

Training Needs
Analysis
Of
Holcim Cement
(Bangladesh)
Ltd.

Holcim



Internship Report on

Training Needs Analysis of

Holcim Cement (Bangladesh) Ltd.



Submitted To,
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Letter of Transmittal

26th December, 2016

Md. Fazla Mohiuddin

Lecturer,

BRAC Business School,

BRAC University, Mohakhali, Dhaka.

Subject: Submission of Internship report for the completion of BBA program.

Respected Sir,

It is a great pleasure for me to present the internship report on “Training Needs Analysis of HR department of Holcim Cement (Bangladesh) Ltd”. It was assigned to me as a requirement for the completion of Bachelors of Business Administration Degree. It was a great experience for me to work in a multi-national company and gain in-depth knowledge on ongoing human resource culture. Throughout this study I tried to accommodate as much information and relevant issues as possible and also to follow the instructions you suggested. I tried to make this report informative.

I am grateful to you for your guidance and kind cooperation at every step of my endeavor on this report. I shall remain deeply grateful if you kindly go through my report and evaluate my performance.

Sincerely,

Anika Mustafa

ID: 12304002



Acknowledgement

Firstly I would like to begin by expressing my sincere gratitude to Almighty Allah. He helped me to be patient from the first to last day of this journey.

Acknowledgement is made to the courtesy of all who have kindly provided information and given permission for making this term paper. Without whom this term paper can't be completed. As part of my internship for the course- BUS400, I have been assigned to make this report to reflect my learning and it is my absolute pleasure that I am expressing my gratitude to following institutions and individuals. I am also grateful to BRAC University and the BRAC Business School for enlightening me over the period of my Bachelors in Business Administration. Every faculty of the BRAC Business School receives my greatest honor because of all their teachings.

Furthermore, I would give to be thankful to Md. Fazla Mohiuddin, Lecturer, BRAC Business School, and BRAC University for allowing me to complete my internship under his supervision and providing me the proper guidance along with complete freedom to complete the whole internship report. My gratitude goes to Holcim Cement (Bangladesh) Limited for selecting me as intern into their organization which helped me a lot to learn about Human Resource Culture in a highly competitive environment. I would appreciate the effort of Farzana Ashraf, Manager, Human Resources, for teaching and letting me be a part of his department. I must also give my wishful thanks to my coordinator, Tasmia Hakim, Executive, HR. Both my line managers had been extremely cordial, supportive and optimistic with me and my efforts since the day I joined. Along with that I would also like to show my heartfelt gratitude to all the members of the Human Resources Department who have always been very supportive towards me and helped me to work resourcefully.



Executive Summary

This report was prepared for the purpose of completing my internship program for BRAC Business School at Holcim Cement (Bangladesh) Ltd. My internship tenure had been for twelve weeks. My internship report was about the training needs analysis of this company. A Training Needs Analysis (TNA) is used to identify the organization's training needs for the purpose of improving their employee performance. It is also an assessment of the gap between present knowledge of the employee's skill, performance, ability and what they require to meet the company's objectives.

The report proceeds by providing an insight into the company itself and the industry it operates in. It also focuses on the importance of training needs analysis in a company. Many companies are now giving emphasis on this analysis to make the better use of their employees. So to analyze their overall training process, I did a qualitative research on their training module and analyze their process. Then depending on their overviews of the training process I took some interviews and prepared some questionnaires to end with a suitable solution. The overall research suggested the problems of their training needs and helped me to analyze thoroughly to make a better path.

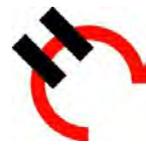
The next section of the report talks about the training details and the needs analysis steps, modules and processes used in the company and ways to overcome any obstacle during this course of time.

Finally, I pointed out some findings of Holcim Cement's training module and recommended some solutions to those finding with any improvement I would suggest to be brought in the process of their Training Needs Analysis or even within myself. I also gave the sources from which I took all the information and then the appendix part as well.



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Chapter 1

Project Description:

Origin of the Study:

To succeed in this competitive life cycle, only knowledge is not sufficient to live a comfortable life. At this point practical experiences also carry much weight to know about the cultures of a company to work with. BRAC University has provided a chance to do so by giving a internship program to all Business graduates students. As a part of BBA program, all the students has to complete a three months period in a company and gather knowledge about the modern business world. I was assigned in Holcim Cement Bangladesh and I chose the topic to work on is **“Training Needs Analysis of HR department of Holcim Cement Bangladesh Ltd.”** Although this research paper is being conducted for the internship program but it will add value to my experiences for my future career.

To complete any analysis successfully, it is very important to work on some objectives to sort out the perfect outcome. They give away the path on how the report should be conducted and what can be the processes of analyzing any companies training needs assessment. They can be of two types:

- ❖ Broad Objectives
- ❖ Short Objectives

Broad Objectives:

The broad objective of this analysis is to determine factors necessary to improve employee efficiency of Holcim Cement (Bangladesh) Ltd through training need analysis. To obtain this broad objective I am planning to work on some short objectives as well.

Specific Objectives:

Short objectives help broad objectives to make out the best possible results. They are:



- determining efficiency of current training programs in Holcim Cement
- determining current skills and abilities of the employees
- predicting future need for skills and abilities
- Analysis on present assessment
- Prepare a suitable training needs analysis table.

Methodology:

In this part of the report contains which data sources about Holcim Cement Bangladesh Ltd and training analysis that I have used to gather information in order to make this report. For the research I have conducted qualitative research methods as it helps to get more conceptual and detailed data for work.

There are two types of data:

- Primary Data
- Secondary Data

To make this report more authentic both primary and secondary data have been used.

Primary Data:

- Discussion with the respective seniors in the organization
- Undertaken in depth interview with HR department officials
- Personal observation on the procedure of the training

Secondary Data:

- Brochures and manuals of the trainings
- Different articles, journals and news about Training Needs Analysis
- Online data from the website of Holcim Cement Bangladesh Ltd
- Relevant information as provided by the officers concerned
- Several business textbooks



Data Collection Method:

To collect the required data, in depth interviews were taken as primary data by me to the officials related to HR department of Holcim Cement Bangladesh Ltd. I have talked with some of the seniors about their attended trainings and their opinion about the training being held till now. They have also shared their experiences, likings and lacking of the attended trainings. I took some notes while talking with them to remember the minor details about their experiences and opinions.

Limitation of the Study:

There are various limitations I have faced during the process for this study. To make this report authentic and readable to the readers, support from various sources is essential. In spite of every possible effort, I could not collect some data about their training due to confidential issue. Some unavoidable limitations are:

- i. Three months is a very short time to modify any training activities;
- ii. Unwillingness and lack of interest of people to share opinion or disclose any data;
- iii. Since I have done my internship in HR department, most of the data's are confidential to share with in there;
- iv. Limited instructions about the analysis and less information or articles regarding this topic;
- v. As a first timer, didn't have much knowledge in this field.



Chapter 2

Introduction

As a student with majoring Human Resources, I always looked for a company with good HR team to do my internship program. Holcim Cement (Bangladesh) Ltd gave me that opportunity to work with them as an only intern in the department as well as the company.

Holcim Bangladesh is an operating company of Holcim Group - one of the world „s largest construction material manufacturers – supplying cement, aggregates, ready-mix concrete and additional support, including leading-edge technical solutions, in more than 70 countries around the world.

Holcim established its presence in Bangladesh in 2000, through the acquisition of Hyundai Cement Bangladesh. Later Holcim acquired two more grinding plants, United Cement Industries and Saiham Cement Industries, as part of its expansion strategy. Currently, Holcim Bangladesh has 7 operating mills, producing nearly 2.2 million ton cement per year.

HBL is the first cement company in Bangladesh to have application-based multi-products. Since beginning, it has shifted focus from a mere production orientation to a marketing and services orientation that includes Customer Care Center – a 24-hour virtual service, Mobile Concrete Laboratory facility, delivery in bulk, home building facilitation program, and club for architects and engineers, among other initiatives.

The name “Holcim” has become synonymous with “quality cement for large construction projects”. Various infrastructure icons of the country, including City Center, the tallest building in Dhaka, Bangabandhu Multipurpose Bridge, the longest bridge in Bangladesh and other notable construction projects have been built with Holcim cement. As a customer-focused, socially responsible and best-managed company, Holcim Bangladesh has been honored with various prestigious awards, recognitions and accolades over time.

Almost every year Holcim Bangladesh undertakes various CSR (Corporate Social Responsibilities) initiatives including plantation projects, education assistance for the children of



masons, training and insurance facilities for masons, medical treatment for local communities and sponsoring of sports programs.

Holcim Cement Bangladesh Limited company believes in doing business in the right way – by being compliant with local laws, global best-practices and group directives. One of Holcim’s core objectives is the creation of value for all and the company strives to ensure their actions are sustainable at all levels – economic, ecological and social.

Mission

Holcim cement Bangladesh ltd has their own vision to be the most admired company committed to providing foundations for society’s future.

Their mission is to “To grow by creating value for all stakeholders; ensuring delighted customers, engaged employees, enlightened partners and sustainable development.”

Their objectives are to:

- Continually set the highest standards of customer satisfaction in our industry - through innovative products and services.
- Secure the strongest competitive position in our relevant marketplaces through creative product design and operational excellence.
- Partner with the best suppliers, delivering increased value for both the Group and our customers.
- Be recognized as an employer of first choice.
- Empower our employees at every level, and integrate them fully into our global network.
- Selectively grow our presence in Bangladesh.
- Continually demonstrate our commitment to sustainable environmental performance, and visibly play a leading role in social responsibility within our sphere of influence.
- Maintain an active dialog with governments, international organizations and NGOs, and be acknowledged as a valued and trusted partner.



Values

Strength

- A solid partner
- Integrity and strength of character of our people
- A strong organization behind them with global leadership and competence

Performance

- Delivering on our promises to each other and to our stakeholders
- Best solutions for our customers
- Demanding excellence
- Open and always searching for new and better ways
- Best results from working together

Passion

- Dedication and commitment - we care about everything we do
- They care about our people, their safety and their development
- They care about our customers and their success
- They care about our world, in particular the communities we live and work in
- They take pride in performing well and we recognize and celebrate success.



Chapter 3

Human Resource Department:

Holcim Cement Bangladesh Limited has very productive HR Department in their head office. Head of HR is Mr. Syed Masudul Hasan who takes care of the whole department. After him DGM Sir Nazmul sees all the difficult activates like pay roll, compensation etc. Manager Farzana apu and Deputy Manager Mehedi bhaiya looks after recruitment and trainings with the help of Executive Tasmia apu. Sr. Executive Saleh bhai looks after plant division. So this is how the department runs with some expert hands. The employees in here work together on different sections to create a useful outcome every day. The organizational organogram of the HR Department is given below:

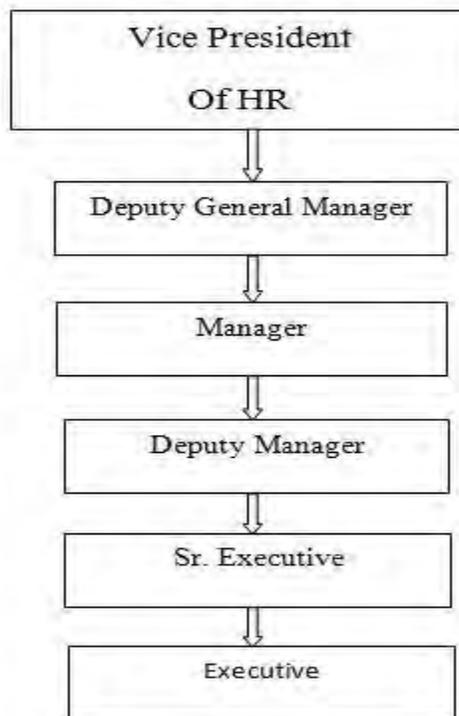
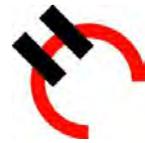


Figure 1 Organogram of Holcim HR Department
(Source: Holcim Cement HR Department)



In their HR department, many training held to improve the knowledge and quality of the employees. To them, Training Needs Analysis is also very important. Because it covers all functional areas of management and plays a significant role in increasing the total efficiency and effectiveness of human performance where there are so many areas to improve. Training is an important part which can be defined as organized activity aimed at gaining information to improve the recipient's performance to help him or her attain a required level of knowledge or skill. It can be answered through many questions like:

- Why do people need this training?
- What skills need to be improved?
- How the training will be conducted?
- Who needs this training?
- How will they use these new skills in real work?

Trainings at Holcim:

In Holcim Cement Bangladesh Limited, they conduct various types of trainings to the employees. They are required to attend the training in order to attain certain skills. Some of their trainings are:

Common
1 - Advanced Concrete Technology
1 - Business Planning / BRM Workshop
1 - Cement Manufacturing Forum
1 - Marketing Forum**
1 - Plant Master Plan (PMP) Train The Trainer Workshop
1 - Procurement Handbook
1 - Safety Practitioners Certificate IV Blok 1
1 - Sales System
1 - Strategic Sourcing
Advance Sales Management
Alignment Principles and Technology
Basic Accounting



Basic Distribution
Basic English Communication
Basic Inventory & Material Management
Basic Networking
Basic Production Process Control
Basic Windows Servers Administration
Batching System (Command Batch System Training)
Business Communication
Change Management
Coaching & Mentoring
Communication & Negotiation
Complaint Handling
Conflict Management
Counselling & Consultation
Creating Effective Performance Management System
Credit Control Documentation & Debt Recovery
Crisis Management
CSM (Contractor Safety Management) Imp.
CSR Implementation
Customer Relationship Mgt.
Effective Customer Service
Emergency Response & Preparedness
Excellent Customer Relations
File And Record Management
Finance for Non-Finance People
Financial Analysis of Suppliers
Fundamental of Supply Chain Management
General OHS Induction
Hazard Identification, Risk Assessment and Controlling
Human Resource Management
Import & Export Documentation
Innovate or Perish: Developing Creative and Analytical Thinking Skills
Interview & Selection
ISO 14001 – Environmental Aspect & Impact
Knowledge Management
Leading Cross Functional Project



Leading for Accelerated Performance and Growth (for those with subordinates)
Logistics Cost Reduction Strategies
Logistics Management
Managing Difficult Employees
Managing Poor Performance
Microsoft Access 2003 (Basic & Intermediate)
Microsoft Excel 2003 (Advanced)
Microsoft Excel 2003 (Basic & Intermediate)
Microsoft PowerPoint 2003 (Basic & Intermediate)
Microsoft Project 2007
Microsoft Word 2003 (Advanced)
Microsoft Word 2003 (Basic/Intermediate)
MWFT (Manufacturing Workforce Training)
Negotiation
O2C (Order to Cash - RMx)
Occupational Safety & Health Officer
PDCA Cycle for Continuous Improvement
Personal Risk Assessment
Planning for Computerized Maintenance Management System
Positive Work Attitude
Powerful Budgeting for Better Planning and Management
Presentation & Communication
Problem Solving-SOLVE!
Process Control: Measurement and Calibration
Product Portfolio
Production Planning & Control
Project Management
Quality Control Principle and Compliance (ISO & OHSAS)
Reporting
Safety Audit
Safety Leadership (Safety for Supervisor)
Sales Forecasting
Sales Planning
Selling Process & Techniques
Statistical Process Control



Strategic Manpower Planning
Successful Supervision and Coaching Leadership
Supervisory Skills
Tax Compliance
Team Working
The Art and Skills of People Management
Time Management
Total Cost of Ownership (Procurement)
Total Quality Management
Training Investment Analysis
Training Needs Analysis
Workplace Monitoring / Industrial Hygiene Monitoring
Supply Chain Management
Shipping Executive Development
Certified Procurement Professional



There are many more trainings goes on at Holcim in both Head Office and plant. Employees working in both the places are required to attend the trainings in department wise. To dig out the need of the employees and decide to do what training will be held, Holcim has their listed Training Needs Analysis model. They follow it without consulting or observing the changing behaviors of the employees which is a hurdle to come up with a better situation. The chart is given below for better understanding.

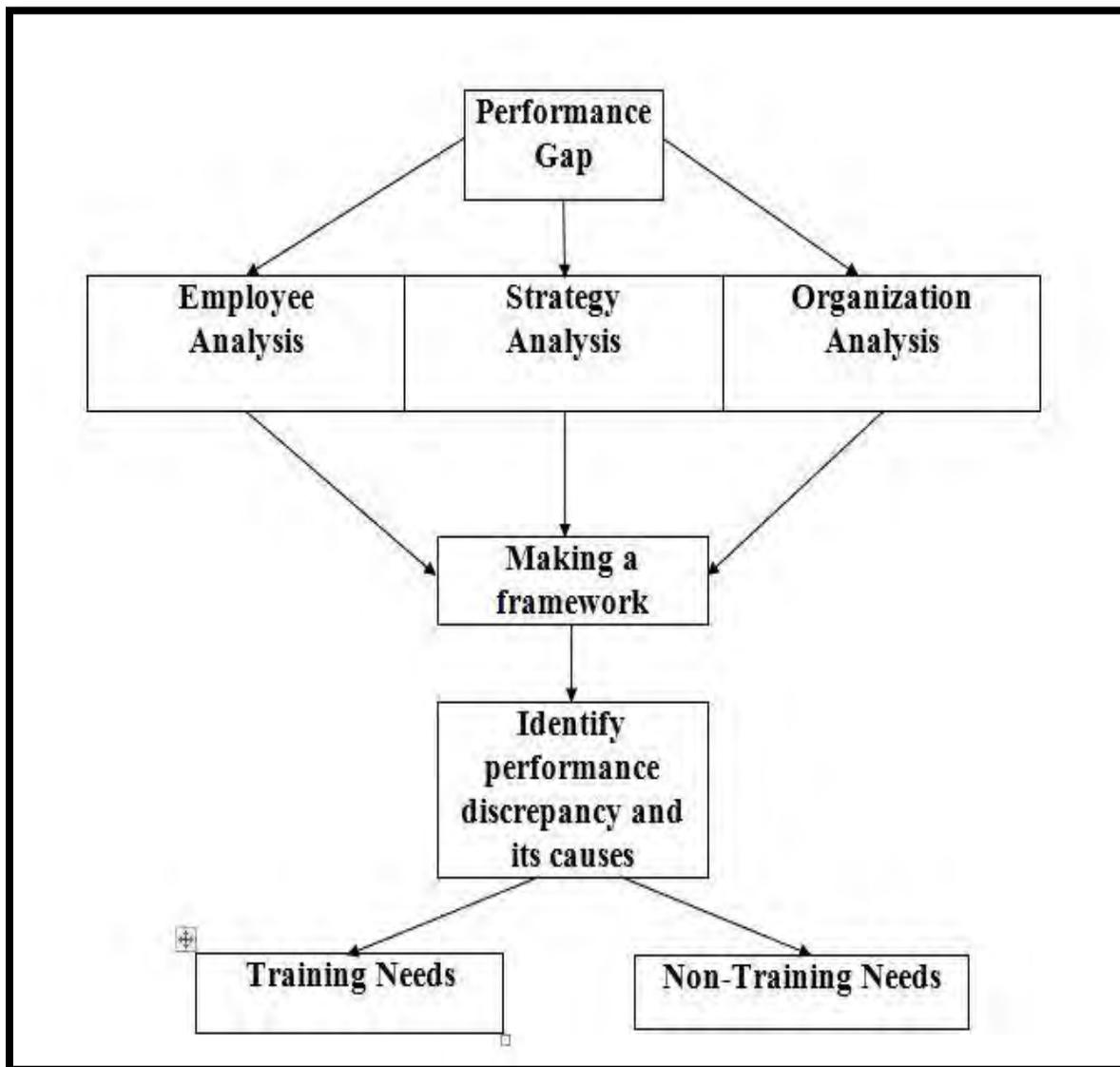
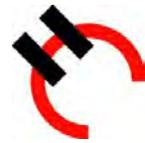


Figure 2 Holcim's Training Needs Analysis Model
(Source: Holcim Cement HR Department)



Chapter 4

Literature Review:

A literature review considers all the information and aspects from data resources, measures, observations and techniques in order to process out the best possible result. Training Needs Analysis (TNA) is a basic tool to analyze the effectiveness of existing trainings. To utilize most effectively training resources need, one must determine the proper way of training needs analysis. Starting from the analyzing part, it continues with designing, developing and implementing the ideas to work out the best possible result in training. Employees on board, existing or overseas whoever they are, they always need to have the skills to cope up with changing techniques and ideas. For this reason, training is an essential element to improve that certain area. It can be defined like:

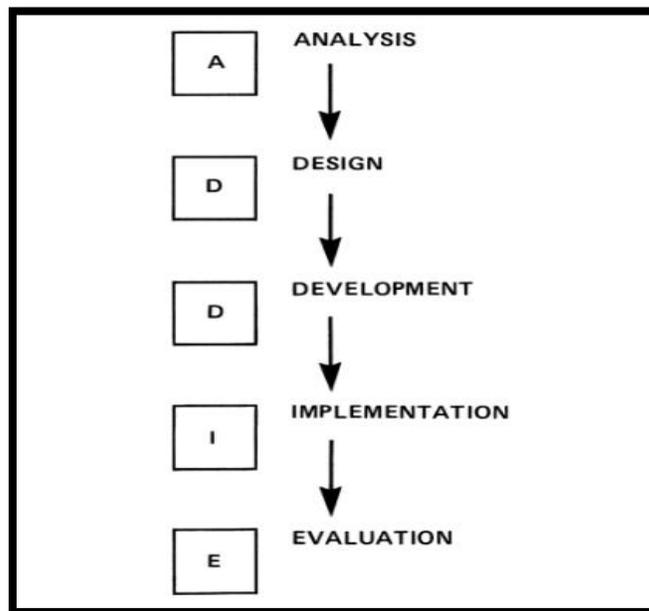


Figure 3 Training Steps
(Source: Reference No 03)

Any company that is planning to go up or create a significant position in the industry needs to sort out their employee needs first. The areas a employee lack skill can be improved by some trainings easily.



A man doesn't take birth with every skill. They learn it through the phrases of life by learning or experiencing. When he enters into a job life, he gets to know the skill required to do his task which may not be valid in him. In that case, trainings can help him prosper and succeed in that task. There can be different types of need in an organization:

Industry related needs:

An employee should have knowledge about the industry he is going to work as this will give him a proper idea about the particular skills needed in this industry. For example, As an Intern in Holcim Cement Bangladesh Limited, I know that an employee working in there should have some knowledge about cement industry and also about their manufacturing process. So related training about cement industry new techniques will be effective for them.

Job related needs:

Job related training is to know about the department an employee is going to work and its job responsibilities. Moreover, the position he is going to take looks for some special needs in a special person. So, relevant trainings about these responsibilities will be effective for the new comer.

Task related needs:

These needs are the specified ones that are required to finish a task with the given framework and time. Reading a book and working in a company is a total different experience for a fresh graduate or a person on the edge of starting his career. Also people from different industry looks for better opportunity and switches between industries should know the skills to perform a particular job. For example, while working in the HR department of Holcim Cement Bangladesh Limited, knowing to work with SAP adds more value than a normal employee.

However, a company should focus on each type of employees and their training need to move forward. To do this sequentially, a training need analysis method is a must. Effective training program depends on knowing what is required for the individual or the department as whole. As it requires certain amount of money, a cost effective plan is necessary to ensure the resources are invested in the proper place. In this way a company can expect a proper return on investment. As



new emerging techniques are becoming wide spread and leading corresponding changes are needed in the skills and knowledge. Simply spending money on a training that is not needed for a particular employee or doesn't meet his priority needs is a total waste of time. So in every organization is focusing on training needs assessment now days. It enhances the ability of the employees, increases manpower and makes a systematic planning to execute a proper plan. Training needs analysis cannot be done in a day or by one specific person. It takes the whole team to cover its aspects to overcome hurdles of training. Moreover they should have a proper understanding of the assessments and should know the ways to implement it successfully. All potential trainees should be evaluated deeply to find out the areas that are the weakest in them. However a employee should also have some idea about what they are trying to achieve or how their approach should be. So create a effecting training analysis can be done in many ways like by creating a questionnaire or taking interviews. In this report, both techniques have been used to take out the best possible training evaluation outcome. Monitoring current performance using techniques such as observation, interviews and questionnaires help to make the best possible result. It will help to reduce future short fails and problems and increase the interest among the employees.



Chapter 5

Findings & Analysis:

Training needs are often found at the organizational or activity level. But while taking the interview of the HR department of Holcim Cement I found that training is required for every level. The purpose of this research is to find out the areas of improvement in the trainings held in Holcim Cement Bangladesh Ltd. After having some deep conversation and talking one to one interviews, I found some of the areas that need to be reconsidered.

Firstly I pointed out some important and basic trainings required for the HR activities in Holcim. In here different work responsibilities are on different hands. It is not possible for HR department employees to acquire each information and knowledge in every section. Though some basic knowledge is always useful but unnecessary training can be boring at times to the employees. I decided to carry on some training that enhances HR operations level of customer service and a part of corporate strategy that is essential for career success. They are:

Business Planning /BRM Workshop
Communication & Negotiation
Conflict Management
Counseling & Consultation
Customer Relationship Management
Human Resource Management
Interview & Selection
Computer Skills
Leadership Management
Team Working



While taking the interviews and survey, many points came up by the seniors of the HR department. They expressed their opinion rather it be positive or negative while doing the process. They are described below:

Business Planning /BRM workshop:

This workshop is basically about the strategy making and a planning a organization needs to formulate their production level. In Holcim it is about the strategic training a employee needs to boost their selling rate. In HR department, it is given to create a proper planning to organize activities. Out of 7 employees in HR department, 5 people think the training doesn't provide proper communicating with impact. But they do think that the training demonstrate courage and integrity among them. However, 3 out of 7 employees think that they do not need these training as their work doesn't have anything to do with planning or making strategies. Some felt that the relevant examples about the topic should be increasing. Also stick to the topic and proper instructor needed was also pointed by 4 people during the survey.

Communication & Negotiation:

Communication is the major requirement in any organization. Holcim also doesn't differ from them. Employee managing to employee satisfaction, communication is very important. Moreover as they are B2C market, negotiation is happened everywhere when it comes to a point of selling. So, going great in both of the skills is an advantage where working in this organization. But not all of them need to improve these skills. Some already have great experiences and talent in them. So the training should be provided to them who lack in these positions. Out of 7 employees in HR department, 4 people think the training doesn't provide proper communicating with impact. Whereas most of them think that the training demonstrates courage and integrity among them. However, 5 out of 7 employees think that they do not need these training as their work doesn't have anything to do with negotiation. Some felt that the relevant examples about the topic should be increasing. Also focusing on the client and proper instructor needed was also pointed by 4 people during the survey.



Conflict Management:

While working in an organization together, conflicts may arise any time among some or two people. Due to this conflict any organization can face severe loss in the market. Conflicts lead to nowhere rather than more problems. So when it comes to the beginning of any conflict, it should be stopped immediately. Many people cannot control their anger so in that case conflict management training can be very helpful. While doing the survey of 7 employees in HR department, 3 people think the training doesn't provide proper communicating with impact. But the training demonstrated courage and integrity to most of them. However, 5 out of 7 employees think that they do not need these training as their work doesn't have anything to do that can create conflict. So, it is not necessary for them to just attend the training for nothing. Some felt that the relevant examples about the topic should be increasing. Also more to the topic and proper instructor needed was also pointed by 4 people during the survey.

Counseling & Consultation:

Running an organization or doing a business is not everybody's cup of tea. It takes a lot of hard work and pressure to make a better outcome. Many people lost their battle in the last minute. However some people may not admit it but they really do some training to keep up the motivation and boost up their energy. Otherwise they will never feel the need to go something great for the company. Though money is the main matter for most of the employees but even money can't motivate always. So in this case counseling and consultation training may help. In Holcim, out of 7 employees of HR department, 3 people think the training doesn't provide proper communicating with impact. But they do think that the training demonstrate courage and integrity among them. However, 4 out of 7 employees think that they do not need these training as they have enough motivation already and doesn't need more. Some felt that the useable equipment about the topic should be increasing. Also stick to the topic and proper instructor needed was also pointed by 6 people during the survey.



Customer Relationship Management:

Customers are the main reason a business work and HR operations are more related to making good relationships. It is one of the major elements of an HR. So creating a best relationship with them is the own good of the organization. Moreover it is an art to make the best employee and customer relationship. In this training employees can know the tricks about t=making the best relationship. Out of 7 employees in HR department, 5 people think the training doesn't provide proper communicating with impact. But they do think that the training demonstrate courage and integrity among them. However, 2 out of 7 employees think that they do not need these training as their work doesn't have anything to do with making relationships. Some felt that the relevant examples about the topic should be increasing. Also stick to the topic and proper instructor needed was also pointed by 7 people during the survey.

Human Resource Management:

As the survey evolved around HR department of Holcim Cement Bangladesh Limited, the employees working there should have the proper knowledge about Human Resource Management. Bookish knowledge doesn't ale=ways count when it comes to making a successful work. Relevant experience is a must for going high in the ladder. However, Out of 7 employees in HR department, 6 people think the training doesn't provide proper communicating with impact. But they do think that the training demonstrate courage and integrity among them. However, 3 out of 7 employees think that they do not need these training as they have enough knowledge about Human Resource Management already. . Some felt that the relevant examples about the topic should be increasing. Also stick to the topic and proper instructor needed was also pointed by 6 people during the survey.

Interview & Selection:

Recruiting is one of the core objectives of Human Resource department. To dig out the best employee from the market is not an easy job as it seems. Proper training and knowledge can



make the task a lot easier for the employees. From the survey results, it can be seen that out of 7 employees in HR department, 4 people think the training does provide proper communicating with impact. But they do think that the training demonstrate courage and integrity among them. However, 3 out of 7 employees think that they do not need these training as their work doesn't have anything to do with recruiting. Some felt that the useable equipment about the topic should be increased. Also stick to the topic and proper instructor needed was also pointed by 7 people during the survey.

Team Working:

Team working is all it takes to make a best work. However it is not always the cup of tea to make team work for the employee of an organization. By joining some training about it can make their skills better. Out of 7 employees in HR department, 4 people think the training does provide proper communicating with impact. Moreover they do think that the training demonstrate courage and integrity among them. However, 2 out of 7 employees think that they do not need these training as their work doesn't have anything to do with team work. Some felt that the relevant examples about the topic should be increasing. Also stick to the topic and proper instructor needed was also pointed by 4 people during the survey.

Leadership Management:

A great leader can make a great team. So it is very important to sharpen one's leadership skills. As HR controls the management activities of a company, all the employees there felt that this is an important training for them. However the training is not effective much if it doesn't relate to real business world. Out of 7 employees in HR department, 7 people think the training doesn't provide proper communicating with impact. But they do think that the training demonstrate courage and integrity among them. However, 4 out of 7 employees think that other employees also need these training as leadership is needed in every step. Moreover some felt that the relevant examples or real life examples about the topic should be increasing. Also stick to the topic and proper instructor needed was also pointed by 6 people during the survey.



Computer Skills:

Now a day's computer technology is a great support to do any work quickly. Our world is now a modern world. Every record keeping, database management of HR is done in SAP, excel and with other software. So computer skill is a must and so the computer training will help the employees gain that training. Out of 7 employees in HR department, 4 people think the training doesn't provide proper communicating with impact. But they do think that the training demonstrate courage and integrity among them. However, 2 out of 7 employees think that they do not need these training as they have already enough computer skills. Some felt that the useable equipment about the topic should be increasing. Also stick to the topic and proper instructor needed was also pointed by 4 people during the survey.



Chapter 6

Recommendation:

Mistakes are made to be learned. Every mistake should be a lesson to make a new learning. Training analysis is no different than that. After analyzing the findings thoroughly it can be said that the training needs analysis model that Holcim Cement Bangladesh Limited is using now needs some improvement. Some areas need to be added to take out the best possible result. Improvement is always necessary. Rather than working on assumptions it is better to take opinions of the attendees to know about their potential needs and expectations. Because who is taking the training knows better which areas need to be changed. After conducting all the surveys and interviews and moreover going through the training materials I found out some areas that can make the analysis far more effective. To look at the matter of facts presented above in findings, some more steps can be added in the model for those areas that Holcim HR department is following right now. These steps will take part to bring out the employee reaction and their expectation from each member. If this works then it can be made or improved for the whole organization as well. These extra steps will help the employees of HR department to express their opinion in formal way and execute them while measuring the effectiveness of the training. Some other initiative like forms and direct question parts can also work into this matter. Each evaluation should have an evaluation form. Moreover there should be some eyes always on the fact that employees can express their expectation and can write down their suggestion which is not available right now. As there is no such form or opportunity present there, it should be in mind of the HR high personals.

Keeping in mind the finding found on the research, the revised training needs analysis model can be like this in below form. This is made for just an research purpose and it does not hurt any conflicts of interest of Holcim Cement Bangladesh Limited.

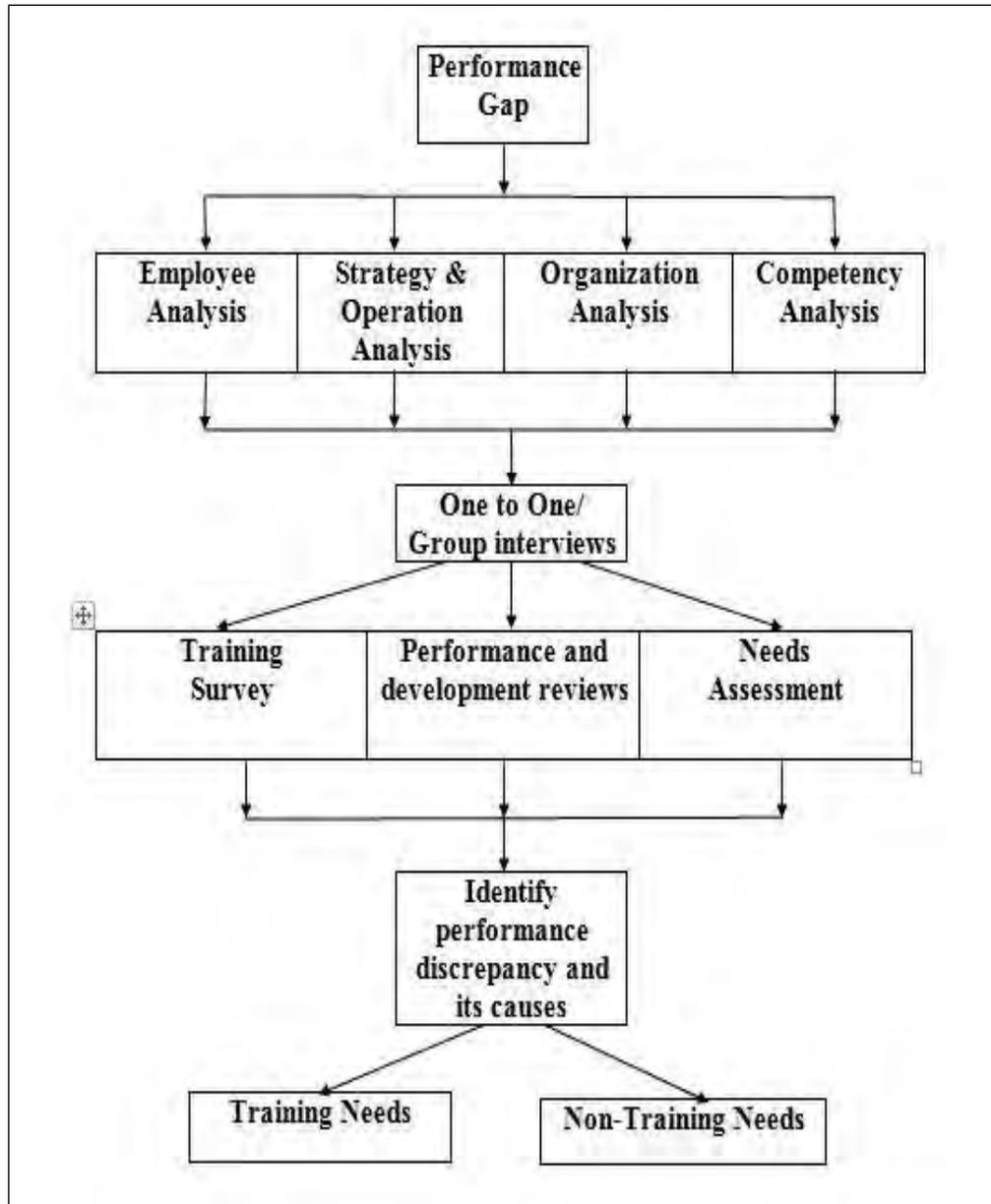


Figure 4 Revised New Training Needs Analysis Model
(Source: Overall Research)

Moreover to dig out the rest training evaluation an individual development plan can be made to evaluation specific performance of an employee and where they will have a chance to make their own suggestions. The development plan can be something like this:



Individual Development Plan (IDP)

Date:

Name :

Employee ID :

Current Position :

Function :

Year	Performance Rating
2015	
2014	
2013	

Career Aspiration	
Line Manager's Evaluation	

Behavioral Competencies

Strengths	
Improvement Areas	

Functional/Technical Competencies

Strengths	
Improvement Areas	



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Developments Activities

Functional/ Technical Competencies to be developed	
Behavioral Competencies to be developed	
Others (If any)	

However my recommendation to Holcim will be to be more cautious to find out the effectiveness of their trainings. Day by day the business world is becoming very challenging. They can only remain strong in the business if they can make product differentiation, offering best services and techniques. As HR works as a back bone of the company now a day, it is essential that they deliver their best quality service to others. However they should also focus on:

- While conducting training it is important to ensure the best quality time when the employees will be interested to attend the meeting.
- The employees should have the proper knowledge about the topic of the training. Banners, flyers or emails should be sent to make them motivated about the training.
- Holcim should conduct some awareness program about the effectiveness of the trainings.
- To give pressure to employees who don't need a particular training is just a waste of time. So proper training should be given to the people who need it.
- Evolution should be taken seriously and employee should have a chance to express their opinion.
- Particular trainings for particular task and department are important. Not everyone should have the same training unnecessarily.



- To know about the expectations of the employees of HR Department, some forms like this can be of some help:

Training Evaluation Form

Training title:

Date of training:

Venue of training:

My opinion of the overall event is:
With regard to course content:
With regard to exercise and dynamics handling:
With regard to the time management:
With regard to course content:
With regard to the instructors:
General Comments:



Conclusion:

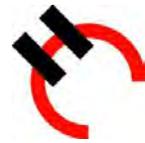
As the end results of this research is important, same way end results of any training is important. To conduct a better one in future, training analysis and evaluation is a must. Moreover the process and model of evaluation of training varies from organization to organization. So a company must create and modify its processes with changing time and technology. However to conclude the research of Training Needs Analysis, it can be said that these trainings are important as they make a perfect employee for a company. So while making training needs analysis it is important to evaluate them effectively. All employees don't bear the same potential or expectation in an company. But they all are valuable and an asset to the company. So keeping the polished should be a great task for any organization. However HR department is basically designed to make out the best employee results of an organization. So it is very important that they are fit in every way before making everyone else fit. It is only possible by giving proper training to them and evaluates them with proper ways. In this way a good analysis of the existing training will be done and the effects can be seen through the employee by giving their best in an organization.



Chapter 7

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Chapter 8

Appendix

Training Needs Analysis Questionnaire

1. What is your current position in the organization?
 _____ .

2. How long have you been in current position?
 ____ Years ____ Months

3. What are your current duties/ responsibilities? (Please mention three most important)
 _____ .
 _____ .
 _____ .

4. Have you received any training in your current job?
 Yes
 No

5. How many trainings have you attended so far?
 _____ .

6. Please tick the trainings below that you have attended:

Training Names	Satisfying	Moderate	Dissatisfying
Business Planning / BRM Workshop			
Communication & Negotiation			
Conflict Management			
Counseling & Consultation			
Customer Relationship Mgt.			



Human Resource Management			
Interview & Selection			
Team Working			
Leadership Management			
Computer Skills			

If you have done Business Planning / BRM Workshop,

7. Do you think the training provided proper communicating with impact?

- Yes
- No

8. Did the training demonstrate courage and integrity?

- Yes
- No

9. In which areas you think the training programs should be improved?

- Focusing on the client
- More to the topic
- Relevant examples
- Potential Instructor
- Useable equipment

If you have done Communication & Negotiation,

10. Do you think the training provided proper communicating with impact?

- Yes
- No

11. Did the training demonstrate courage and integrity?

- Yes
- No



12. In which areas you think the training programs should be improved?

- Focusing on the client
- More to the topic
- Relevant examples
- Potential Instructor
- Useable equipment

If you have done Conflict Management,

13. Do you think the training provided proper communicating with impact?

- Yes
- No

14. Did the training demonstrate courage and integrity?

- Yes
- No

15. In which areas you think the training programs should be improved?

- Focusing on the client
- More to the topic
- Relevant examples
- Potential Instructor
- Useable equipments

If you have done Counseling & Consultation,

16. Do you think the training provided proper communicating with impact?

- Yes
- No

17. Did the training demonstrate courage and integrity?

- Yes
- No



18. In which areas you think the training programs should be improved?

- Focusing on the client
- More to the topic
- Relevant examples
- Potential Instructor
- Useable equipment

If you have done Customer Relationship Mgt,

19. Do you think the training provided proper communicating with impact?

- Yes
- No

20. Did the training demonstrate courage and integrity?

- Yes
- No

21. In which areas you think the training programs should be improved?

- Focusing on the client
- More to the topic
- Relevant examples
- Potential Instructor
- Useable equipments

If you have done Human Resource Management,

22. Do you think the training provided proper communicating with impact?

- Yes
- No



23. Did the training demonstrate courage and integrity?

- Yes
- No

24. In which areas you think the training programs should be improved?

- Focusing on the client
- More to the topic
- Relevant examples
- Potential Instructor
- Useable equipments

If you have done Interview & Selection,

25. Do you think the training provided proper communicating with impact?

- Yes
- No

26. Did the training demonstrate courage and integrity?

- Yes
- No

27. In which areas you think the training programs should be improved?

- Focusing on the client
- More to the topic
- Relevant examples
- Potential Instructor
- Useable equipments

If you have done Team Working,

28. Do you think the training provided proper communicating with impact?

- Yes
- No



29. Did the training demonstrate courage and integrity?

- Yes
- No

30. In which areas you think the training programs should be improved?

- Focusing on the client
- More to the topic
- Relevant examples
- Potential Instructor
- Useable equipments

If you have done Leadership Management,

31. Do you think the training provided proper communicating with impact?

- Yes
- No

32. Did the training demonstrate courage and integrity?

- Yes
- No

33. In which areas you think the training programs should be improved?

- Focusing on the client
- More to the topic
- Relevant examples
- Potential Instructor
- Useable equipment



If you have done Computer Skills,

34. Do you think the training provided proper communicating with impact?

- Yes
- No

35. Did the training demonstrate courage and integrity?

- Yes
- No

36. In which areas you think the training programs should be improved?

- Focusing on the client
- More to the topic
- Relevant examples
- Potential Instructor
- Useable equipments

37. In which skill you think there should be more training?

- Work Skill
- Communication Skill
- People Skill
- Leader Skill
- Analytical skill
- Computer Skill

38. Have you been to any conferences or workshops that you would recommend to others employees?

- Yes
- No



39. Do you think there should be a new improved Training Needs Analysis model and if yes, what are the necessary areas you think please mention:

40. Please provide any suggestion on how to improve the Training Needs Analysis:

Thank you for taking this questionnaire!