and interference from others in achieving that goal. Conflict has five different stages. They are: latent, perceived, felt, manifest, conflict aftermath.

- **Identify the root causes of conflicts:**

The most important benefits of Conflict Resolution training are to identify the root causes of conflicts. Because if employee knows about the root causes then it's easy for them to mitigate conflicts. The root causes of conflicts can be lack of information, relationship, and interest difference.

- **Resolve organizational conflict:**

After participating in the Conflict resolution training an employee can recognize and resolve organizational conflict and build a climate of internal cooperation within the organization.

- **Identify the tools of conflict resolution:**

The employee who participated in the conflict resolution training can identify the tools of conflict resolution. Conflict management defines characteristic or behavioral style in which

someone handles conflict. A proper understanding of person's conflict management style can help minimize negative behavior or event. Some of the tools of conflict management are: avoiding, accommodation, competing, compromising and collaboration.

## **New Staff Orientation Training**

New staff orientation training aims to make the new staff become familiar with ICDDR,B as an organization, its policies, procedures and benefits. As well as introducing employees to their new jobs and work environments. Orientation training provides an opportunity for new employees to become familiarized to ICDDR,B, different department, colleagues and work expectations. This orientation training provides many benefits for employees, and ensures a smooth transition into the new workplace for all involved.

### **Benefits of New Staff Orientation Training for ICDDR,B**

- **Develop Realistic Job Expectations, Positive Attitudes and Job Satisfaction:**

In orientation program employees can understand what is expected of them, and what to expect from others, in addition to learning about the mission, vision, values and attitudes of ICDDR,B.

- **Enclose new staff to a new culture:**

New staff orientation training encloses the new staff member into an existing social structure, thereby helping him to feel comfortable and to bond with others, and at the same time helping to improve the organizational climate.

- **Helpful for existing staffs:**

New staff orientation training makes working life easier for others existing staffs in the organization, by eliminating the need for new staff members to ask them constantly for information and advice. As well as, asking them about the procedure of doing new things.

## **Benefits of new staff orientation training for employees**

- **Feeling Welcome**

New staff orientation training can make the employee feel more welcome than if he were simply shown to a new work area. If several employees are hired at one time in ICDDR,B, a group orientation can lead to the development of cohesion among the new employees and can relieve some of the anxiety associated with starting a new job. In this training they can also get a chance to meet current employees during this time.

- **Benefits Explanation**

New staff orientation is a good time to cover employee benefits and to choose a benefits package. The employee may have only received a brief overview of the benefits during the interview process, so at the training period a representative can provide a more detailed explanation and answer any questions. ICDDR,B's policies and procedures can also be covered at this time.

- **Reduce new employee stress:**

New staff orientation training can reduce the new employee stress factor. Everyone, even new managers, experiences some level of anxiety and stress when starting a new job at a new workplace. Efficient new employee orientation programs have been proven to significantly reduce this stress and bring it down to a manageable level.

# CHAPTER – 4

**4.1: SWOT Analysis**

**4.2: Major Findings**

## SWOT ANALYSIS

Based on information acquired from ICDDR,B and its staffs, below a SWOT analysis of the Talent Development Department is provided.

### **Strength:**

1. Great scope of staff career development.
2. Have staff performance evaluation system.
3. Paying special attention to training need assessment.
4. Important resources are available.
5. Several opportunities of higher studies for staff.
6. Affiliation with international university.
7. Have institutional training support services.
8. Have more than 2 core training budget.
9. Knowledge-based organization with 5“P”s, Policies, Programs, Products, Partnership, Passion.
10. Unique combination of strategy, structure and technology.
11. Excellent employee-management relationship.
12. Followed different training policy.
13. Expert Trainers
14. Training Equipments
15. Collaboration with External Organizations
16. AusAID & Other Scholarship

## **Weakness:**

1. All identify need are not address within the given year.
2. To some extent some staff feels that external training is more effective than internal training.
3. Most jobs are on contractual basis, job tenure is extended upon availability of fund.
4. The importance of training is not equally allocated for all employees.
5. No time is given to allocate for attending training for staff.
6. Reluctance from supervisors
7. Less Control Over External/Center training
8. Poor Attendance of training participants
9. Lack of support for Higher Study

## **Opportunity:**

1. As an employee, lots of career development.
2. Have lots of opportunities to fulfill the lacking.
3. Have national and international reserved fellowship.
4. Senior management highly believed that to promote staff development.
5. Have strong, modern, scientific infrastructure and equipment.
6. Have opportunities of organize according to need of staff.
7. Access both national and international participation.
8. Diversification options.
9. Training performance is important to get staff promotion.
10. Center Specific TNA
11. Collaboration with other NGOs and Training vendors

## **Threats:**

1. In some situation have donor dependency threats.
2. If performance is not including to training is a threat to job as well as lose the job.
3. Low scope of staff career development for any change in the management.

## MAJOR FINDINGS

### **A major achievement of HRD at ICDDR,B was the initiative of the TNA:**

After having a conversation with the trained employees, I find out that a majority of the staff members have acclaimed the initiation of Training Need analysis at ICDDR,B which was conducted for the first time in the Centre. Besides these, conducting a centre wise TNA was a massive task that the HRD along with HRD unit carried out with smooth efficiency and accuracy. Through the TNA various kind of scientific and non scientific training requirements have been identified which is being kept by HRD for further action. Thus, this initiative has opened a new door for staff development which wasn't possible at the beginning.

Besides these, this TNA had created trust and awareness among the staff members that they were being considered by the organization for development. This resulted in a higher motivation for the staff members.

### **Training and Development (T&D) strategy is not formulated to achieve the objective in line with the mission and vision of the organization:**

Although, the HRD has a special database and report on TNA for the whole Centre, it doesn't have any specific strategy to address the present issues for the time being. Many participants from TNA have complained even after a year of their expression need and requirements. Apart from that, many staff has also complained that the initiative undertaken by HRD is far away from its vision and mission which aims at long term strategy creating an alignment and strategic fit between the whole Centre and the standalone HRD functions. Some people have also complained that due to lack of resources, HRD wasn't able to conduct much training and in many cases it couldn't support many scholars through providing living expenditure in abroad. This is serious concern for the whole centre as it failing to fulfill its commitment to the staff members.

**Effective coordination among development partners, extensive and visible involvement of the top executive is required to create better understanding in achieving the organization goals:**

ICDDR,B has a huge reputation of sponsoring higher studies among its staff members. In Bangladesh, it is among the leading organization to accommodate so many higher study pursuers expect from the academic institutes. At the present moment, there are around 75 staff members who are doing their PhD in various well repudiated universities in Bangladesh and abroad. This has only made possible due its collaboration with a number of foreign and local institutions who always welcome staff members from the Centre. However, these opportunities are only available to fixed terms staff and the CSA based staff are deprived from these opportunities. This is big concern for the Centre as it is increasing de-motivation among the staff members. Due to this, many staff has also left the organization which is still ignored by the managements.

**A comprehensive and realistic yearly training plan is not developed based on the individual need with adequate budget provision and more time allocation for T & D program is needed:**

From my secondary and primary analysis, I could find any comprehensive and realistic training plan for the Centre. As we have mentioned earlier, Training should be strategic in nature and must have long term approach in its practice. However, this is simply absent in the HRD unit. Usually, the unit develops the course and training module at the last moment based on requirements and proposals. From our intensive research, we have found out this is only because of lack of adequate funding and manpower in the HRD unit which is still not being addressed by the concerned management.

## RECOMENDATIONS

An effective T & D process cannot be a onetime event. It requires sustained & depending investments in the factors to the point that T & D is a corner-stone of ICDDR,B's value system. However, Talent Development Department of ICDDR,B need to concentrate in few of the areas. These are:

- ❖ Training methods should be clarified and structured and the approaches of training need assessment must be scientific and relevant.
- ❖ Training period and the types of training should be consistent of their job analysis and the nature of work.
- ❖ The centre has significant training need for training on protocol writing, research methodology and management development skills particularly for National officer level staff and English Language and Microsoft office skill for GS level staff are needed.
- ❖ More opportunities for on-the job and off-the job training shall be created.
- ❖ Training should be focused at the non scientific level staff.
- ❖ The T&D policy should consider the field level staff as well who are usually ignored in the first place.
- ❖ Dissemination of T&D policy should be conducted with a view to create awareness among the general staff members.
- ❖ The existing terms-of-reference of the staff development committee could be re- defined to effectively manage staff development activities of the centre.

## CONCLUSION

ICDDR,B is an international institute involved in health and population research and training, based in Dhaka, Bangladesh. In collaboration with partners from academic and research institutes throughout the world, the Centre conducts research, training and extension activities as well as program-based activities aimed at addressing some of the most critical global health needs. In its hospital and clinical settings the Centre provides health services in its areas of expertise to the populations located within the research settings.

The Centre has both national and international staff in the capacities of researchers, medical officers, administrators, health workers, clinicians, demographers, social and behavioral scientists, IT professionals and experts in emerging and re-emerging infectious diseases, vaccines sciences etc.

Since 1978, the Centre has shared knowledge and techniques with the global community by training more than 20,000 health professionals from 78 countries around the world.

ICDDR,B is now the model of the best human resources practicing centre. It has been possible through adopting continuous and sustainable training and development program.

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