



Internship Report
on
Training Evaluation Process of *SQUARE*
Pharmaceuticals Ltd. Relating with
Theoretical Evaluation Model



SQUARE

PHARMACEUTICALS LTD.
BANGLADESH



Submitted to:

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Prefatory Part

Letter of Transmittal

10 August, 2017

Mr. Mahmudul Haque

Associate Professor

BRAC University

66, Mohakhali

Dhaka-1212

Subject: Submission of Internship Report on ‘Training Evaluation Process relating with Theoretical evaluation Model of SQUARE Pharmaceuticals Ltd’.

Dear Sir,

With due respect, I would like to inform you that it is a great pleasure for me to submit the Internship report on **Training Evaluation Process of SQUARE Pharmaceuticals Ltd. Relating with Theoretical Evaluation Model** as a requirement of the Master of Business Administration (MBA) Curriculum. This project gave me the opportunity to have an insight on the Evaluation process and its application in *SQUARE* Pharmaceuticals Ltd. The work on the report has also enriched my knowledge about the importance of efficient management of Learning and Development.

I hope that the project would meet your expectations and standards. Your kind consideration and cooperation will be highly appreciated.

Thank You

Yours sincerely

.....

Sumiya Ferdous

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Master of Business Administration

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Acknowledgement

At the very outset, I am thankful to almighty Allah for giving me strength, courage and ability to accomplish the internship report in a scheduled time in spite of various complications.

I was given the opportunity to prepare a report for my internship program under the supervision of our honorable supervisor of Internship. This report would have been incomplete without the help of certain people. The purpose of this part of the report is to pay a tribute to all of those cooperative people who gave their precious time to help me and without whose assistance it would have been impossible to finish the report.

Initially, I would like to show my heartiest gratitude towards Mr. Mahmudul Haque sir, Associate Professor, BRAC Business School, for his support, inspiration and guidance during the period.

I would also like to express my gratitude to internship supervisor Md. Shahidul Alam, Manager, HRD. His guidance and feedback made everything clear. I am grateful to the Learning and Development Team for their in-depth knowledge, which has helped me to prepare myself as a professional and the report. Co-ordination from Mr. Nurul Islam, the Senior Executive, HRD, has helped me a lot to complete this report by using certain primary data, non-confidential data. I am extremely grateful to my department, my coordinator where I have worked. Simultaneously, I thank my co-team members of HR department who shared their own insights which have enriched my report and helped me to explore the fast changing business world.

I want to acknowledge my family and friends with great respect. Their love, encouragement and support have been exemplary.

To finish, my heartfelt admiration is towards BRAC University which has made me a Master's Degree Holder in Business.

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Executive summary

For my internship program, I have got the opportunity to work at SQUARE Pharmaceuticals Ltd. which is the flagship company of SQUARE group and one of the best performing Pharmaceuticals Company in Bangladesh.

The study paper based on the Training and Development programs but main emphasizes on relation with generally accepted theories of training evaluation and actual execution of training evaluation process in Learning and Development department of *SQUARE* Pharmaceuticals Ltd. Evaluation is an integral part of organization for employee development and one of the main components of a training program. Training evaluation is a continual and systematic process of assessing the potential value of a training program, employee's learning, skill, development areas and overall result of improvement. Square Pharmaceutical Ltd. basically sums up the post training effectiveness, employee's learning, application of training experiences on job activities, sharing knowledge with peers. L&D personnel also calculate the outcome of total investment from training by following a particular model of evaluation.

I was placed in the Human Resources Department, Corporate Head Quarters of Square Pharmaceuticals Ltd. There I got ideas about how things work in a corporate office and how the HR activities, especially training and development initiatives are implemented in a company. The report also points out different training programs and wings working under Human Resource Department of SQUARE Pharmaceuticals Ltd.

Before drawing any conclusion based on this report it may be noted that there port was prepared in a very short term and there is lack in data. But still the report may be useful for designing any further study to evaluate the facilities provided by the Square Pharmaceuticals Ltd.

Organization Part

History and growth of SQUARE Pharmaceutical Ltd:

SQUARE Pharmaceuticals Limited (SPL) is the key member of Square Group and is the leading branded generic pharmaceutical manufacturer in the country producing quality essential and other ethical drugs and medicines. It's holding the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now on its way to becoming a high performance global player. Since its inception SPL has dedicated all its efforts to ensure quality medicines to the people for better health and affordable price and since 1985, SPL is the top company among the national and multinational pharmaceutical companies operating in the market. Square diversified its operation in bulk pharmaceuticals, toiletries and cosmetics, health and hygiene care, textiles etc to mention a few. All the ventures of Square have managed to earn reputation and popularity among the people. SPL started its humble debut in 1958. At first it was a partnership firm and established by present chairman Mr. Samson H. Chowdhury and his three other friends in a house of a small village "Ataikula" near Pabna. It started with 12 people and Tk. 55,000 in capital in floor space of 3000 sft. SPL first proprietary medicine "Estons syrup" was launched in 1959. The first compressed tablet was introduced in 1962 under the generic name "Santonin". In the next year, the introduction of "Pethidine" injection accelerated the growth of the firm. With a rapid expansion of business turnover rising to near BDT 1 million and the number of employees become 50.

Company Profile:

Management Apparatus of SPL:

Board of Directors:

Mr. Samuel S Chowdhury	-Chairman
Mrs. Ratna Patra	-Vice Chairman
Mr. Tapan Chowdhury	- Managing Director
Mr. Anjan Chowdhury	- Director
Mr. KaziIqbal Harun	- Director
Mr. M. Sekander Ali	-Independent Director
Mrs. Nihad Kabir	-Independent Director

Mission:

Our Mission is to produce and provide quality & innovative healthcare relief for people, maintain stringently ethical standard in business operation also ensuring benefit to the shareholders, stakeholders and the society at large.

Vision:

We view business as a means to the material and social wellbeing of the investors, employees and the society at large, leading to accretion of wealth through financial and moral gains as a part of the process of the human civilization.

Objective:

Our objectives are to conduct transparent business operation based on market mechanism within the legal & social framework with aims to attain the mission reflected by our vision.

Corporate Focus

Our vision, our mission and our objectives are to emphasize on the quality of product, process and services leading to growth of the company imbued with good governance practices.

Present position:

SQUARE Pharmaceuticals Limited is the largest pharmaceutical company in Bangladesh and it has been continuously in the 1st position among all national and multinational companies since 1985.

Authorized Capital	:	BDT 10,000 million
Paid-up Capital	:	BDT 6,235 million
Face Value of Share	:	BDT 10.00 each
Export status (2015-16)	:	BDT1,400 million
Net Turnover (2015-16)	:	BDT 36,033million
Net Asset Value (NAV) (2015-16)	:	BDT 35,597million

Corporate History and growth:

Year	Event
1958	Year Of Establishment
1964	Incorporated as a Private Limited Company
1974	Technical collaboration with Janssen Pharmaceuticals Ltd
1985	Market Leadership among all in the Pharmaceuticals Industry
1987	Pioneered in Pharmaceuticals Export
1991	Converted to Public Limited Company
1994	Initial Public Offer of ordinary shares
1995	<ul style="list-style-type: none">⇒ Enlisted in the Dhaka & Chittagong Stock Exchange⇒ Chemical Division starts with APA Products.
1997	Won the National Export Trophy for exporting pharmaceuticals.
2001	US FDA standard pharmaceuticals factory goes into operation.
2002	Enlisted as UNICEF's Global Suppliers.
2007	Dhaka unit gets UK MHRA approval.
2009	Starts Manufacturing of insulin, hormone & steroid products maintaining US FDA, UK MHRA standards complying with the cGMP of WHO.
2012	Dhaka Unit gets the Therapeutic Goods Administration
2015	Awarded with "AAA", "ST-1" ratings.
2015	PAI (Pre Approval Inspection) by US FDA was successful for Dhaka site's solid dosage unit.

Sister concerns of SQAURE Pharmaceuticals Ltd.: SQAURE Pharmaceuticals Ltd's concerns groups with their logos are given as follows:

 : *SQUARE* Herbal and Nutraceuticals Ltd.

 : *SQUARE* Hospitals Ltd.

 : *SQUARE* Toiletries Ltd.

 : *SQUARE* Food and Beverage Ltd.

 : *SQUARE* Textiles Ltd.

 : *SQUARE* Informatix Ltd.

 : *SQUARE* Fashions Ltd.

 : Maasranga Communications Ltd

 : Maasranga Productions Ltd

 : MediaCom Ltd.

 : Sabazpur Tea Company Ltd.

 : Aegis Services Ltd.

 : *SQUARE* College of Nursing



Unit Location of *SUQARE* Pharmaceutical ltd.:

Corporate Head Quarter (CHQ): Head Office: *Square* Centre 48 Mohakhali C/A, Dhaka-1212

Factory office:

1. Dhaka Unit

The Dhaka Unit is located Kaliakoir Plant, Gazipu about 50 km away in the north of the capital city. Bovis Lend Lease, UK designed this plant. This is a state of the art manufacturing facility for oral solid dosage forms and all facilities have been developed meeting the requirements of cGMP CFR 21. Dhaka Unit started its operation at the end of 2002.

It has separate buildings for production:

- ❖ General Production Building
- ❖ Cephalosporins Unit
- ❖ Small Volume Parenteral & Ophthalmic Unit
- ❖ Insulin Unit
- ❖ MDI Unit

2. PabnaUnit

Pabna Unit is the 1st manufacturing facility of *SQUARE* Pharmaceuticals Ltd. and started operation in 1958. It is a modern plant that fully complies with WHO - cGMP Requirements. It has earned ISO 9001 Certificate in 1998, for which Auditor was Orion Registrar Inc., USA. Again, it's Quality Management System upgraded to 2008 version in 2002.

- ❖ Hormone & Steroid Unit
- ❖ Penicillin Unit

The Corporate Slogan:

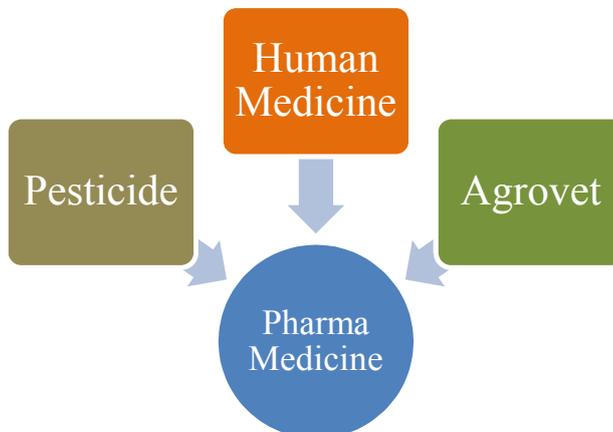
SQUARE Pharmaceuticals Limited always upholds the dictum Dedicated to advanced technology.

Corporate Social Responsibility:

- ✓ Corporate Social Responsibility (CSR) is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.
- ✓ *SQUARE* recognizes that progressive labor policies are good business practices, “**No child labor in *SQUARE*”** is strictly follow.
- ✓ *SQUARE* pursues **Zero Tolerance** policy against all kinds of corruption.

Employees of *SUQARE* Pharmaceutical ltd. : 7,174

Product of *SQUARE* Pharmaceutical Ltd: SPL's main business concern is Human Medicine. Though it's other business are expanding day by day.



Awards and Achievements:

<u>Awards and Achievements</u>	
04 June 2017	SQUARE Pharmaceuticals won the National Environment Award
04 May 2017	Nepalese Doctors Visited SQUARE Pharmaceuticals.
09 April 2017	SQUARE Pharmaceuticals organized symposium on Autism

Internship Activities

My Internship activities:

Through this Internship time period, I was able to explore the SQUARE pharmaceutical industry in a close view as well as could gather knowledge about the HR. My key responsibilities were:

- **Document Management System:**

My prime responsibility in SPL was monitoring the Document Management System. Handling the personal files of the employees and upgrading them in the server is one of the prime duties we were assigned to in a daily basis.

- **Data entry:**

In the Field Force wing and Training wing I had to upgrade the data various time serving various purposes.

- **Excel sheet preparation:**

Preparing Excel sheets for several purposes were very beneficial for my learning. In these 3 months I got to learn more about MS Excel and acquired knowledge of new aspects of MS Excel works. We had to prepare Talent Evaluation sheets, candidate profile summary, remarks summary and small data input works in Excel.

- **Script checking:**

Interns had to evaluate the scripts with the guideline of the department supervisor. By checking them, we had a little knowledge how the question patterns are in terms of executive positions in different departments.

- **Attending calls of the candidates:**

In Recruitment wing we were assigned to call the candidates to inform their results, interview session time etc. and also was entitled to take the calls and serve any queries they had related to SPL.

- **CV sorting:**

In this CV sorting procedure, we learned to identify the key determinants of a CV to be fit for a certain position and how it is done.

- **Examination hall duties:**

Sometimes we were assigned to help to monitor the candidates in examination halls.

- **Allowed to help in any wing if needed:**

Sometime, I and other interns were entitled to do any kind of works assigned by our seniors of any wing at any time.

These are the activities of my 3months internship program.

Project Part

Origin of the Report:

This project report has prepared as a fulfillment of the partial requirement of the Master of Business Administration program under the authorized of BRAC Business School, BRAC University. The primary goal of the intern/project prospectus is to provide on the job coverage to the student and an opportunity for translation of theoretical conceptions in real life situation. Students are placed in enterprises, organizations, research institutions as well as development projects. The program covered an overall three month long internship program of organizational attachment, with report finalization work. The report titled **“Training Evaluation Process Relating with Theoretical evaluation Model”**

Square Pharmaceuticals Limited is a legendary Organization of Bangladesh. I am working as an intern in Training and Development section under Human Resource Department and direct supervision of Md. Shahidul Alam, Manager, SPL. I have collected all the required information from T&D related employees directly and from the Human resource department. I will try my best to combine and relate the information with the concept of the report, but due to organization privacy policies limit and restricted access to information there still remains some limitations.

Objectives:

Broad Objective:

The broad objective of this study is to explain the Evaluation Process of learning & development department of *SQUARE* Pharmaceuticals.

Specific Objective:

The following aspects can be listed as the specific objectives for this practical orientation.

- To describe the training objective, Process, types
- To explain the process of Training evaluation in *SQUARE* Pharmaceuticals.
- To identify different methods of Training evaluation
- To measure the training outcomes
- To assess the improvement of the employee’s Performance.
- To measure the employee’s satisfaction toward their Training program

Methodology:

Research Type: This is a descriptive research

Data types:

- **Manuals/Reports:** A lot of information has been extracted from the Training & Development Manual of SPL and Training Report 2012 of *SQUARE*. The Annual Report has also provided significant facts regarding the company.
- **Briefing:** Several discussions and brief from different person on different parts of HRD of SPL. Moreover at the time of doing different task, from there I have collected different information.
- **Official forms:** Forms like the TNA form and Employee Attendance forms as well as various files containing documentation of internal and external training programs have provided significant data on all types of training programs.

Sources included internet links of HR-based websites; *SQUARE* Pharmaceutical Ltd's website for background information; definitions and explanations from different online sites, few online eBooks that have significant explanations of T&D work processes.

Limitations:

The project report would not be free from limitations. I have faced some problems during the study, which I have mentioned them as below:

- For the confidentiality concern, access to some information was not available.
- Some necessary information is not available on the internet.
- Officials of *SQUARE* Pharmaceutical Ltd did not disclose some information as those are highly confidential.
- Sample size may not enough to figure out the real picture of training program.
- Report making after the job period was tough to finish.

Human resource Department (HRD):

Human Resource Department is one of the most essential departments of SPL. To accomplish all activities perfectly HRD has few wings. And each wing has its own specific functions. The wings are:

Recruitment and Selection:

Job Advertisements, CV collection& sorting, arranging written exams and interview, checking the exam scripts and publishing the result communicating with the selected candidates Checking Academic Transcripts of the selected candidates, candidate's medical checkup, providing Offer letter, joining formalities, introducing the newly joined employee to the designated department.

Learning and Development: Conducting orientation program for new employees, arranging training, communicating with trainers (Internal/External), sending employees for training on different machinery/technologies overseas, booking the tickets, ensuring the visa and flight details, reservations, Performing Evaluation of the effectiveness of the training program, Performance Improvement

Training and Development: This department's main concern is - developing of the Medical Promotion Officers'. The main responsibility of the team is to train and develop individuals for becoming effective MPO. The main responsibility of MPOs' is to promote different medicines manufactured by SQUARE to the Doctors all around the country.

Other Activities:

Set up Compensation & benefit structure, Designing policies related to salary and other incentives, keeping record of every single employee, Performance management, transportation facilities, maintenances office equipment and machineries etc.

Training program and process of SQUARE Pharmaceuticals:

Training and development play an important role in the effectiveness of organizations and to the experiences of people in work. Training has implications for productivity, health and safety at work and personal development. *SQUARE* Pharmaceuticals Ltd's HRD and learning and development departments (L&D) are tirelessly working on the continuous training & development; discover employee's superiority in different sector and well-being of its members.

In present day, Globalization opened a new horizon of market outside the country, which requires more quality features in products and higher productivity. To gain higher productivity and quality SPL has been providing training to its employees. Training also helps ambitious employees to build their own career and to being future leader.

What is training?

Training is a subsystem of an organization. It ensures that randomness is reduced and learning or behavioral change takes place in structured format.

Training is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees.

A formal definition of training is:

“It is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his skills and knowledge.”

Training is a process of learning a sequence of programmed behavior. It improves the employee's performance on the current job and prepares them for an intended job.

The need of training is determined by employee's performance deficiency, compute as follows:-

Training need = Standard performance – Actual performance.

Objectives of Training:

The principal objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Societal.

- Individual Objectives –help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.
- Organizational Objectives –assist the organization with its primary objective by bringing individual effectiveness.
- Functional Objectives –maintain the department's contribution at a level suitable to the organization's needs.

- Societal Objectives –ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

Why training is required?

In today’s dynamic business environment, an organization must stay competitive by thinking tactically and strategically. So, to survive up with this challenging environment, training is one of the most useful process to moulds the thinking of employees and leads to quality performance of employees.

SQUARE Pharmaceuticals Ltd offers training on some grounds. They are

- New candidates who join an organization are given training. This training familiarizes them with the organizational mission, vision, rules and regulations and the working conditions.
- The existing employees are trained to refresh and enhance their knowledge.
- If any updations and amendments take place in technology, training is given to cope up with those changes. For instance, purchasing new equipment, changes in technique of production. The employees are trained about use of new equipments and work methods.
- When promotion and career growth becomes important. Training is given so that employees are prepared to share the responsibilities of the higher level job.

Training is one of the strongest way through which a specialty can be created. It also helps ambitious employees develop their careers and leadership activity.

Who is in Charge of Training:

In *SQUARE* Pharmaceuticals Ltd, it has a separate wing named “Learning and Development (L&D)” under HRD. Its prime concern is to provide different kind of training and development programs for SPL’s employees.

Training Program for different level of employee in SQUARE Pharmaceuticals:

SPL has some common training programs for all employees and some designated programs for specific employees.

Designated programs are:

Upper Management:

- Plant Orientation Program
- Strategic development program

Executive Level:

- Plant Orientation Program
- Buddy Program
- Corporate Pathshala
- EDP

Non-Management Level

- IPDP (Individual Professional Development Program)

Brief discussion of different program:

The common training for all employees is Employee induction program. It is the first and most important program among all the departments and units. Let's highlight the training programs of SPL conducted by the Learning and Development wing of HR department:-

- **Orientation:**

Every new entry undertakes this training. Basically it is a training aimed to give the new employee an overall view about the factory activities, activities of different departments, the activities of interacting departments with whom he/she would be dealing with and general rules and norms which is practiced in SPL.

Top Management Training Program:

- **Strategic development program:** This training program is conducted for a specific group employee. It is specially designed to train the new leaders of the organization also make ready the existing employees to be the future leaders. It is designed through discussion and decision of the Top management discuss and designed the path of ruling or being a leader. This is actually for manager and upper management level employees

Executive's Program:

- **Buddy Program:**

Buddy program is a unique program that has a motive to make new employees familiar with the fundamental information of their organization. This program also enhances their skills development. This is for the Management employees. Buddy is, when a newly appointed employee has to answer all his/her queries and senior buddy helps the junior buddy (new employee) to adapt the cultural norms of the organization. It's like- a new employee is needed to give medicine requisition for him/her but was not well-known with the procedures, his/her buddy (senior) will help the individual showing them the

procedures and authorized person whom they will have to inform for it. The buddy program is 1 month program.

- **Plant orientation Program:**

After the first orientation program in the Corporate Head Quarter, another orientation program for the newly joined is done in the plants of the SPL. It's a 15 days orientation program. This program gives all newly appoints a better vision of their company principles.

This **Plant orientation Program** also held for the Top management people.

- **Corporate Pathshala:**

After joining, each executive requires some basic skill and knowledge to perform their job. Corporate Pathshala is a program from where an employee gets knowledge about- how to develop profession attitudes, required knowledge and skill to perform their job activities in an organized method. This program also helps new employees to adapt the organization culture smoothly.

- **Employee Development Program (EDP):**

EDP programs are designed for the Executives and Senior Executives who are experience for 3-4 years in the SPL. This program designed to develop behavioral and functional skill of the employees so that they can build themselves as the future leaders.

EDP is conducted assess training need. Different department heads determine the need of training with joint decision with employees and HR department on the basis of the requisition of the training programs. Generally in every 2 years the EDP sessions are held but if any sudden requirement arises then it can be conducted in an interval of one year with two segments and 6months period.

- **Individual Professional Development Program (IPDP):**

Individual Professional Development Program is for Non-Management employee to develop their work skill and performance. It is a non-need assessed program for all the Non-Management employees.

Some more Training Programs in SPL:

- **Training for Engineers:** SPL has number of electrical, mechanical and civil engineers at different plants. Training for them is organized at outside organizations like Engineers' Institution, BUET etc. Trainings are conducted on specific tasks or technical issues of that

particular department. In this case managers or an executive of that department plays the role of trainer.

- **cGMP Related Training:** GMP (Good Manufacturing Practices) is also sometimes referred to as “cGMP”. The “c” stands for “current,” reminding manufacturers that they must employ technologies and systems which are up-to-date in order to comply with the regulation. Keeping that in mind all the training in the factory is designed and conducted to ensure strict compliance of “cGMP” throughout the manufacturing process.
- **SOP:** Standard Operating Procedure (SOP). This training provides based on employee’s job structure. Every individual operating in factory in any level of operation, can only be permitted as eligible to operate a machine after the completion of his equipment’s SOP certification course. These training programs are the standard procedure modules for an effective and efficient operation of a machine or a system so that every operator can run a machine safely and individually. SPL maintains a high standard of its products for which it is awarded with ISO90000.
- **Quality Control (QC) Training:** QC personnel are the most important element of the manufacturing process. They have the responsibility and authority to approve or reject all components, drug product containers, closures, in-process materials, packaging material, labelling, and drug products, and the authority to review production records to assure that no errors have occurred or, if errors have occurred, that they have been fully investigated.
- **Equipment Oriented Training:** the handling of every equipment according to the Standard Operating Procedure (SOP) is very important to the product quality, such trainings are:
 - **Equipment or plant installation:** These trainings are usually held under the supervision of the supplying company at overseas.
 - **Standard Operating Procedure:** These are held for all new operators before they independently operate each machine. It also includes training on emergency or breakdown procedure.
 - **Equipment cleaning and maintenance:** Training on how equipment and utensils shall be cleaned, maintained, and sanitized at appropriate intervals to prevent malfunctions or contamination that may alter the safety, identity, strength, quality, or purity of the drug product beyond the official or other established requirements.
 - **Production and Process Controls Training:** There should be written procedures for production and process control designed to assure that the drug products have the identity, strength, quality, and purity they purport or are represented to possess. In this training trainees are trained have a thorough idea on these matters.

- **Laboratory Control Training:** Laboratory control training includes the establishment of scientifically sound and appropriate specifications, standards, sampling plans, and test procedures designed to assure that components, drug product containers, closures, in-process materials, labelling, and drug products conform to appropriate standards of identity, strength, quality, and purity.

SPL regularly conducts these types of training so that all the necessary procedures are well adapted to the employees. These trainings are conducted in a regular interval and in a pre-planned manner. Normally a quarterly schedule is prepared by the Quality Assurance Department and shared with the concerned departments for necessary participation and cooperation.

Safety Related Training:

Safety is a very important issue in any manufacturing plant. SPL conducts a comprehensive training to ensure that factory employees are conversant with each and every aspect related to the safety of plant, equipment and personnel. Some of such trainings are:

- **Fire prevention and safety training:** This training is compulsory for all the employees of the factory. Theoretical training is followed by real life scenario fire fighting exercise. It also includes equipment shut down and evacuation procedures.
- **Emergency procedure training:** this training includes practical training related to machinery failure, toxic leakage etc.
- **Personal protective equipment training:** To ensure highest product quality, safety of personnel or safety from any other health hazard, factory workers inside the plant wears various protective clothing and equipment. This training aims to make the trainees conversant with all these equipment.
- **First Aid training:** this is also a compulsory training for all employees.

To combat any kind of emergency there is a team named as Emergency Response Core Team (ERCT), which is constituted by taking 2 members from each department. The purpose of this team is to respond to any emergency irrespective of the place of action. This system eliminates any chaos or confusion during actual emergency. All the ERCT members undergo thorough training on each and every aspect of safety and emergency handling.

Process of training

The training design process refers to a systematic approach for developing training programs. Training & Development enables for people to enhance their skills, keep them updated with recent changes. It is considered a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees.

There is generally accepted effective training and development system composes of 7 steps, based on the principles of Instructional System Design (ISD), reflecting an ADDIE (analysis, design, development, implementation, and evaluation) system.

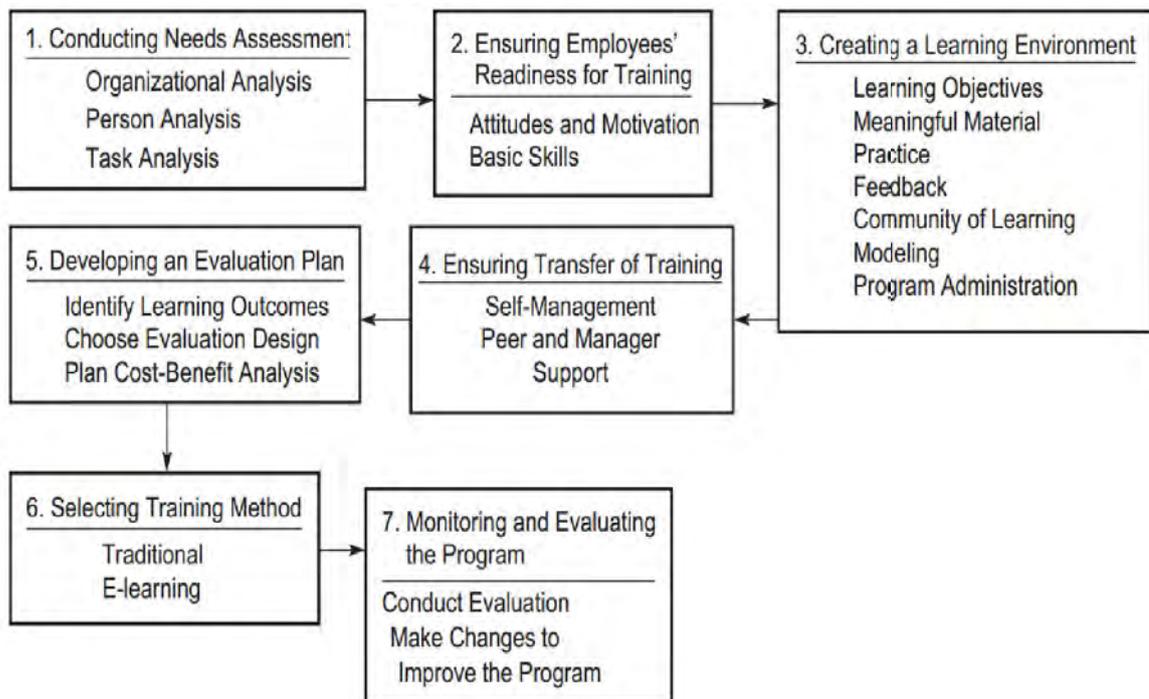


Fig: Effective training and development system

SQUARE Pharmaceuticals Ltd's Training and Development Process:



Training and development programs occur according to the company business plan and strategy and the HR policies and procedures. A training plan is developed, then a needs assessment, followed by program design (if conducted by company) and delivery and then finally monitoring and evaluation at different levels and situations. The HRD of SPL thinks training as a vital investment that impacts organizational development. They try to design a training program with efficiency in terms of budget and quality. Employee is the prime concern for them and to increase their productivity SPL never compromises.

Training need assessment:

The first step that SPL takes is determining its training needs. The assessment involves determining why specific training activities are required and putting the training within the appropriate organizational context. Surveys and written tests are standard tools for need assessment processes and determinations. SPL's HRD tries to ensure that the training programs fulfill company objectives and do not cross budget limitations. The second step for the TNA is to understand the specific skills and knowledge required for particular tasks and positions. The job descriptions forms may help in this matter. Finally, trainees who need the training are determined via TNA forms that indicate their existing competencies, areas for improvement and the extent for improvement. This stage determines who will attend what training and when. This usually occurs at the beginning quarter of the year, so that the required trainings and budgets are determined and arranged (internally/externally) throughout the year. Training Need Analysis (TNA) selection process of trainee as well as training conducted by the department Heads, Supervisors and Human Resource Department jointly.

Perfect Training Need Assessment depends on the right answers of the following questions-

1. Identification of the right person who is in need of training?

2. Whether that person has the quality to acquire that knowledge, skill and aptitude which will be given/ impart in the training?
3. Whether the topic of the training will bring positive change in productivity?
4. Whether the training will help the incumbent to do that job in a more efficient way with less input.
5. Whether the supervisor has that right knowledge to find out the gap between expected/ required skill, knowledge and aptitude and existing knowledge skill and aptitude of the incumbent?

Execution:

After determining the training need then a training schedule is made with required trainings. A training proposal with a tentative budget is proposed to the higher authority for approval and if the proposal is approved then materials for the training program is arranged with adequate logistics support to facilitate the program. A co-ordinator and faculty is assigned to execute the training program effectively.

Evaluation Process:

An evaluation design maybe only post-training, both pre and post training or maybe done through comparisons with other groups including pre and post training. Before develop an evaluation plan one has to know why the training is conducted or offered, whether it will influence intellectual skill, behavior, cognitive skills, knowing laws, technical skills, current events, etc is all training objectives. Besides that, developing an evaluation form and method for the training is very important. The evaluation process usually involves the following steps:

- 1) Conducting a needs analysis
- 2) Developing measurable learning outcomes and analyzing training transfer
- 3) Develop outcome measures
- 4) Choosing an evaluation strategy
- 5) Planning and implementing the evaluation

There are also some factors typically influence the type of evaluation design to be used:

- Can the program be changed?
- Does ineffective training affect customer service, product development or employee relations?
- The number of trainees involved

- Transparency of the program's results effects on organization culture
- Can a complex study be analyzed?
- Cost of the evaluation

SQUARE Pharmaceuticals Ltd (SPL) Evaluation Plan:

SPL usually does post training evaluation based on a structured model of evaluation. It consists four level of chain which is used to evaluate the effectiveness of a training program, trainer and trainee as well. They are:

Level 1	Reaction	To what degree did the participants react favorably to the training.
Level 2	Learning	To what degree did the participants acquire the intended knowledge, skills and/or attitudes based on their participation in a training.
Level 3	Behavior	To what degree did the participants apply what they learned during training to his/her job.
Level 4	Results	To what degree did the targeted objectives of outcomes occur as a result of the training.

Training Requests, Approvals & Authorization:

Requisition: Learning and Development of CHQ HRD, gives a form to the supervisors of all the departments for assessing the needs of the training programs. The supervisor along with his team mates comes up with the mutual decision of what training programs are needed to be given to whom and the basis of this training requisition.

Approvals: After the requisition seemed logical to HRD then a proposal is made. This proposal consists of all kinds of information regarding the training program, including the tentative budget, venue, trainer profile, objectives of the training and SPL's remark papers. After the budget is finalized then the approval is got from the GM sir of HRD.

Payment Process and Authorization:

Payment Process

- There are sufficient funds to pay for the course
- Trainer if hired from outside has to be appointed on-payment basis.
- Actual payment for the service is made using check or cash.

After the payment process is decided and other pros and cons are solved as well, SPL determines which one should be done first and which are for later. With GM sir's sign the proposal gets approval anyway.

Record Keeping:

SPL's each employee has his/her own training record file. In this file he/she keeps all his/her 'training record' for any regulatory purpose. These records are checked by department personnel. The training records of the employees have another vital application. Whenever any promotion proposal for an employee is raised, the department head try to determine what type of skills and abilities he/she has and whether he/she has any technical knowledge. That's why every employee must fill up a training record form after the training.

Training Evaluation Process Relating with Theoretical evaluation Model

Any attempt to obtain information on the effects of training program and to assess the value of training as well as trainee's progress in the light of that information for improving further training and related issues, is known as evaluation. Training Evaluation involves assessment of effectiveness of training programs through different methods of evaluation and show improved areas, knowledge acquired and changed in behavioral act of employees. Here different theories or methods of evaluation of training:

Theories of evaluation:

- 📌 Hamblin Five Level of Evaluation
- 📌 Vermani & Premila's Model of Evaluation
- 📌 David Reay's Approach to Evaluation
- 📌 CIPP Model (1987)
- 📌 IPO Model (1990)
- 📌 TVS Model (1994)
- 📌 The CIRO Model
- 📌 Phillips' Evaluation Model
- 📌 The Kirkpatrick Model.

Brief descriptions of evaluation theories:

Hamblin's Five Levels of Evaluation:

Hamblin, evaluation includes both evaluation and validation. The Five Levels of Hamblin's Evaluation Model:-

Level 1- Reaction: Determining the learner's reaction to the course. Very similar to Kirkpatrick's model where the trainers ask questions about the learners' reactions to the course immediately following.

Level 2- Learning: Determining what the learners have learned in knowledge, skills and attitude through the course

Level 3 Job Behaviour: Evaluating any change in job performance as a result of the learning in the course.

Level 4 -Functioning: determining the effect of the course on the organization as a whole such as cost benefit analysis. Hamblin separates this into departments/ levels of organizations and then further into the entire company or organization.

Level 5- Ultimate Value: evaluating how the event has affected the "ultimate profitability and or survival of the organization." This overall, company-wide level is not included in the Kirkpatrick model.

Vermani & Premila's 3 STAGES Model of Evaluation

1. Pre-Training Evaluation (Period before training during which trainees have expectations from the course)
2. Context & Input Evaluation (Teaching & Learning stage)
3. Post-Training Evaluation (the stage after training, where trainee's are supposed to integrate training with their job performance)

Before Designing Learning Event:

If the intention is to improve performance by changing behavior, some evaluation should be carried out before a learning activity is designed & run • Knowledge & theory may be necessary but, if behavioral change is expected, some practice of the type of behavior expected will be required

During the Event:

Evaluation during a learning activity can be a useful source of information with which we can improve the quality of the event

- A focus on the utility of the learning & action planning for its application in the workplace will reinforce the link between objectives of the event & organizational requirements

After the Event: Most difficult stage in the art of evaluation. After the event, analysis would measure changes in effectiveness at the

1. Organizational Level
2. Team Level
3. Individual Level

- Change in Behaviour (to assess whether change has taken place)
- Change in Learning

David Reay's Approach to Evaluation:

STAGE 1 – THE TRAIL PHASE: Early tentative phase of development.

- 1. Development Stage** – involves an informal trail of a sample set of materials, exercises or activities
- 2. Pilot Testing** - more refined operation & tells the evaluation whether the training being evaluated is suitable for the target population

STAGE 2 – THE ONGOING PHASE:

Validation is used to measure the effectiveness of a whole training design. Formative evaluation is the monitoring of the effectiveness of different aspects of training on a continuous basis with a view to modification

STAGE 3 – THE FINAL PHASE:

Seeks answers to the following questions

1. Were the training needs properly identified?
2. Were the learning objectives relevant?
3. Were the performance standards identified?
4. Were the right priorities established?
5. Did the training meet the objectives set for it?
6. How did the learners feel about the training?
7. Were people prepared for training?
8. Was the training pitched at the right level?
9. Was the trainee able to transfer the training to do the job?
10. Did the training result in some benefit to the organization?

CIPP Model (1987)

CIPP, or Context, Input, Process, Product approach, developed by Stufflebeam (1983). This provides a systematic way of looking at many different aspects of the curriculum development process.

1. **Context:** obtaining information about the situation to decide on educational needs and to establish program objectives
2. **Input:** identifying educational strategies most likely to achieve the desired result
3. **Process:** assessing the implementation of the educational program
4. **Product:** gathering information regarding the results of the educational intervention to interpret its worth and merit

IPO Model (1990)

IBM's corporate education strategy for the year 2000 uses a new approach for evaluating training effectiveness named IPO model.

1. **Input:** evaluation of system performance indicators such as trainee qualifications, availability of materials, appropriateness of training, etc.
2. **Process:** embraces planning, design, development, and delivery of training programs
3. **Output:** Gathering data resulting from the training interventions
4. **Outcomes:** longer-term results associated with improvement in the corporation's bottom line- its profitability, competitiveness, etc.

TVS Model (1994)

Training Validation System (TVS) Model developed by Eseryel in 2002

1. **Situation:** collecting pre-training data to ascertain current levels of performance within the organization and defining a desirable level of future performance
2. **Intervention:** identifying the reason for the existence of the gap between the present and desirable performance to find out if training is the solution to the problem
3. **Impact:** evaluating the difference between the pre- and post-training data
4. **Value:** measuring differences in quality, productivity, service, or sales, all of which can be expressed in terms of dollars

The CIRO Model

The CIRO model was developed by Warr, Bird and Rackham and published in 1970 in their book “Evaluation of Management Training”. CIRO stands for context, input, reaction and output. CIRO focuses on measurements taken before *and* after the training has been carried out.

Context: This is about identifying and evaluating training needs based on collecting information about performance deficiencies and based on these, setting training objectives which may be at three levels:

- The ultimate objective: The particular organizational deficiency that the training program will eliminate.
- The intermediate objectives: The changes to the employees work behaviours necessary if the ultimate objective is to be achieved.
- The immediate objectives: The new knowledge, skills or attitudes that employees need to acquire in order to change their behaviour and so achieve the intermediate objectives.

Input: This is about analyzing the effectiveness of the training courses in terms of their design, planning, management and delivery. It also involves analyzing the organizational resources available and determining how these can be best used to achieve the desired objectives.

Reaction: This is about analyzing the reactions of the delegates to the training in order to make improvements. This evaluation is obviously subjective so needs to be collected in as systematic and objective way as possible.

Outcome: Outcomes are evaluated in terms of what actually happened as a result of training. Outcomes are measured at any or all of the following four levels, depending on the purpose of the evaluation and on the resources that are available.

- The learner level
- The workplace level
- The team or department level
- The business level

Phillips' Evaluation Model

Based on Kirkpatrick's model, Dr. Jack Phillips added a fifth step which gave a practical way to forecast the return on investment (ROI) of a training initiative. ROI can be calculated by following a seven-stage process:

- **Step 1.** Collect pre-program data on performance and/or skill levels
- **Step 2.** Collect post-program data on performance and/or skill levels
- **Step 3.** Isolate the effects of training from other positive and negative performance influencers
- **Step 4.** Convert the data into a monetary value (i.e. how much actual value is the change worth to the organization).
- **Step 5.** Calculate the costs of delivering the training program
- **Step 6.** Calculate ROI (= program benefits /program costs)
- **Step 7.** Identify and list the intangible benefits.

This last step is important as Phillips recognized that some training outcomes cannot be easily converted into a monetary value. For example, trying to put a monetary value on outcomes such as a less stressful working environment or improved employee satisfaction can be extremely difficult. Indeed, trying too hard to attach a business value to these intangible benefits may call into question the credibility of the entire evaluation effort!

Phillips recommended that these "soft" business measures should be reported as intangible benefits along with the "hard" business improvement outcomes (such as increased sales, reduction of defects, time savings etc.)

Kirkpatrick Model:

The Kirkpatrick evaluation model or theory was developed in 1959 by Donald Kirkpatrick. It consists of four levels of evaluation: reaction of participants; learning, or the knowledge and skills gained; behavior, or the ability to apply the new skills; and results, or the organizational impact. Each level of evaluation builds upon and adds precision to the previous level.

- **The reaction:** The reaction level measures how training participants react, including their level of participation; ease and comfort of experience; and the level of effort required to make the most of the learning. A reaction evaluation is inexpensive and simple to administer using interaction with the participants, post-training surveys and online questionnaires. The evaluation can be done immediately after the training

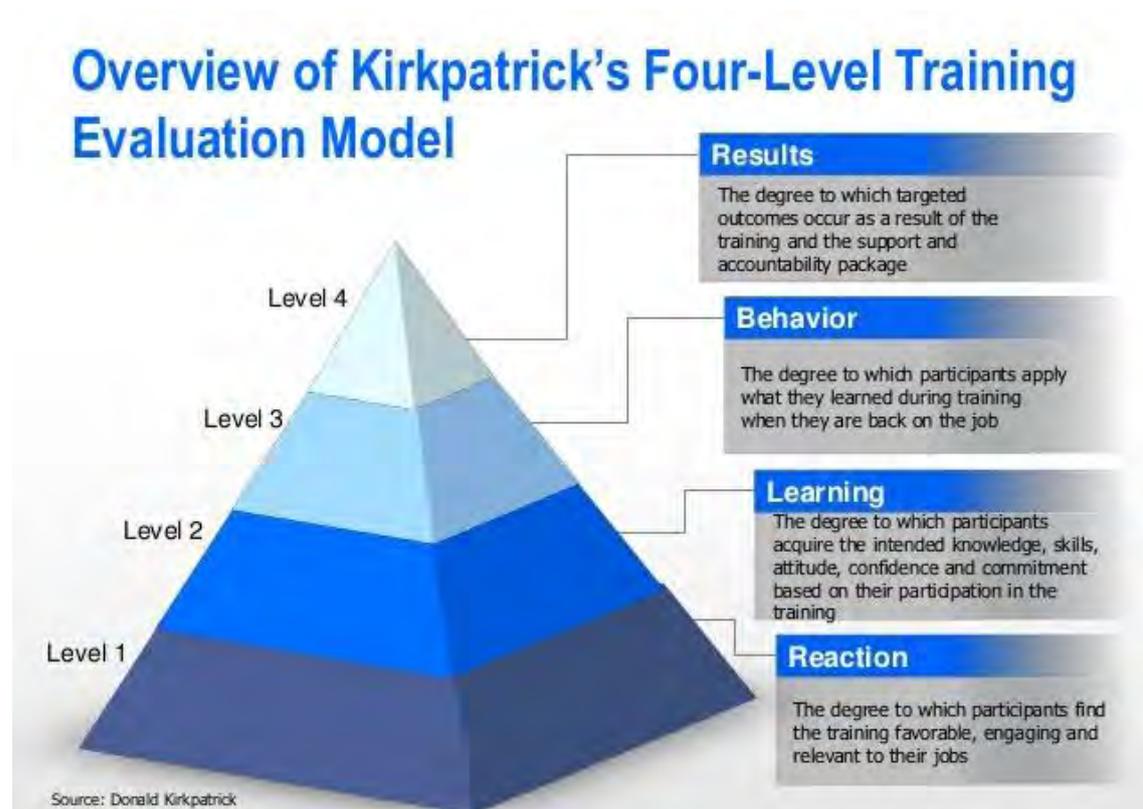
ends. It is important that participants have a positive reaction to the training sessions because a negative reaction leads to poor learning.

- **The learning:** Learning evaluations are usually conducted before and after a training program to assess the impact the program has had on the learning process. Evaluations assess whether participants have advanced in knowledge, skills and intellectual capacity as a result of the training. Learning evaluation tools include self-assessment using online questionnaires and tests, and formal assessment through interviews and observations. Learning evaluation is especially relevant for technical training because technical skill level changes are usually more quantifiable.
- **Behaviour:** Behaviour evaluation assesses the extent to which training participants apply the learning in their jobs. The evaluation is usually done over a period of time to determine if the participants use the new skills and knowledge on the job, improve their performance and transfer the knowledge to their peers. Tools include observations, questionnaires, tests and interviews. Behaviour evaluations take more time and effort than reaction and learning evaluations. It is important to involve the line manager's and immediate supervisors in the process because they are in the best position to observe and assess participant behaviour changes.
- **Results:** Results evaluation determines the success of a training program in operational and strategic terms, such as increased sales, reduced expenses, improved quality and reduced cases of workplace injuries. However, it may not always be possible to correlate improved operational performance with training. For example, improvements in product quality may be due to better design tools and more qualified staff, not just a new quality training program. External factors, such as changes in the economy and the competitive environment, may also influence operational results.

Execution of Kirkpatrick's model in SPL:

SQUARE Pharmaceuticals Ltd. arranges different kind of training program and evaluates the training and trainee. SPL always wants to know the reaction of a trainee about training and recourse person and other facilities. Within a certain time period, supervisor and department head or HR personnel jointly observe a trainee's changes in behavior, working process and application of experience through some parameter sets up by HR's L&D training department. *SQUARE* Pharmaceuticals generally follows the **Kirkpatrick's** model for evaluation process, but L&D department has its own consideration to apply this model.

There is the way of application of Kirkpatrick's model in SPL. Four level of evaluation:



1. Reaction:

The first level of Kirkpatrick's model is the reaction level. In the reaction level SPL collects information about training program and resource person from the trainees. Based on some specific questionnaires SPL personnel find out the genuine scenes of reaction.

Trainee reaction about training program:

To find out learners reaction and perception to the training, questionnaire stand for-

- Relevancy of the training topic with current job
- Is the training improve their performance
- Understanding the training topic
- Material distribution were adequate and useful
- Training met the expectation
- Audio-visual and training aids were useful
- Time duration of training
- Suggested to others

Reaction about Resource Person:

- Satisfactory knowledge about training topic
- Successfully met the training objectives
- Presentation were interesting
- Encouraged class participation
- Well prepared for training

Each trainee fills up their reaction form and gives related feedback and comments if needed about training and person.

2. Learning:

Kirkpatrick's second stage is learning. It is the extent to measure participant's improved knowledge and increased skill. SPL has some parameters to evaluate participant's learning from training.

- Does the training Improved skill and knowledge
- Any new updates and uses of information about work
- Fulfil the objectives to attend training
- Growth of Confidence

Here also a trainee shares what else he or she has learnt from training and their comments.

3. Behavior:

Behavior is the action that is performed by a trainee on their job. Behavior evaluates basically after training when they join workplace. Department head and HR persons jointly observed trainee's on job performance. A trainee's changed or developed attitude towards work, superior, and colleagues. How he /she doing the job – smoothly or still feels difficulty, different use of training experience etc.

SQUARE Pharmaceuticals has feedback form to know about their behavior,

- Functional application of training experience
- Successfully used of training knowledge
- Diversified the skill
- Dedication towards organization and target.

After a time period, observations have ended and superior come to the result about actual behavioral development of a trainee.

4. Result:

In this last stage, result actually assesses the success of training program in operational and strategic way. It measure by reduced expenses, Increased sales, less error on the job and personal progress. *SPL* has estimate the result through some standard question and survey. Like:

- Training knowledge and experienced facilitated the job
- Training carried benefit for different own and other departments
- Impact of the training has achieved

Here are the four level of evaluation that *SPL* executes. In each level of evaluation included trainee's name, department, and trainer's name. Every employee selected for the training has to fill up the feedback form, and share their achievement and feelings. It is mentionable that, square generally doesn't applies the stage 4, until it truly necessary.

Findings

- SPL develops new software for keeping training record.
- They only evaluates after training effectiveness.
- L&D use “Kirkpatrick Model” for evolution process. They have followed each steps of that model which is very effective to evaluate every factors of training. This structured evaluation process helps SPL to finds out training and employee’s improving areas and help them to recover.
- L&D department’s all employees strictly maintain all the training records.
- In general, SPL completes its whole evaluation process without using result stage.

Recommendations:

- Kirkpatrick Model is a very structured model of evaluation. L&D personnel should apply the final stage of this model which is “Result”. Through this step employees get better overview of a trainee’s total learning, development and achievement.
- They should do pre and post both evaluations for better scenario of a training effectiveness as well as trainee’s reaction.

Conclusion

It is a life time opportunity to work in SQUARE Pharmaceuticals ltd. I feel honored and blessed with such valuable opportunity. After my journey now I know, how SPL doing its evaluation process for employee development, made remarkable improvements among employees. Evaluation process finds out employee’s behavioral changes, developed skill and total learning from training and also calculates the successes and effectiveness of particular training. Learning and Development section of *SQUARE* Pharmaceutical is always trying to gives effective feedback for employee and motivates them to become goal oriented and willingly work for organizational development. SPL also provides modern resources to the employee to ensure the most effective training sessions for all level of employees. And all these factors and contribution of employees made SPL one of the largest pharmaceuticals company in Bangladesh.

Supplementary Part

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Sample of question for evaluation:

There are some sample questionnaires on training evaluation:

Sample Evaluation

Training Title: _____ Date Attended: _____

Please select the rating for the each section based on the following criteria:

5=excellent 4=good 3=average 2=fair 1=poor

Please rate the trainer(s) on the following:

1. Knowledge of the subject matter. 5 4 3 2 1
2. Ability to explain and illustrate concepts. 5 4 3 2 1
3. Ability to answer questions completely. 5 4 3 2 1

Open-ended comments (use the back if you need more space):

4. What specifically did the trainer do well?

5. What recommendations do you have for the trainer to improve?

Please rate the content and structure of the training:

4. The usefulness of the information received in training. 5 4 3 2 1
5. The structure of the training session(s). 5 4 3 2 1
6. The pace of the training session(s). 5 4 3 2 1
7. The convenience of the training schedule. 5 4 3 2 1
8. The usefulness of the training materials. 5 4 3 2 1

9. Was this training appropriate for your level of experience?

Yes

No

If you said “No” to #9, please explain:

Open-ended comments (use the back if you need more space):

10. What did you most like about the training?

11. What can be improved with regard to the structure, format, and/or materials?

Your Name: _____ (Optional)

Your Department: _____ (Optional)

Sample 2: Evaluation of a trainee:

Evaluation for: _____
 Property Name: _____

_____ Final Evaluation _____ Early Departure

Please rate the above trainee by circling the appropriate number next to each item. When rating trainee, please measure the trainee's improvement or decline of performance from their midpoint evaluation.

- Key: 5 – Greatly Improved
 4 – Somewhat Improved
 3 – No Improvement
 2 – Somewhat Decline in Performance
 1 – Failed to Improve at all

Quality of Work – Accuracy, thoroughness	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Reliability – dependable, punctual, attendance	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Ability to Learn – Grasps and retains new skills	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Works independently	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Works well under supervision	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Team player – ability to work effectively with others	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Quantity of Work – Volume, pace and effort	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Responsible	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Gets along with co-workers	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Attitude – Willingness to accept assignments	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Shows leadership	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Drive/Determination	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Professionalism	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Competence – Applies experience and training	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Follows instructions	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Desire to learn	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Accepts constructive criticism	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1
Understands significance of training	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 3	<input type="radio"/> 2	<input type="radio"/> 1

If trainee evaluation ratings are a 3 or below, please comment on why you feel there was a decline in performance.

 Supervisor's Name/Signature

 Supervisor's Email

 Date

 Trainee Signature

 Date

Skills You Consider Important

Please rate the importance of the following skills.

Work Skills

How important are the following skills to your job?	Not Applicable	Not Very Important	Somewhat Important	Important	Very Important
1. Establishing and monitoring goals and objectives	<input type="radio"/>				
2. Encouraging collaboration among fellow employees and departments to achieve results	<input type="radio"/>				
3. Seeking and utilizing opportunities for continuous learning and self-development	<input type="radio"/>				
4. Understanding and seeking to achieve [Company]'s mission and values	<input type="radio"/>				
5. Responding to a changing organization	<input type="radio"/>				
6. Taking appropriate and timely action to overcome unexpected hurdles or obstacles to a plan or project	<input type="radio"/>				
7. Expressing loyalty and dedication to [Company] in interactions with others	<input type="radio"/>				
8. Setting up and monitoring timeframes and plans	<input type="radio"/>				

Which work skill do you feel is most important to receive training (select one)

Select the item here =====>

Suggestions for how you would improve work skills:

Analytical Skills

How important are the following skills to your job?	Not Applicable	Not Very Important	Somewhat Important	Important	Very Important
28. Selecting the appropriate techniques for analysis	<input type="radio"/>				
29. Interpreting financial data, reports, balance sheets, and cash flow analysis	<input type="radio"/>				
30. Generating alternative solutions to problems and challenges.	<input type="radio"/>				

Which analytical skill do you feel is most important to receive training (select one)
 Select the item here =====>

Suggestions for how you would improve analytical skills:

Business Skills

How important are the following skills to your job?	Not Applicable	Not Very Important	Somewhat Important	Important	Very Important
24. Aligning resources to meet the business needs of [Company]	<input type="radio"/>				
25. Understanding the costs, profits, markets, and added value of the department and how those contribute to the success of [Company]	<input type="radio"/>				
26. Looking at the "big picture" of [Company]'s goals, rather than individual department's needs	<input type="radio"/>				
27. Anticipating marketplace opportunities and supports speed to market.	<input type="radio"/>				

Which business skill do you feel is most important to receive training (select one)
 Select the item here =====>

Suggestions for how you would improve business skills:

Customer Skills

How important are the following skills to your job?	Not Applicable	Not Very Important	Somewhat Important	Important	Very Important
21. Understanding who the department's customer is and communicates that priority consistently	<input type="radio"/>				
22. Becoming more effective in satisfying customer needs	<input type="radio"/>				
23. Pursuing the best customer-focused responses that add value to the business	<input type="radio"/>				

Which customer skill do you feel is most important to receive training (select one)

Select the item here =====> ▼

Suggestions for how you would improve customer skills:

Leader Skills

How important are the following skills to your job?	Not Applicable	Not Very Important	Somewhat Important	Important	Very Important
16. Giving others direct, constructive feedback which can be used to achieve goals	<input type="radio"/>				
17. Leading people and allocating tasks to achieve goals	<input type="radio"/>				
18. Empowering others to achieve results and holds them accountable for actions	<input type="radio"/>				
19. Motivating others in order to reach organizational goals	<input type="radio"/>				
20. Influencing others in a way that results in acceptance, agreement, or behavior change	<input type="radio"/>				

Which leader skill do you feel is most important to receive training (select one)

Select the item here =====> ▼

Suggestions for how you would improve leader skills:

Communication Skills

How important are the following skills to your job?	Not Applicable	Not Very Important	Somewhat Important	Important	Very Important
9. Understanding clear and assertive communication skills and how they create rapport and trust	<input type="radio"/>				
10. Conducting effective and efficient meetings	<input type="radio"/>				
11. Listening carefully	<input type="radio"/>				

Which communication skill do you feel is most important to receive training (select one)

Select the item here =====> ▼

Suggestions for how you would improve communication skills:

People Skills

How important are the following skills to your job?	Not Applicable	Not Very Important	Somewhat Important	Important	Very Important
12. Conducting regular meetings with direct reports to discuss performance and achievement of objectives	<input type="radio"/>				
13. Encouraging teamwork and collaboration as a method to accomplish tasks and achieve objectives	<input type="radio"/>				
14. Recognizing and rewarding people for doing their best	<input type="radio"/>				
15. Constructively receiving criticism and suggestions from others	<input type="radio"/>				

If you needed training to improve your people skills, which one would you want training (select one)

Select the item here =====> ▼

Suggestions for how you would improve people skills:
