Measuring the Effectiveness of Training Need Identification and Execution

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An Internship report

On

Measuring the Effectiveness of Training Need Identification and Execution

Submitted To:

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Letter of Transmittal

6th November, 2016
Tanzin Khan
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Subject: **Submission of Internship Report**

Dear Miss,

I am hereby submitting my Internship report, which is a part of the BBA program curriculum. It is great achievement to work under your active supervision.

I have been assigned to prepare an internship report on "**Measuring the effectiveness of training need identification and execution".** I have got an opportunity to work in Robi Axiata Limited in "Talent & Development" under People & Corporate division for three months, under the supervision of Adeeb Ahmed, Specialist, Talent & Development.

This project gave me both academic and practical exposures. I learned about the organization culture of a prominent telecommunication organization of the country. I followed the standard methodology to prepare this report. According to my supervisor direction, I tried my level best to bring out the original scenario of Robi training process with full effectiveness and efficiency. Through the process of making this internship report I came to learn and enriched my knowledge.

I shall be highly obliged if you are kind enough to receive this report and provide your valuable judgment. It would be my immense pleasure if you find this report useful and informative to have an apparent perspective on this issue.

Sincerely Yours,

Kazi Maruf Ashraf (12104004)
BRAC Business School
BRAC University

Acknowledgement

No one can do nay successful completion of anything alone. In the process of completing my assigned research, I also had to take the help and guideline of some respected persons, who deserve greatest gratitude.

First of all, I wish to express my gratitude to the almighty ALLAH for giving me the strength to perform my responsibilities as an intern and complete the report within the stipulated time.

I am deeply indebted to my faculty advisor Tanzin Khan, Lecturer, BRAC Business School for her whole-hearted supervision during my organizational attachment period, valuable suggestions and proper guidelines for the preparation of this report. She has been gracious enough to spare time out from her busy schedule, without her help this report might not be a comprehensive one.

I am also grateful to Adeeb Ahmed, Specialist, Talent & Development at People & Corporate division as my organizational supervisor. It would have been very difficult to prepare this report up to this mark without his guidance.

Last but not the list, I would like to Shakil ahmed , Business partner of People & Corporate division, for helping me in furnishing the report. Moreover I would also like to express my gratitude to my Robi Axiata Limited fellows, seniors and colleagues who gave me good advice, suggestions, inspiration and support. I must mention the wonderful working environment and group commitment of this organization that has enable me to deal with a lot of things.

Contents

Executive Summary

This paper is all about the training and employees skill development practice in the renowned telecommunication company Robi Axiata Limited based on the knowledge gathered through my internship period in this respective organization. I have got an opportunity to work as an intern in Robi Axiata limited from April 19th, 2016 to July 31st, 2016. I have done my internship in Talent and development department under People & Corporate division.

During my internship in such a reputed telecommunication company like Robi Axiata Ltd, I have learned to implement the theoretical knowledge about telecommunication system and got experience about proper kind of working attitude and professionalism through interaction with people as well as working in tem. This report contains brief overview of the company as well as its mother company. Whole report consist of four distinct parts. These are introduction, overview of the company, talent & development of Robi Axiata Ltd, evaluating the effectiveness of T&D of this company, last but not the list solution and recommendation to improve the operations and conclusion.

Based on Axiata group's vision, a talent management strategy has been put in place to identify talents through firm assessment. The objective of providing talent management framework across the organization is to create a common platform of defining and evaluating talent so as to bring about synergy within the group. In doing so, prepared talents will be exposed to deployment across the group through open resourcing, new business, expertise sharing and so on. During my internship period, I found that through these talent management framework, Robi management is trying to grooming their employees through focused development initiatives for development in future roles either at home or across the world.

Industry Overview

Robi Axiata Ltd widely known as "Robi" is the third largest mobile phone operator in Bangladesh with more than 27.386 million subscribers as of June 2016. It is the first operator in the country to introduce GPRS. It was formerly known as Telekom Malaysia International (Bangladesh) which commenced operations in Bangladesh in 1997 with the brand name AKTEL. On 28th March 2010, the service name was rebranded as "Robi" and the company came to be known as Robi Axiata Limited. Robi Axiata Limited is a joint venture company between Axiata Group, Malaysia and NTT DOCOMO INC, Japan.

By serving the urban dwellers and rural people simultaneously, Robi is going to fulfil the country's vision to make communication a basic necessity and with the reach at all level of the society. Sharing Robi's experience and expertise with people of Bangladesh will not only assist in the development of telecom infrastructure in the country but most importantly the people of Bangladesh remains connected and closer with each other.

Robi is truly people oriented brand of Bangladesh. Robi believes in ahead with innovation and creativity. The company is providing the telecommunication service to support national telecommunication policy for higher rate of telecommunication ratio and coverage in customers as well as mass limited interconnection.

To ensure leading-edge technology, Robi draws from the international expertise of Axiata and NTT DOCOMO INC. It supports 2G voice, CAMEL PHASE 2 & 3 and GPRS/Edge service with high speed internet connectivity. Its GSM service is based on a robust network architecture and cutting edge technology such as intelligent network (IN), which provides peace of mind solution in terms of voice clarity, extensive nationwide coverage. Multiple global partners for international roaming. The company has the widest International Roaming coverage in Bangladesh connecting 600 operator across more than 200 countries. Robi's customer centric solution includes value added service (VAS), quality customer care, digital network security and flexible tariffs. As a customer focused information Communication Company, Robi believes in providing superior

service that quality is continuous and never ending journey. Hence, a step Robi is taking continuously to upgrade and expand their network for better and more efficient to subscribers.
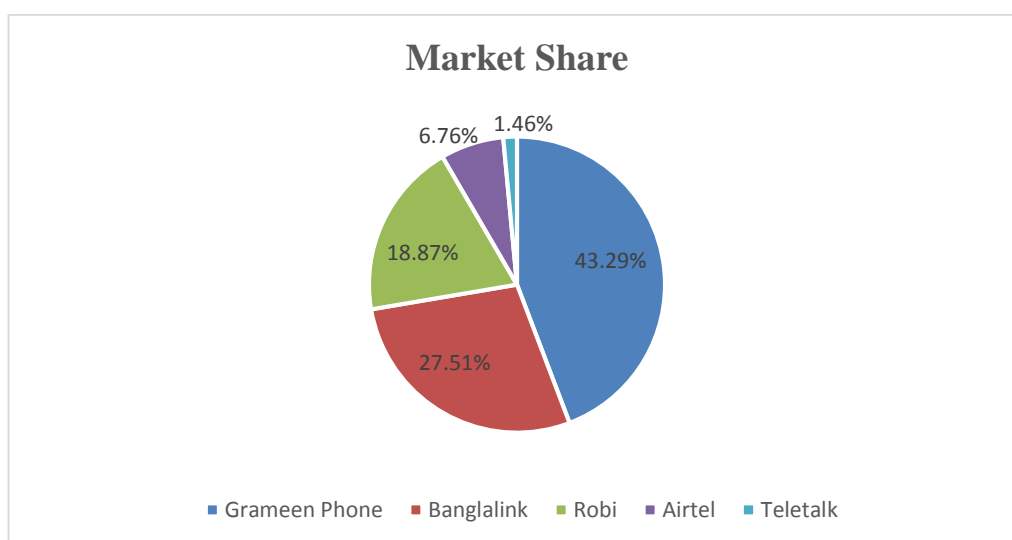
Market Share of Robi

The telecommunication industry is characterized by a high level of connection six multinational and local companies dominating the industry. Following table contains information about major Telecommunication companies that are shorted in order of their market share.

OPERATOR	SUBSCRIBER (IN MILLIONS)
Grameen Phone LTD. (GP)	56.132
Banglalink Digital Communication Limited	31.960
Robi Axiata Limited (Robi)	27.553
Airtel Bangladesh Limited (Airtel)	10.351
Teletalk Bangladesh LTD	4.257

Market Share of Major Telecommunication Companies in Bangladesh

On the below figure, it is seen that among the total market share of which of the mobile operators Grameen Phone is dominating the market share which is much bigger than the immediate

competitors Banglalink and Robi. The rest of the operator are still struggling with these three operators and hold much lower market share compared to them.

It can be said that Robi has got 19.08 % market share in the telecommunication industry in Bangladesh considering the subscribers and is in the third position based on the number of valuable customers. But when revenue is concerned, Robi has a lot of valuable customers who are keeping Robi at second position.

About Shareholder

Robi is a Joint Venture company between, Axiata Group Berhad and NTT DOCOMO INC.

Axiata Group

Axiata is one of the largest Asian telecommunication companies focused on high growth low penetration emerging markets. The Group, including its subsidiaries and associates, has over 130 million subscribers in Asia by providing affordable and innovative mobile service covering over 1.5 billion people across 10 countries. The Group provides employment to over 25,000 people across Asia.

Share

- 8% NTT DOCOMO INC
- 92% Axiata Group Berhad

■ Axiata Group Berhad   ■ NTT DOCOMO INC
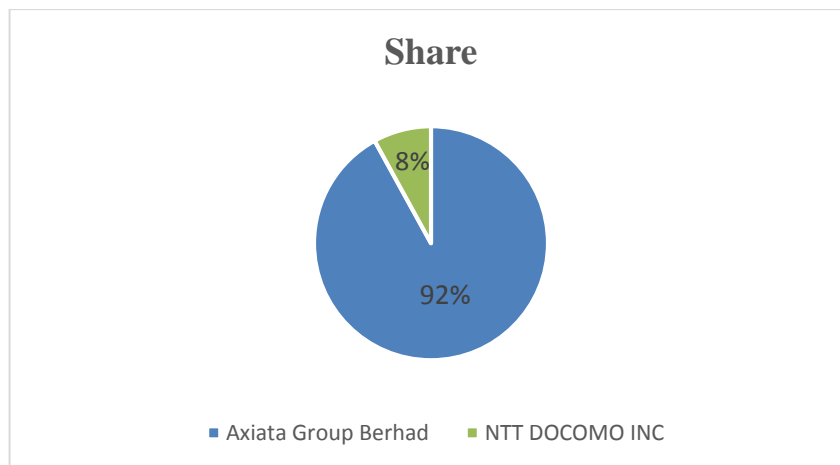
NTT DOCOMO

NTT DOCOMO is Japan's premier provider of leading-edge mobile voice, data and multimedia service. With more than 56 million customers in Japan, the company is one of the world's largest mobile communications operators. Building on a solid foundation of research and development and guided by its customer-first philosophy, the company leverages the power of mobile

communications to enable customers to enrich their lives. DOCOMO is expending its global reach through office and subsidiaries in Asia, Europe and North America, as well as strategic alliances with mobile and multimedia service providers in markets worldwide.

Logo and Visual Language

At the heart of the new brand is their new logo. It is a symbol of balance, movement and change.

- **Usage Of Brand Signature (Logo)**

Their logo should always appear in Bengali. Special authorization is required if logo is presented in English when writing in English (Roman) text, it should be written as "Robi"

- **Usage Of Alpona:**

The Alpona is one of the most creative expressions of Bengali graphic arts. Robi's Alpona motif is uniquely created, especially for them. Taken from a very traditional ceremonial form and tidied up look more contemporary- the Alpona is vibrant and modern. It has a very organic soft feel to whilst providing a forward moving direction- one of positivity and focus. The lack of sharp point and use of large curves provides a feeling of warmth and friendliness.

Organizational Structure and Divisions

Robi Axiata Limited consists of 10 big divisions each containing several departments according to the division and organizational need. The organization is headed by its Chief Executive designated as the Managing Director entrusted with overall responsibilities of business direction of the organization and leading dynamically towards the attainment of its purpose and principles. In attaining the purpose and principles, the Chief Financial Officer, Chief Strategic Officer, Chief Marketing Officer, Chief Technical Officer, Chief Human Resource Officer assists the MD Along with the CEOs, Executive Vice Precedent (EVP) and Vice President (VP) are in the top level management and they report to their respective CEOs. Then General Manager (GM) and Manager are associated in the mid-level management. Finally in the low level management there are Specialists, Officers and Assistant Officer.
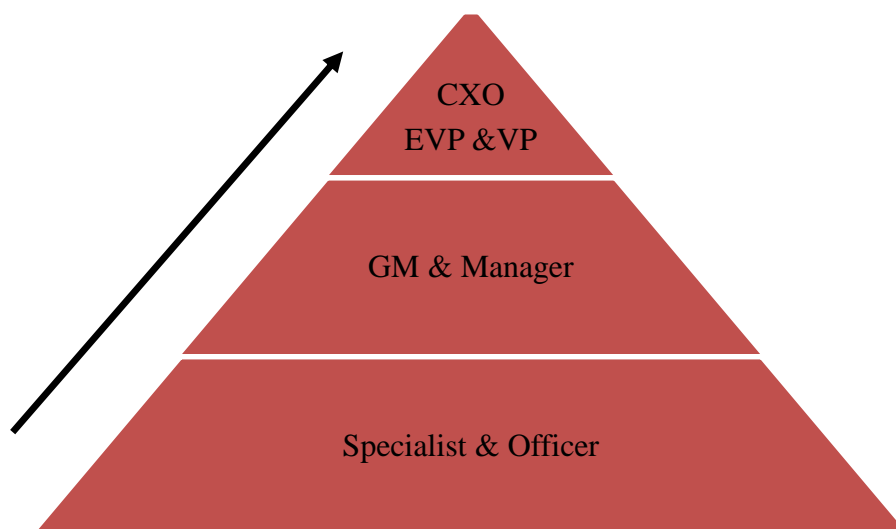
Here is a brief of all the divisions

Sales:

Sales division is responsible for acquiring monthly targeted sales given by top management. The division works to develop brand and market communication, sales of corporate and business products, maintenance of contact as well as participates in building up pricing strategy of new products. Analysis and introduce different offers. Sales division is the door through which Robi is linked with its distributors, retailers and customers.

This division works through two different departments.

- Direct Sales
- Indirect Sales
- Sales Operation. etc.

Finance:

Finance is the heart of any business function because they are responsible for budgeting. Finance division of Robi Axiata Limited is accountable for financing into different proposals, business partnering as well as new product development. Finance controls financial accounting, creating salary sheets for employees, maintaining compliances and so on. Corporate Finance, Financial Accounting and Management Reporting, Financial Compliance, Insurance and Process, Supply Chain, Revenue Assurance and Fraud Management, Planning, Business Partnering, Media Buying, Transformation Office and Company Secretary are the department of Finance division.

Marketing:

Marketing sector is responsible for the expansion of the company. Product development, promotional activities, price strategy introduction even the point of sales etc., issues are the main concerns of Marketing division of Robi Axiata Ltd.

Corporate Strategy:

Main task of corporate strategy division is to analysis monthly growth, revenue, KPIs as well as develops new business proposals for Robi. The division is responsible to plan for organizational growth.

Corporate Regulatory Affairs and Legal:

The division is known as CRL which is in charge of all the CSR activities approval, analysis of event management and sponsorship, maintaining relations with media, handling legal issues by govt. and so on. Two of the most renowned faces are incorporating the division.

Human Resources:

Human Resource or HR mainly works for recruiting new employees, providing training for existing employees; circulate salary to employees account, employee motivation, as well as organizational development. HR also takes the responsibility of maintaining good relations among all the employees. I was the part of Talent & Development team, but I have worked other departments too. Each of the departments seat in a single room there is no individual cabin for anyone, even the Vice presidents also sit together in the same room. It represents the unity of Robi. The other departments including the Talent & Development one short brief has been provided on the following;

- o **Talent and Development:** They work hard to train the employees and they also provide different training such as ethical issues in the corporate level, etc. they try to keep upgrade the employees. These are the main focus of the department.
- o **Salary and Compensation:** This department work hard to provide the employees on time salary and other benefits on need of situation. They work hard heart and soul to be available themselves for all the time to the employees.
- o **Cultural Engagement:** Employees have cultural environment and their other cultural activities are maintained properly is the main aim of the department.
- o **Business Partner**: Their main activities keep relate the employees to the corporate world and each of the employee has business partners where they help each other in job.
- o **Resourcing Department**: These people work hard and very carefully to recruit the suitable person for the suitable position. Their job is the most hard and important for the organization, since wrong recruitment may negatively affect the working environment and also the image of the organization.

Technology:

It is the division which provides IT support to all the division and departments of Robi. Main tasks of this division is maintenance of regional IT operation along with establishing BTS, central network monitoring, technology compliance, supporting employees by providing necessary hardware and software, support contact center etc. Controlling Robi websites as well as intra-division and departmental website is also an important task of technology.

Administration:

Administrator division works to control the business facility layout, safety and maintenance, controlling overall employee management, security staff and personnel management etc.

Besides, maintaining alternative sites for emergency evacuation of administrative job.

Enterprise Program Management Office:

Enterprise program management (EPMO) works closely with the CXO in developing or participating different management programs. Along with the Corporate Strategy division, EPMO defines business objectives, goals, policies for business and contribution for dissimilar projects to take place.

Internal Audit:

Internal audit division of Robi works to ensure worth of operation, reliability of financial reporting, determining and investigating fraudulent activities, safeguard assets in accordance with law and regulations.

Robi's approach to people

The purpose of Robi is "empowering you" their customers, their stakeholder and their employees, it is their vision to handhold the company, be its strategic partner, adding value in each step taken toward making Robi the employer of choice. They engage their employees and inspire them to achieve excellence. To ensure excellence, they devise people policies that are relevant and rigorous. Their policies assure that decisions will be consists with and contributive to Company objectives. The Policy manual is an important guide for management in decision-making that affects employee's terms of employment, working conditions and development prospects. The Manual truly belongs to the company as well as to the employee.

Product and Service

Robi offers an array of different packages. In addition to offering the fundamental pre-paid and post-paid mobile services, it offers a wide range of value-added products and services such as, SMS, GPRS, EDGE, International Roaming SMS banking, Caller Ring Back Tone, MMS, Voice Greetings, Call Blocking on 4 August 2008, which gives subscriber to control which call he or she receive or not and Bengali SMS. Robi has got the widest International Roaming coverage among all the operators in Bangladesh. Robi has 20 Customer Care Centers and 430 Robi Care Points in 65 districts all over the country. Robi has over 25,000 retail selling points along with 1,00,000 voucher sales point all over Bangladesh.

Product and services offered by Robi, are given below;

Product:

- Pre-paid Segment (Consumer solution, PCO, Easy Load)
- Pre-Paid Segment (Consumer solution, PCO, Service SIM)
- Digital Service (Digital Product and Service: MFS, M-Utility, Remittance, M-Tracking, M-Payment, Fees Collection, Salary disbursement, VTS and not limited to the lists)
- Data card
- Handset Bundle.
- Replacement of lost SIM (Pre-Paid, Post-Paid)
- RV (Scram card and Easy Load using mobile phone) etc.

Service:

- New connection sales
- SIM Replacement-Prepaid (Replacement of lost or damage SIM)
- (Win back the silent SIM by recharging and get incentive as per offer)
- Value added services through-
  - MVAS (GoonGoon, Robi Radio, Call Block, FnF, Miss Call Alert, Data Bundle, SMS and MMS Bundle)
  - Recharge based Data Bundle

- RSD system for-SMS and MMS bundle purchase, VAS activation and Deactivation and CP services cancellation
- MFS services (bKash, DBBL, mCash etc.)
- Scratch card sales
- Prepaid Recharge act.

Project Overview

Introduction

Telecommunication industry is now an inseparable part of the modern society which is continuously providing limitless services. To enhancing the connectivity and making the world truly global village. Bangladesh is not far from this practice. In Bangladesh, there are 6 telecommunication companies which are doing their business and continuously providing extra-ordinary services to the people of the country. This is now the most competitive industry in Bangladesh where they are competing with each other neck to neck. Robi Axiata is one of the most powerful competitors of the industry. Currently this is holding 2nd position in terms of revenue and 3rd position in terms of market share. Now days, management of Robi is trying to hold 2nd position in both profit making and market share in telecommunication industry.

The internship is an opportunity for the students and it bears significance for us. It formalizes the students with the practical business operations because they get the chance to understand the real business world closely and formalize themselves with internal and external aspects of the business. It is give them an opportunity to develop their analytical skill and ability.

Talent and Development is one of the departments which are working to identifying training needs of Robi's current employees and provide training to different department's employees according to their needs. By providing various training, management want to make their employees capable to compete with their competitors, make the service better and contributing a lot to reach the corporate goal. The objective of the report is to understand the operation of Talent and Development in Robi Axiata limited and evaluating the effectiveness of various training programs to fulfil management demand in reaching its corporate goal. Whole report is done based on the experience taken during doing Internship in this renowned organization.

Objective of the report

Primary objectives: The primary objective of the report is mentioned below:

> ➢ Exploring the training procedure of Robi Axiata limited.

- Knowing about training & Development policy of Robi Axiata limited.
- Finding out relationship between training & Development and other business operation in Robi Axiata limited.
- The activities those were undertaken by me during my internship period in the Training & Development department at Robi.
- Identifying the unique & effective sides of the Training & Development department.
- Evaluating the contribution of various training program proving by Robi management to achieve its business objectiveness.
- Providing some possible solutions to overcome the limitations of Training & Development in Robi Axiata limited.
- Last but not the list to provide an overview of Axiata limited.

Secondary Objectives:

- To learn about the present telecommunication condition in our country.
- To find about the organization in brief.
- To mention the name of different departments under the People and Corporate division and elaborate the project I was involved in throughout my internship period.
- To explain my job responsibilities as an intern.
- To explain what initiated the project.
- To learn about the present telecommunication condition in our country.
- To recommend some guidelines to overcome the problems and provide some suggestions how, in a better way, the system can be developed in future.

Scope of the report

Robi Axiata limited is a mammoth multinational telecommunication organization in Bangladesh. Locating at Gulshan-1 with its corporate office, it has more than 12 regional offices in different locations of different districts. Robi Consists of 10(ten) big divisions each containing several departments according to the division and organizations need. I have assigned in the Talent & Development department of People & Corporate division in Robi Axiata Limited and thus paved

me the way to get myself familiarized with the official environment for the first time. The report entirely discusses the current predicament of Robi Axiata limited and how they perform different HR practices at Robi. The report discusses the current Talent & Development policies for various employees of Robi. Talent & Development department is accountable for identifying training needs of several employees and providing various training depending on HR policies and employees need.

Limitation of the Report

The fundamental limitation of the report is providing solid and definite information about Talent & Development and other relative things. As an intern it is not possible for me to view confidential information of any document related to my topic and not to attach with the report. Hence, it is difficult for me to prepare the report. Sometimes, I have to use generalized idea about any topic and relate it the actual T&D practice in Robi. There are several contains that I am facing. Some constrains are like:

- I am not allowed to put any confidential data in this report.
- Lack of practical knowledge in different T&D process and practice.
- It was the first opportunity to work in a corporate environment. Several employees help me to develop this report properly. Although for lack of my experiences the report may be suffer in few areas.

Methodologies

To make this report meaningful and presentable, I used primary and secondary research base. Most of the data came from my critical observation and practical deskwork. Primary data came from my experience, observation, unstructured interview. On the other hand secondary data has been collected through internet, different journals, and regular reporting. This methodology shows the overall steps which are followed from the starting to the ending of the report.

- **Applying for the internship program:** At the beginning of my last semester of my BBA program I dropped my CV for joining in internship program in Robi Axiata Limited.

- **Selection and Joining for internship program:** After short listing, the authority of Robi Axiata Ltd. took my viva as a 1st stage of selection. After 1st stage, they shortlisted me for practical assessment. They selected me and informed me over phone. I mentioned my final examination completing and my tentative date of joining. They provided my joining letter at the day of my joining. According to the joining letter I joined in 19th April, 2016.

- **Selection of the topic:** It was pre-determined at the time of recruiting by the HR division of Robi that I would join the Talent & Development team. They also assigned the topic of my study. I discussed my organizational supervisor with that topic so that a well-organized internship report can be prepared.

- **Collecting information:** For total completion of study, two types of data are collected;
  - **Primary data:** I have mainly worked with primary data which I have collected form the employees, a brief discussion from my supervisor, from a focus group discussion and from my practical work experiences.
  - **Secondary data:** Secondary data have been collected from two sources,
    1. **Internal source:** The sources are basically different documents, letter, formal papers agreements etc.
    2. **External source:** Different website related to the telecom sector and online resources.

- **Final report preparation:** The final report is prepared after some valuable suggestion and my honourable advisor gave corrections.

Job Overview

I got the privilege to work as an intern at Robi Axiata Limited. Though I worked there as an intern, my supervisor give me various opportunity to perform various kind of work and gained lots of valuable professional knowledge at the time of performing my designated works. I worked under Talent & Development department. I was also able to learn how to work as a team.

Robi Axiata Limited believes that people are the driving forces of the organization and it is the people who make the real difference. The company is committed to create an environment where people will have the opportunity to learn and grow with the organization and deliver to the best of

their potential. Based on their imagination, the company has put a dynamic learning opportunity by providing various training to develop individual competencies so that people can utilize their potential to fullest.

A talent management strategy has been put in place by Robi Axiata limited for their employees. The objective of introducing universal talent management framework across the organization is to create a common platform of defining and evaluating talent so as to bring about synergy within the group. In doing so, prepared talents will be exposed sharing and so on. The company have some development objective through providing various type of training. Those are:

- To align skills training with the existing and future business goals and employees' career paths.

- To accustom employee to the company's ethics, values and unified work culture.

- To continually foster and enhance team-sprit and teamwork.

- To continually develop the company's potential, existing and future leaders.

- To ensure training is fully integrated with Talent & Leadership Management, Career & Succession planning, Reward & Recognition and Performance Management.

Parameter of Identify Talent

Talent management framework cover entire Robi employees to provide training. Talent in Robi is identified on three of the following parameters;

1. **Consistent performance**: The employee's track record of a performance rating of at least 3 over the last three consecutive Performance Management System cycle.

2. **Aspiration**: Employee's career motivation factors that drive him/her to perform better.

3. **Engagement**: Employee's ability to grow with the job. Capability is measured through the assessment of the following factors:

    - **Competencies**: Employee's has the skills & knowledge required for the job.

- **Behavior**: Employee's has the behavioral profile to want to do job or remain within the same function.

- **Learning Agility**: Employee's has the mental ability to cope with charges & stretching development.

Rigorous evaluation of the top criteria will allow Robi to identify talent so as to develop them for the talent pipeline conceived by the group.

Types of Training

Competencies are the skill and knowledge required to perform one's perform one's job or role. To do a specific job and perform their role, the employee will require leadership competencies and functional competencies which encompasses technical and generic skills. Robi provides two types of training to their employees. Those are;

1. **Functional Training:** Functional training is a classification of exercise which involves training the body for the activities performed in daily life. Functional training helps an employee to develop his/her knowledge & skills, to demonstrate employee's functional specific job pertinent to Division/Department role.

2. **Leadership Training:** According to the idea of transformational leadership, an effective leader is a person who does the following: Creates an inspiring vision of the future. Motivates and inspires people to engage with that vision. Robi Axiata has embraced the following leadership training to develop their employees and all the leadership training module will be designed based on following trainings;

   o Strategic thinking

   o Business Acumen

   o Result Achievements

   o Coalition Building

   o Customer Orientation

- People Management & Development &

- Personal Attribute

Training Need Identification

In Robi, there are 2 ways to identify training need.

I. **Formal way:** Identifying training needs of different employees in a formal way, which is by maintaining policy or guideline of Robi management to provide training.

II. **Informal way:** Identifying employees training needs via discussion or through a random meeting.

My supervisor, Adeeb Ahmed is in charge to identify and execute training framework according to employees need and provide those training based on company policies. At first he evaluate the PMS (Performance Management System), measure yearly review of previous trainings effectiveness and efficiency and then based on his assessment he set a target for providing various training according to employees needs and demand. He also try to identify gap in competencies. This gaps is identifying through discussion with line managers supported by data. Through discussion with line managers and employee him/herself also, two or three areas were gap found by both of them. Based on those information and requirement, Adeeb Ahmed compile and give entry to SAP. After that he start to select different training based on different department employee request and needs.

These training request take place through mail. As a training In-charge, Adeeb Ahmed send various training invitation to different department towards line manager or training representative at the beginning of a year. He asked for their training needs, desire and what types of training they prefer to improve their competency level. Line manager or training representative send their requirement by using mail or some face to face. Then Adeeb Ahmed analyze training request from line managers of different department and do compile. This analyze is took place based on previous years data. Before approving those request he need to analyze some factors such as;
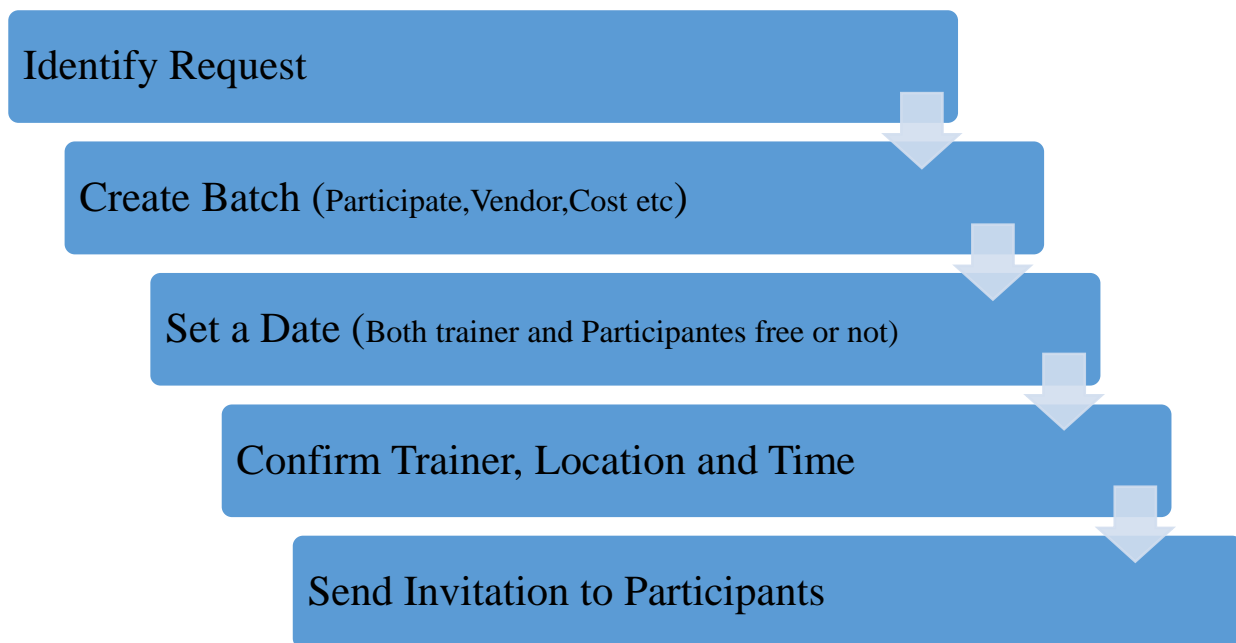
- **Cost:** How much worth each training will take?

- **Budget:** Will management have enough budget for various or these types of training?

o **Policy:** Will these training framework follow company policy?

o **Requirement:** What could be management requirements? Will these training accomplish authorities claim?

After analyzing all the possible situation and judgment, training execution formal process would take place.

Training Execution Process

The department of Talent & development defines a training plan that are to be performed to develop, conduct, control and evaluate performance of various employees. Training plan is a component of a much boarder knowledge transfer process. Effective training planning is a practice that is executed throughout the training framework or project life cycle. The training execution process is given below;

Identify Request

Create Batch (Participate,Vendor,Cost etc)

Set a Date (Both trainer and Participantes free or not)

Confirm Trainer, Location and Time

Send Invitation to Participants

After training execution process, a purchase request process need to create. Without purchase request (PR), any training program cannot take place. Purchase request process are given below;

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┌─────────────────────────────────────────────┐
│         Create Purchase Requisition (PR)      │
└─────────────────────────────────────────────┘
                      ⇓
┌─────────────────────────────────────────────┐
│      Send to Supply Chain Management (SCM)    │
└─────────────────────────────────────────────┘
                      ⇓
┌─────────────────────────────────────────────┐
│  Supply Chain Management create Purchase Order (PO) │
└─────────────────────────────────────────────┘
                      ⇓
┌─────────────────────────────────────────────┐
│           Purchase Order send towards         │
│                                               │
│   Vendor (1 Copy) & Adeeb Ahmed (1 Copy)      │
└─────────────────────────────────────────────┘
                      ⇓
┌─────────────────────────────────────────────┐
│     After finishing the task, Issue PO to OSS │
└─────────────────────────────────────────────┘
                      ⇓
┌─────────────────────────────────────────────┐
│          PO cross cheek by Adeeb Ahmed        │
└─────────────────────────────────────────────┘
                      ⇓
┌─────────────────────────────────────────────┐
│  If ok, Send payment request to Finance Department │
└─────────────────────────────────────────────┘
                      ⇓
┌─────────────────────────────────────────────┐
│  All necessary document cheek by Finance department │
│     and issue cheek to Vendor for payment     │
└─────────────────────────────────────────────┘
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Process of Developing Training Program

The process of actually developing a training program, supporting training materials and its associate training plan need to follow some instructional system design approach. Those are;

- **Analysis:** Need to identify existing knowledge and skills, and clarifies those things such as the instructional problems, goals, objectives, learning environment, participants type, constraints, and delivery options.

- **Design:** Require to identify learning objectives, exercises, content, subject matter, lesson plans and approach for presentation of such materials.

- **Development:** Creates and assembles training content assets conceptualized during the design phase, items such as storyboards, written content, presentations, graphics, e-learning, etc.

- **Implementation:** Ensures Management are prepared and includes the training of instructors, validation of expected learning outcomes, execution of planned delivery methods, testing and continuous improvement of procedures and approaches.

- **Evaluation**: Need to provide opportunity for users, instructors, and other stakeholder to evaluate and comment on the training program, supporting artifacts, instructors, and approaches.

Process of Evaluating Training Program

Effective training measures are vital in determining if, and how much, training has supported organizational goals. This is often done using a four-level evaluation model. Successive levels build on the information provided by lower levels to measure performance by analyzing:

- **Reactions:** How participants reacted to the training program. Did they like it? Was it relevant to their job function?

- **Learning:** Assess the extent participants have advanced their knowledge, skills, and attitudes towards what is being communicated in the training program.

- **Knowledge Transfer**: Measure the change in behavior due to the training program. Are the knowledge and skills gained during the training program being used by the trainee?

- **Results**: Measures the success of the program in terms that management and executives can understand (increased productivity, improved quality, decreased cost, etc.).

Other Job Duties

Internship is a kind of training where students and fresh graduates experienced the practical view of job life and what they learn all through their graduation. During my three month internship period, I also needed to perform some additional job duties. Alongside Talent & Development, I need to perform some specific responsibilities for resourcing department. Those are;

- Coordinate the Joining of Interns
- Employee Personal Filing
- Calling selected candidates for Interview and Written exam
- Coordinating Interviews and Written Exam
- Preparing salary Sheet for the Interns and disbursed them
- Handling the issues of Interns

I. **Coordinate the Joining of Interns:** At the time of new interns joining, they have to feel up some form. My duty was to provide them with joining letter signed by the Vice president of Resourcing, assist them in filling up Declaration of Confidentiality form, provide them with Interns Attendance Sheet and guide them how to fill it up and how to collect salary after one month.

II. **Employee Personal Filing:** When new employee joins the organization, employee personnel file is created where lots of information regarding the employee is kept such as Medical repot, Educational certificates, Job description, Personal information etc. I created this personnel file following a sequential order. I also updated the files of existing employees.

III. **Calling selected candidates for Interview and Written exam:** I did call several candidates and informed about job interview and written exam. Before candidate invitation process Resourcing department provided me with a list of candidates. Name of the position,

date, venue and other all relevant information. My duty was to call candidates and invite them for interview or written test.

IV. **Coordinating Interviews and Written Exam:** Sometimes I also coordinated interview and written exam. My duty was to maintain sequence of candidates at time of interview and take attendance at the time of written exam.

V. **Preparing salary Sheet for the Interns and disbursed them:** I also prepared interns salary sheet as per their policy and distributed salary among interns. I prepared salary sheet at excel, verify it by the VP Resourcing and send it to the finance division for payment.

VI. **Handling the issues of Interns:** Sometimes interns face several problems such as not getting salary on time, not being able to attend office regularly, etc. My duty was to contact with the interns and find out the exact problems and pass it to my supervisors to solve them.

Challenges might face by Talent & Development

- **Dealing with Change:** Organizational change is more common than ever. Dealing with changes due to mergers, acquisitions, technology, budgets, and staffing is the top challenge might cite by Talent and Development team.

- **Developing Leaders:** Working environment in Robi are more diverse and demanding. It is crucial for organizations to develop leaders in every level from the front lines to the CEO to support its success.

- **Engaging Participants:** T&D department must communicate the value of learning and development. Too often, other urgent tasks or priorities seem to win out for participants it is a challenge to get participants to attend, actively participate, and follow through.

- **Delivering Consistent Training:** When a company is global or geographically dispersed, it increases the difficulty of providing consistent training. The most common challenges include geographic limitations, increased costs, language barriers, translation issues, and virtual training needs.

- **Tracking Skills:** Discovering the sustainability of a training program is challenging at best. T&D team must find and implement effective way to ensure skills are learned and applied in the real work environment.

- **Quantifying Training Effectiveness:** It is important for T&D department to provide a quantitative assessment of how training programs are impacting the organization. It is challenging to figure out which metrics to use, how to incorporate them into post-training assessments, how and when to follow up, and how to adjust future training based on the results.

- **Demonstrating Value:** It is the task of Robi management to determine which trainings are worth funding. It is paramount for T&D department to demonstrate training programs according to employees need. Keeping learning and development as a top priority in an organization is challenging.

Findings

During my three months internship period, I worked at Talent & Development department. This department of Robi is concerned for providing training to employees and improve their competency level. Although Talent & Development team provide quality training facilities to Robi employees still I found some big problems with training and development, which are discussing below;

- A failure to identify the specific needs of learners and for learners to own their own development needs.

- Objectives set by training representative or Line manager, rather than the learners.

- Little acceptance by employee of the need to take responsibility for their own development.

- Constraints of time for preparation and participation in training events.

- A failure to follow through learning beyond a training event or courses.

- Failing to achieve high value via transfer of the learning.

- The chain of approval for different training program is quite lengthy.

- Due to budget constraint, every employee is not getting accurate or necessary training for completing their assign task.

- The coverage of various topics was not sufficient, was agreed to by a large number of participants.

- A considerable number of participants agreed that the duration of the training program was too less.

Recommendation

The type of training approach used will vary from project-to-project. Trainers must understand how people learn and be familiar with different teaching styles, tools, and materials, as well as the organization's culture and the training's audience type. From my perspective the following best practices are recommended for training planning development:

- T&D team need to create more efficient and effective training plan approved by management and CXO's.

- They need to analyze training needs and design various training program accordingly.

- Consider what staffing and skill requirements are necessary to develop and implement the planned training curriculum. Course developers should work with system analysts, training representative and Line managers to develop training curriculums and associated support materials.

- Develop training courses, curriculums and supporting materials and Implement training program.

- Align training program learning objectives to achieve overarching training program goals.

- Allow trainees to comment, track progress of training programs, monitor associated metrics.

- Continuously update training programs, approaches, and materials to reflect. Improve training programs, courses, and materials based on outputs from course evaluations.

- Emphasize more on outsourcing course development and training to a specialized external training developer is another possible option.

- If employees don't understand how to use training materials and technology or if they are not familiar with them, the learning will not stick. Use tools that they are already comfortable with to develop training.

- Review lessons learned from previous training programs and discuss them with key personnel involved in past training programs.

Training and development challenges do not have to get your team down. Use these suggestions to overcome common obstacles and improve the way your organization provide training facilities, prepare employees to learn and perform.

Conclusion

People's lifestyle are changing with the introduction of mobile technology in Bangladesh. Once considered a tool for the elite, the mobile phone has been transformed into an essential tool for all. Mobile phones are now empowering people from all groups in all areas of the country. Axiata group is highly committed to the continued development of Robi and making a positive contribution to the lives of the people of Bangladesh.

Internship is an opportunity to acquire a real life experience of what I learned in my academic life. Working as an intern in the Talent & Development department of People & Corporate division of Robi, I have learnt to be dedicated to the job. Dedicated mindset is the most important thing to work in such a sophisticated environment. Talent & Development department of Robi is working all the time improve their employee's skills and strengthen competency level by providing necessary and effective training facilities. In doing so, the company will be able to provide diversified career opportunity to its high performing talents to their employee's. The main objective of introducing these talent framework across the organization is to create a common platform of defining and evaluating talent because the organization believe peoples are the driving forces of the organization and it is the people who will make the real difference. By providing training opportunity, employees will be able to learn and grow with the organization and will be able to deliver the best of their potential.

My own experience tells me that as an organization Robi is very much enthusiastic and friendly. The working environment there is very friendly. From top level management to the lowest level officers and specialist, all the people are very kind hearted and cooperative. It is difficult to find the gap between senior and junior because all are working in a corporative manner. The seniors are very helpful with the new employee's. Altogether, working in Robi Axiata Limited was one of the most wonderful experience in my Life.

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