

Report On
Analysis of the Effectiveness of the
Induction Training Programme

By

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An internship report submitted to the Brac Business School in
partial fulfilment of the requirements for the degree of
Bachelor of Business Administration

Brac Business School
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing a degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material that has been accepted or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all the main sources of help.

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Letter of Transmittal

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Subject: Submission of internship report on “Analysis of the Effectiveness of the Induction Training Programme”

Dear Sir,

This is my pleasure to present my internship report titled “Analysis of the Effectiveness of the Induction Training Programme”. I have tried to complete the report with all the essential information as per your guidance and support.

I have tried my best to complete the report in a comprehensive manner with necessary data analysis and proper description.

I trust that the report will meet your expectations.

Best regards,

Aysha Siddika Mou

16104120

Brac Business School

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Date: January 09, 2020

Non-Disclosure Agreement

This agreement is made and entered into by and between the **British Council Bangladesh** and the undersigned student at **Brac University-Aysha Siddika Mou** to ensure the confidentiality of the information and to prevent any unauthorized disclosure of sensitive data of the organization. Here, both parties are agreed to keep the confidentiality of the analysis. As the British Council Bangladesh has its own policies to keep the records safe and restriction about sharing their confidential information to the outsider. Therefore, the report has been made based on the policy of the British Council Bangladesh.

Acknowledgment

I endeavored my best to present the British Council Bangladesh through my analysis where both the parties can be benefitted, therefore, in case of any inaccurate supposition is made in this process, I sincerely apologize to the reader.

To begin with, I am entirely grateful to the British Council Bangladesh for giving me the opportunity to work with them and also for the endless support that I have received from them in these last few months. I would like to acknowledge my gratitude to my internship adviser **Dr. Suman Paul Chowdhury** for his guidance and feedback and without his assistance, it would not be possible to complete the report within due time. I am also grateful to all my teachers for their contribution to my education. Most importantly, I would like to thank my Supervisor **Tasnia Kabir (HR Manager)** for trusting me with responsibilities and also guiding me to enter into the work-life. After that, I want to acknowledge Ishrat Khan (HR Officer) for giving me the HR insights and introducing me to the HR activities of the British Council Bangladesh. And I am grateful to Faisal Obaid (HR Director), Ahammed Avishek Mostafa (HR Manager), Shazzad Hossain (HR Payroll Officer) for all their support and assistance. I believe I will be able to apply the learnings that I have received as an intern and able to use it in the future.

Executive Summary

Induction Training Programme at the British Council Bangladesh is a unique training programme that helps the new joiners to adjust to the new workplace culture. The entire programme is designed in a way that allows new joiners to know more about the organization's policies, beliefs, values so that they feel comfortable in the new organization. The main purpose of the induction training is to engage the employees in the core values and activities of the organization so that employees can understand the culture better and adjust to it. Being aware of the benefits of the induction training for the employees and the organization, the British Council HR team is constantly taking initiatives to make the programme better.

Keywords: induction training; new joiner; core values; beliefs; policies

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List of Acronyms

HR	Human Resources
BCLSA	British Council Staff Association
IGRM	Information Governance and Risk Management
CP	Child Protection
ID Doc	Identity Documents
BSS	Business Support Service
GSD	Global Service Desk
BCTN	British Council Telephone Network
GTI	Global Technological Information
PR	Purchase Requisition
SAP	Systems Applications and Products
EDI	Equal Opportunity and Diversity
TACOS	Terms & Conditions of Service
TNA	Training Needs Assessment
CELTA	Certificate in English Language Teaching to Adults
EMBA	The Executive Master of Business Administration
ACCA	The Association of Chartered Certified Accountants
PB	Pay Band
FTT	Full-Time Teacher
PTT	Part-Time Teacher
CNT	Contractual Teacher
PRODIGY	Promoting Demographic Inclusion and Governance through Youth
BSS	Business Support Services
MarCom	Marketing and Communication
IT	Information Technology



CHAPTER 1

INTRODUCTION

1.1 Objectives of the Report

The objective of this report is to identify the similarities as well as differences from my theoretical knowledge to the real practical workplace, particularly in the Human Resources Department. The purpose of this report is to find out how effective is the induction training programme of the British Council for the new joiners to improve their efficiency. The two major objectives of this report are as follows.

- **Primary Objective:** The primary objective of this report is to compile the learning of this internship program in a comprehensive manner and this report is part of the completion of the graduation. Apart from this, understanding the HR functions in an organization and finding out where I fit in in order to pursue my career and to identify that the internship program has been a great experience.
- **Secondary Objective:** The secondary objective is to understand the organizational culture and HR functions and activities as an Intern. In addition to that, find out about the induction training programme in the British Council.
 - i. Learning about the induction training programme in the British Council Bangladesh
 - ii. Reasons for giving the induction training programme
 - iii. Induction training programme criteria
 - iv. Effectiveness of the training for the new joiners
 - v. Understanding the feedback and redesign the program if necessary

The objectives in details are as follows:

Primary Objective: For Millennials like us, it is very common to get demotivated easily when it is difficult to cope with the working environment as well as making a work-life balance. Being in Generation Y, we tend to get everything instantly whereas in the work-place everything needs to be achieved with time and patience. It's not like millennials do not want to work hard however they also wonder why they should have to be loyal and dedicated when the organization is not doing the same for them. Therefore, they want to work on their own terms with a little bit of freedom. In the present scenario of Bangladesh, it is not easy to get a job where employees can think of their freedom where basic needs are difficult to meet up. To move forward in a career ladder, many more challenges need to be faced and obstacles need to be overcome to move in a certain level of career.

However, in this case, the British Council is very liberal, fortunately. Working for the British Council means working for something one can believe in. They believe every employee will contribute to their mission and will have a voice in achieving their goals. In this organization, employees will give an opportunity to build their reputation and positive influence and their voice will be heard. Cross-team working culture is practiced since learning from colleagues can be a great option for individual development.

Secondary Objective: The objective is to be part of the organization by doing all tasks that were required to be one of them. Apart from that, I tried to relate my theoretical knowledge to the actual practice. I tried to find out the induction training's effectiveness from my own experience as well as from the other new joiners. The British Council has a unique induction training programme which is different than other organizations in Bangladesh. The secondary objective is to gain the details about the induction training criteria, training facilitator, factors, effectiveness, etc by fulfilling the primary objective since no organization wants to share their inside information publicly.

1.2 The Rationale of the report

The internship program is a platform that gives us an overview of the workplace. It gives us an opportunity to learn about corporate culture without having an actual job which is nowadays very difficult to get. The main task is to apply and relate the theoretical knowledge to the practical work-life can be considered a success of this program. This report gives an insight into a leading educational service company and a deep *Analysis of the Effectiveness of the Induction Training Programme* and how this training helps the new joiners in the British Council Bangladesh.

1.3 Methodology

While working with the HR team with different activities, I tried to focus on the British Council Bangladesh's HR practices specifically relating to theories of *Training and Development* to increase the efficiency of the new joiners in the Human Resources Management context to get a clear view of the organization nature.

It is not unknown for us that HR activities, structure, format overall practices vary from organization to organization. Therefore, it is not a surprise that Human Resource theories will

not match with the actual practices. However, here to mention the British Council Bangladesh follows many globally recognized HR practices.

Different methods of training like the cognitive and behavioral method which is more effective for the British Council, as for the induction training programme cognitive method is followed and how it increases the efficiency of the new joiners in order to adapt the changes in the new organization.

- **Methods of Research Used:** The analysis can be classified as descriptive research since it between the organization, the British Council Bangladesh and their employees. The used research method is a survey research technique where nine closed-ended questions and four open-ended questions are asked to the employees.
- **Respondents and Sampling Procedure:** The population for this analysis is 150 employees of the British Council Bangladesh which is a known population and the sample for this analysis is 52 employees which are based on their availability in the office.
- **Analysis Questionnaire:** The questionnaire followed only the Likert scale as per the organization policy and the open-ended questions are designed to ensure relevancy and accuracy.
- **Data Collection Procedures:** For the primary data, a survey is conducted on the employees of the British Council Bangladesh. The traditional paper survey is used, and secondary sources have also been used to find out relevant information.
- **Statistical Treatment of Data:** For this analysis, in order to analyze the results numerically, a statistical tool, SPSS has been used. The version is IBM SPSS, where the ordinal scale has been used depending on the nature of the responses.

1.4 Limitations

During these four months of internship at the British Council Bangladesh, I have gathered a lot of information regarding training and employee recognition programme however due to time constraints I could not manage to use all the information. Apart from this, in the British Council, it is not allowed to do a survey on employees, therefore, I had to do the survey with limited employees with the questionnaire approved by my line manager. As I was conducting the survey in December when most of the employees remain on leave and as a result, it was difficult to conduct the survey on a very limited employee in Fuller road main office and as well as Chattogram and Sylhet's office through email communication.



CHAPTER 2

BRITISH COUNCIL BANGLADESH-at a GLANCE

2.1 Introduction of the British Council Bangladesh

With the support of the Foreign Office in 1934, the British Committee for Relations with Other Countries was formed by Sir Reginald Leeper and its role was to improve the understanding of Britain all over the world (British Council Country History, n.d.). With this view, it required sending books and study materials overseas and provide assistance to the English Medium Schools as well as British institutes and societies, arranging an individual's visit to the UK, arranging cultural programs and art exhibitions (Our History, n.d.). The name changed to the British Council for Relations with Other Countries in 1935 and later in 1936, it was renamed as British Council. In the year 1940, it got its independent permanent status by the Royal Charter (Capturing our story since 1934, n.d.)

In 1949 when the British Council first established its office, they faced a disrupted and divided nation when the elite and educated society left due to the following partition and Pakistan was divided into two partitions (Our Archives, n.d.). An advantage of the British Council's perspective was that for administrative and university instruction official language was English, however, the standard of English was very poor therefore the main focus of the British Council was to English language teaching especially to the teacher's training (Our History, n.d.). By the year 1955, new ambitious premises were in development in the Dhaka University campus for the British Council (Bangladesh, formerly East Pakistan: A British Council History, n.d.).

However, the major disruption took place during the liberation war in 1971, during this independence, the journey to becoming Bangladesh there was no capacity to work in for the British Council (Our History, n.d.). After the declaration of independence in March 1971, due to the agitating and political unrest, all the London-appointed staffs were evacuated and the library was left under the care of the local staff (A British Council History, n.d.). However, the office was not damaged and Bangladesh authorities were keen to return the British Council (Records and Archives Team, n.d.)

According to the article named Capturing our story since 1934, in April 1972, the new representative returned to Bangladesh in a very difficult post-war situation with a declining economy, unstable government, and politics as well as poor harvests (Capturing our story since 1934, n.d.). The British Council noticed that the importance of learning English is not as same as before therefore they started working with the Ministry of Education on an educational reform program that produced a number of English language textbooks for primary and

secondary school students (Records and Archives Team, n.d.). The British Council ran a number of overseas Development Ministry activities in the areas of agriculture and infrastructure development (A British Council History, n.d). Today the British Council still working in Bangladesh using the cultural resources of the UK, it is creating a platform to share knowledge and building understanding between the people of the UK and the other countries (Our People, Our Culture, n.d.)

2.2 Overview of the British Council Bangladesh

The strapline of the British Council is to create opportunities worldwide for everyone. They work with over 100 countries across the world in the fields of arts and culture, English Language and education and society at large. According to the British Council website, each year, the British Council serves over 20 million people face-to-face and more than 500 million people online via their publication and broadcasts (British Council in Bangladesh, n.d.). The British Council is an international organization that builds educational opportunities and cultural exposure worldwide and they want to make a positive difference for the UK and other countries they work with by building trust and connection and giving opportunities to change lives (Our people, our culture, n.d.). The benefits and positive outcomes of their work are felt and appreciated globally by generations across the world. The common purpose and shared mission of the British Council are to work together to make a lasting change. They want to share their culture and ideas with each other to develop a relationship of trust and understanding which is their goal as well. They mainly work with three different sections as it is mentioned to the British Council website.

First of all, work in arts which brings British creativity to Bangladesh by delivering enriched and innovative events as well as creating partnerships with artists and different cultural institutions. For example, Dhaka lit fest, WOW Dhaka 2019, Disability arts and many more (Our work in society, n.d.). Secondly, they work in the education sector as well where they work with the school sector by connecting the UK and Bangladesh (Our work in education, n.d.). They promote global citizenship, best quality education which will make the bond more trustworthy and understanding between both the countries and the British Council works with various private and public sectors school in Bangladesh through projects, workshops, designing courses, textbooks, etc. (British Council Bangladesh, n.d.). They are also working for higher education where they are ensuring sustainable partnerships between the needs of Bangladeshi students and UK institutions (Our work in education, n.d.). Apart from this, to create mutuality

being as cultural relations organizations, they work as a bridge to develop the gaps between the UK and Bangladesh in terms of employable skills. By “skill for employability” they help the young and adults to develop their various skills including entrepreneurship skills, soft skills, negotiation and communication skills as well as technical skills (Our work in education, n.d.).

Lastly, the British Council works in society to help the citizens and different institutions to contribute more to society. For this, they have several programs like active citizens, social enterprise, PRODIGY, next-generation research sites and many more (Our work in society, n.d.). They partner with social organizations, different government ministries, and institutions not only in the UK but also in Bangladesh to deliver higher quality programmes (Our work in society, n.d.). They want to work for a greater cause, for something they believe everyone can believe in. For example, Active Citizen in Bangladesh where they work with society leaders and provide them a platform where they receive proper training to serve their community greater (Active citizen, n.d.). According to the website of Active Citizen, to date, 40,000 youth leaders have received training in nearly 700 communities of 60 districts (Active citizen, n.d.). To contribute to the stable and prosperous development of Bangladesh, the British Council Bangladesh has been working for 65 years while being active in all 64 districts of Bangladesh (British Council in Bangladesh, n.d.).

2.3 Background of the British Council Bangladesh

The British Council Bangladesh’s head office is situated at 5 Fuller Road, Dhaka 1000 which is inside the Dhaka University Campus according to the British Council Bangladesh website (British Council Bangladesh, n.d.). They also have two other teaching centres inside Dhaka, one is Uttara Teaching Centres at International Turkish Hope School and another one is Gulshan Teaching Centre at International Turkish Hope School, they are also operating in Chattagram and Sylhet and they have separate offices there (Our teaching centres, n.d.). Currently, the British Council family has around 150 employees (Meet the team, n.d.). They also have contractual employees, consultants and temporary employees for their different projects. This organization is constantly working for developing their teaching center, library and they truly care about their employees and well being. The British Council has standard facilities for their employees like medical allowance, house allowance and most importantly when employees join here they can think about their career development and they can take advantage of their learning training opportunities since its a very resourceful and innovative organization (Our people, our culture, n.d.).

2.4 Structure of the British Council Bangladesh

There are altogether ten individual separate departments with subdivisions under them at the British Council Bangladesh and all of them work together to provide the best service to the society. The departments are as follows:

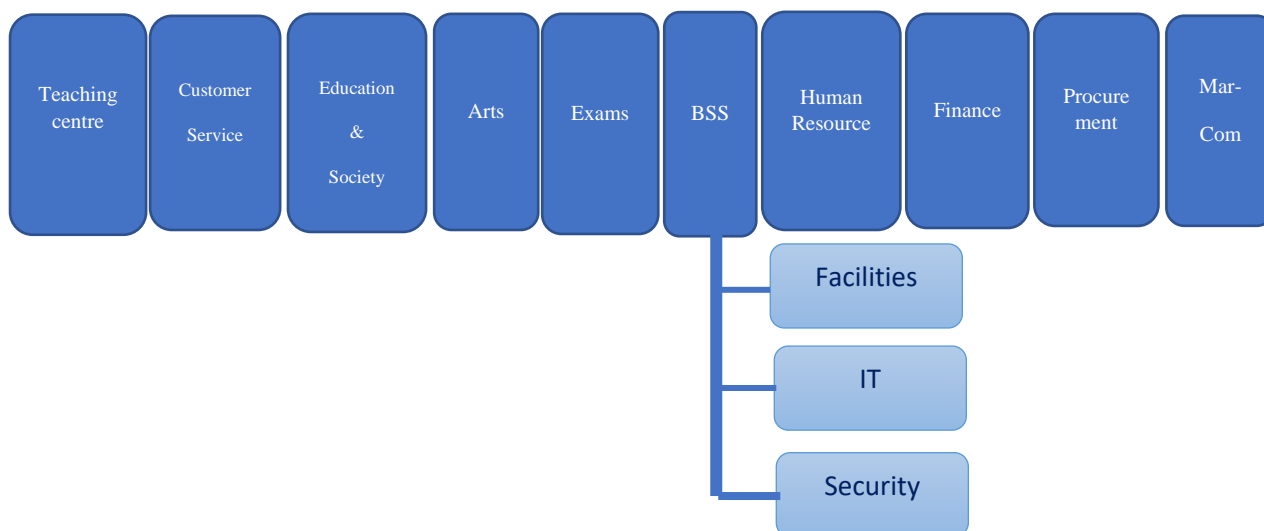


Figure 1: Departments of the British Council Bangladesh

The teaching centre offers different courses based on an individual's age and levels of understanding and they have courses for children, teenagers, and adults as well. Customer service works directly with the teaching centre, exams team, and library. Education and society is mainly a community-based department that promotes global citizenship to the Bangladeshi and UK students. This department is areas like human rights, social enterprise, women empowerment and creates opportunities for young volunteers and many more. Arts department works for cultural promotions as stated in the article named Our work in the arts where they work with various diversify talents and deliver innovative, creative events and build a relationship with the artists and cultural institutions. The exams team are responsible for different internationally acceptable test and exams like IELTS, A-Level, O Level, etc. The BSS department consists of three other sub-departments facilities, IT, security and they provide assistance and support to all other departments. The finance department is responsible for budgeting, investing one behalf of the organization and they are also responsible for auditing. The procurement department is responsible for ensuring all the regular supplies and also they make the purchase order. The MarCom team is responsible to run various campaigns, events to make the organization presentable and they also promote the services that the British Council

offers. All departments work together to serve the citizens and society at large and ensure the betterment of the organization as well as society.

2.5 British Council HR Department

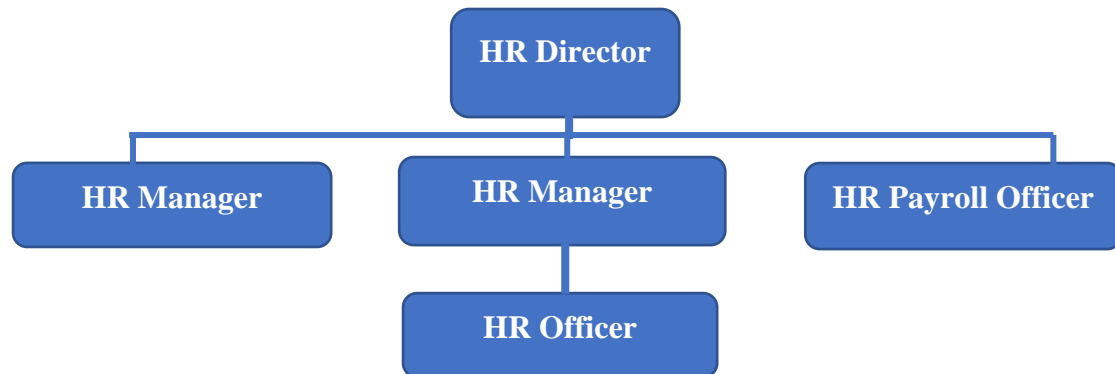


Figure 2: British Council HR Department

The entire HR department works together to support all the employees of the British Council. From selecting to recruiting and also on-boarding the employees are the responsibility of HR. Apart from this, they constantly working for the betterment of the employees by their constant support and they are also ensuring employee branding. The department is consists of five members where the HR director is responsible to make the core decisions and also responsible to manage and assign tasks to different members. The HR team have two HR manager with different roles where one is responsible for the recruitment process for the entire organization and another HR manager is responsible for learning and development of the employees. The team also has two HR officers and they are responsible for payroll and documentation of the organization.



CHAPTER 3

EXPERIENCE as an INTERN

3.1 My Role as an Intern

The internship program started in September 2019 when I have joined the British Council Bangladesh as an HR Intern. For the last four months, I have been working as an intern with the HR team and it has been an amazing journey where I am getting a learning opportunity in an international working culture where I feel like my work has an impact on the organization.

After joining I have received induction training with all the new joiners and I have completed all the mandatory courses-CP, EDI, Safety and Security, Fraud Awareness and lastly Information Management and certificates are given for all the mandatory courses. By doing the mandatory courses and receiving the induction training I got a better idea about the British Council as an organization.

After that, the main task that was given to me was to organize the personal files of all the employees and the deadline was before the Annual Audit. There were many documents like ID doc, mandatory certificates, performance evaluation, authorization letter, confirmation letter, and probation letter, etc were missing from the personal file. Therefore, I have checked every file which is in total around 170 employee's personal files. After that, I have submitted my feedback stating the which documents were missing, later, all the documents were collected and ensured in the file according to the checklist.

While doing this, the main challenge that I faced was completing all the files and identifying files without ID documents. To overcome this, my line managers helped me by providing all the necessary support and we all together have completed the task before the Audit. After completing the personal files, I have also worked on consultant files and submitted my feedback.

Apart from this, I have contributed to the British Council employee recognition program called "British Council Star". As I was assigned to do research on this program because they are planning to recreate the program which will create a positive impact on the employees and employees will feel their works are being valued. I have done research on this program and also submitted a plan to make the program more meaningful and effective in which they will work later on.

During these main tasks, I have also worked on staff medical data, prepared training feedback summary, assisted with employee background check including police verification

data. Along with this, I have written correspondences on behalf HR team such as visa letters, exit letters, contract extension letters, etc.

While working with the Human Resources team I worked with core employee processes and policies and it really did feel like my work is being valued and creating a positive impact on the organization. The organization has a learning culture and gives everyone an opportunity to develop. For me, it was a huge learning experience and I was lucky to be part of the British Council.

3.2 Relating Theory with Actual Practises

Human resources management courses provide theoretical knowledge however actual HR practices are not very similar. While doing the courses, I had brief knowledge about different training and development methodology, compensation and manpower planning, as well as industrial relations and psychology however in actual, practice what I have witnessed is very specific and straight forward and there is not much to change. Over the years, these practices which are appropriate for the British Council Bangladesh has been developed.

- **Training and Development:** Theoretically, before giving any training to the employees TNA is conducted to find out who requires this training. However, in actual practice, they select a specific Pay Band employees and arranges training for their development so that they can move to the next Pay Band and perform better in their new roles. Apart from this, there is some mandatory training which is common for everyone, for example, induction training, online mandatory courses, etc.

According to the annual training summary of the British Council Bangladesh, the attendance and participation of the different pay bands and teams are as follows:

PB	Training attended	%
PB 2	7	7%
PB 4	43	41%
PB 6	23	22%
PB 7	18	17%
PB 8	3	3%
PB 9	0	0%

PB 10	0	0%
FTT	2	2%
PTT	1	1%
CNT.	8	8%

Table 1: Training Attendance as per Pay Band

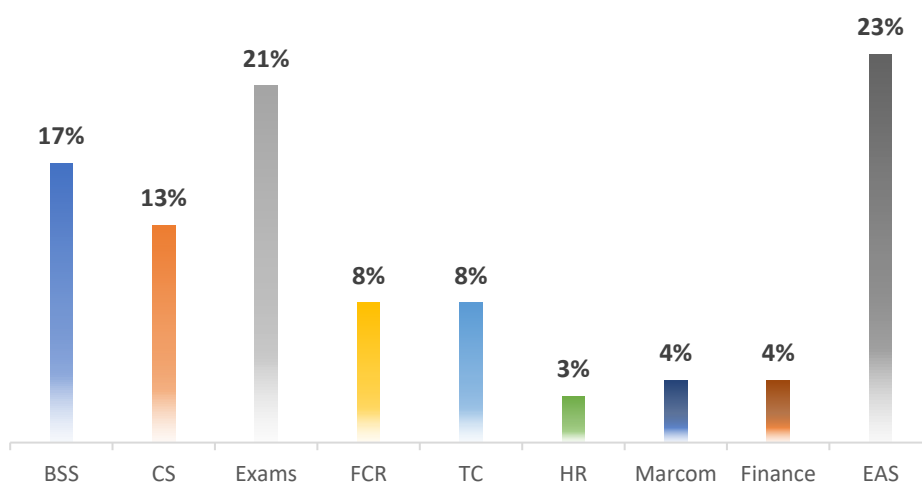


Figure 3: Training Attendance as per Team

- Succession Planning:** As per the theory, succession planning which is one of the important aspects of “Manpower Planning”, gives an idea about a process that helps the organization to choose the next leadership role in case of the old leaders leaving the organization. In actual practice, in the British Council, there is no practice of traditional succession planning. To move to a higher role, they need to apply for the position like a regular candidate and they will give Aptis test which is a flexible English language test as well as they will sit for the interview. All the managerial positions employees get equal opportunity to develop themselves however, with valid employment processes that are fair and equal for everyone, they get the opportunity to move forward.
- Employee association:** The organization has an employee association constituted of employees that work for the welfare of the organization as a whole. This association is called BCLSA and it raises issues on behalf of the employees and works for the employee’s betterment. The BCLSA also organizes different engagement events and activities for employees and their families.

- **Work-Family Conflict, WFC:** In Industrial Psychology, Work-Family Conflict is briefly discussed where employees feel incompatible demands between work and family due to too many working hours and inflexible working schedules. In the British Council Bangladesh, the employees have a balanced work-life. The usual working hours starts from 9 AM to 5 PM, 5 days a week. However, it may vary due to work pressure. There is no time-card system to monitor the presence of the employees, rather it is monitored by the line manager. The working hours are flexible as well and employees can take work from home. Yearly, they have 14 days of paid leave which employees are forced to take and in case of any emergency or needs they are allowed to take leave.
- **Learning-Curve of the employees:** It is possible for the employees that over the years the knowledge of them might get obsolete especially for the technical jobs that change very fast. In the Compensation Management, a brief topic covered about this matter that how knowledge obsolesces can lead to losing jobs. Many organization does not prefer their employees to go for further studies due to the fact that it can lower their productivity. However, in the British Council, they encourage their employees to pursue higher studies, especially their teachers. Their teachers are encouraged to do CELTA, TESOL to develop their skills as a teacher. Apart from this, professional degrees like EMBA, ACCA, etc are also encouraged and a certain percentage of the cost of the education is taken by the British Council. This is part of their employee branding as this organization encourages to develop their employees.
- **Employee Recognition Program:** Recognizing employees for their outstanding performance is a small gesture to acknowledge their work. Theoretically, I have learned so many different ways of employee recognition such as performance-based bonuses, paid holiday, special projects and many more. In the British Council Bangladesh, they have a similar program called “British Council Star” where they show gratitude to the employees who go the extra mile to represent the organization. In the British Council, employees are appreciated and nurtured through different opportunities. This scheme runs a quarterly basis and each quarter one colleague or a team gets awarded for different thematic like excellent customer service, demonstration of the British Council values and behaviors, EDI, CP, responsibility towards the environment, excellent teamwork, etc.

3.3 Observation as an Intern

British Council has an inclusive and open management culture where you can interact and work with people across all levels. Also, it gives you the opportunity to work with people from different backgrounds and cultures. They value the voice of every employee and believe that every employee regardless of their position can contribute to the organization. Within this short span of time and as an Intern my overall observation is as follows :

- **Organization Structure:** The British Council Bangladesh does not follow traditional hierarchy culture rather they have a very open culture with a lean structure. For example, most of the organization give separate room for the Director level employees however in the British Council there is no fixed desk for anyone, even the Country Director need to book the desk through Condeco, desk booking app. An officer can directly talk to the department head without any appointments.
- **Office Environment:** The office environment is very nice as it is an open office without a traditional cubicle system. Every month a meeting takes place called the “All Staff Meeting” where the country director remains present with other employees and they discuss their monthly activities and at last, they celebrate the birthday of every employee of that particular month. Overall, the environment of the office is warm and very welcoming.
- **Culture of the Organization:** The working culture of the British Council is engaging and they appreciate active participation. From day one, I was invited to the weekly meeting with the HR team where they discuss their weekly activities. In the meeting, my supervisor used to give me tasks for the week. The HR director discusses the activities and what is happening regionally and provides a brief idea about it and other members also provide a brief about their work.
- **Co-workers and their Participation:** Before joining the British Council, in my mind, I had this image of employees working like robots in their cubicles whereas an intern I might feel lost. However, the actual scenario was completely the opposite. From my experience, I have seen most of the colleagues are very helpful and within the team, they take care of each other. And outside the team, they are also very cooperative and supportive. Not just within the team, they also work outside their own team and help them.



CHAPTER 4

ANALYSIS of the EFFECTIVENESS of the INDUCTION TRAINING PROGRAMME

4.1 What is Induction Training Programme

According to one of the largest HR professional society named “ Society for Human Resource Management” has described the induction training as a process which allows the new joiners to adapt with the new policies and practices of the organization to ensure productivity as early as possible (SHRM, n.d.). This induction training program is also known as onboarding. Just after joining a new company, induction training is the first thing employees receive which allows them to know briefly about the organization and their people and culture.

4.2 Factors that Make the Induction Training Programme Successful

Effective induction training requires to be organized, timely, connected to employees to become successful. The most important aspect is it creates the first impression for the company. In opposite to that, a poor induction program is a combination of not put together a program which creates confusion for the new employees, as a result, it creates a negative impression in the mind of the employees. The factors that make the induction training programme successful are as follows:

- **Scope:** The scope of the induction training is very brought since it is the first impression of the organization to the new joiners. To minimize the initial anxiety of the new joiners, to introduce with organizations culture, policies, practices, to make a smooth transition the induction training is necessary (Smiriti Chand, 2016). A successful induction training can make the outsider feel like an insider within a short time.
- **Checklist of the programme:** It is important to create a checklist of the entire programme beforehand in order to be fully prepared for the program day. All the venue, presenter, necessary documents should be added in the checklist. According to an article named Successful induction, from the day before induction to day one, the first week, first months should be added in the checklist (Successful Induction, n.d.).
- **Time Management:** The program needs to be conducted in a timely manner so that it begins on time and finishes on time. In between the training, sufficient break times need to give.
- **Programme Facilitator:** The presenters who are going to conduct the session needs to be well prepared in order to make the programme successful. This creates the first impression to the organization and then departments and teams, therefore, presenters need to be knowledgeable.

- **Quality over Quantity:** The quality of the information is much more important than how long the session is going to run therefore the information should be precise and comprehensive.

4.3 Benefits of the Induction Training Programme

If the induction programme is executed properly then it can prove itself beneficial in many ways. The benefits are as follows:

- **Gives the Necessary Information:** According to Commlab India, a successful induction training programme provides all the necessary information like work norms, culture, policies as well as it sets the expectations of the new joiners towards the organization (Commlab India, 2019). It also helps the new joiner to adapt to the new workplace.
- **Makes the New Joiner Feel Valued and Appreciated:** A good induction training welcomes the new joiner in a proper manner that makes him/her feel valued and welcomed, it ensures that new joiners feel comfortable in the new environment and it motivates the employee a lot (Commlab India, 2019).
- **Increase Performance Efficiency:** Employees join an organization with a lot of expectations and queries about the organization and when these expectations are not fulfilled and queries remain unanswered the new joiners become confused (Commlab India, 2019), they stated a good induction programme covers all the necessary aspects which increase the efficiency of the employees.
- **Reduce the Turnover Rate:** According to the article named Successful induction published on the MindTools, stated that an effective induction training or lack of one can decide whether an employee will remain in the organization or leave very soon (Successful Induction, n.d.)
- **Cost-Efficient Training:** The induction training facilitators are from within the organization, therefore, it does not require additional expenses to hire facilitators externally. If the new joiners get all the necessary training to perform his/her job then they can provide output quickly and it will be cost-efficient for the organization (Commlab India, 2019).

4.4 Induction Training Programme at the British Council of Bangladesh

The induction training programme of the British Council Bangladesh follows the cognitive method. Usually, it takes three or four days of the first week after the join in the company. All together the training has 10 programs. They are as follows:

1. Briefing with HR: This is the first induction training new joiners receive after joining the British Council Bangladesh. At first, the new joiner is welcomed by one or two members of the HR team. Then they take the new joiner inside the office in a meeting room and then the contract is signed and all the necessary documents, for example, three ID documents (Birth certificate, NID card, Passport or marriage certificate, driving license, etc.), COI declaration, Self-declaration, CP policy, IT policy, Mobile policy, Email sign rules are given. After that, a brief overview of the organization is given which includes office culture, location, what does the British Council does and their different functions, departments along with this, HR policies like leave policy, Terms & Conditions of Service (TACOS), medical facilities, performance management processes, etc. Along with the documents, their ID card and locker keys are provided by the HR team as well.

2. Briefing with facilities' operations: On the next day, the induction with facilities' operations are given to the new joiners. This particular induction is very helpful for the new joiners for many reasons. Here the presenter is from the BSS team, facilities' department and gives a brief about different facilities that are available for the employees to use for the official purpose. Facilities such as transportation service, visa service(A2 category visa-for UK appointed employees, E category visa-for employees who are coming for government and the British Council as joint venture), mobile allowance, cafeteria, office buildings, etc. along with this, they maintain guest house at Gulshan where the UK appointed employees to stay and every employee who visits Dhaka for official purpose must have to stay at the guest house for the security purpose. They give car service to all the employees and to avail of this service they need to book the car 24 hours before. The medical service is handled by them as well and by this service, the consultant fees and a certain percentage of medical bills are paid by the organization. Apart from this, they have BCP member which is an emergency team to give support in the incident like Holey Artisan.

3. Training on IT Policy: The third induction for the new joiners is on the IT policy of the British Council. In this induction, the presenter mainly provides a brief discussion about files saving in the G drive, the procedure to make international calls, guidelines about shared files,

files transfer, shared service, Roam service for out of the office, etc. Globally, the British Council uses the GTI system. They also have the non-GTI system which is standard that is non-complied. The British Council intranet has G drive for the individual teams and departments and also H drive for the personal data. GSD controls the whole intranet of the British Council.

4. Training on concierge activities: This induction mostly consists of basic things like desk booking, office locker, etc. this particular induction helps the new joiner to understand about the British Council's concierge activities. As the British Council has an open desk culture where anyone can seat at any of their buildings by pre-booking the desk through an app called "Condeco" and this app also used for booking meeting rooms. The concierge officer provides instant IT support, logistics support to the employees.

5. Training on safety and security: Induction on safety and security is very unique as well as interesting for the new joiners. The head of the Security team gives a tour to the office and shows the security system of the office, for example, fire extinguisher, fire alarms, safe zones during an earthquake or terrorist attacks and overall security system. Apart from this, gives a brief about fire drill as well as first aid training to the new joiners. After the Holey Artisan incident, they have shut down their Dhanmodi brunch due to the safety issues as well as they have increased their safety and security to their main office as well.

6. Brief on Finance and its operations: This training gives a brief idea about how the finance department functions. It helps the new joiners to understand various aspects of the Finance department as they need to do some activities like travel cost claim, finance policy, budget management, cost head, and many more issues.

7. Training on Procurement and its operations: In this training, the new joiners get a brief about the procurement department and its operations. Here the main part is PR raising procedure and processes, admin task, buying task, PR through SAP, contract with vendors, events, services of the procurement department, etc. in the British Council, any employee can purchase necessary office supplies by raising a PR through Procurement team.

8. Training on Child Protection: It is mandatory training for everyone who works for the British Council worldwide regardless of being part-time or full-time, consultant, intern, paid or unpaid. In the induction training, new joiners get an idea about CP policy, focal points, awareness events, etc. the British Council takes CP very seriously and during induction, every employee read the CP policy and sign the declaration as well. Apart from this, employees who

directly work with children need to follow certain rules and regulations. The British Council ensures CP by valuing and respecting children, follows CP policy and procedures, proper background check of every staff provides effective management for the staff and they remain under supervision according to the Child protection article. In this induction, the CP policy is being discussed in such a manner that ensures it is well understood by every staff.

9. Training on IGRM: In the IGRM induction, the presenter gives an overview of the data and access policy of the organization. Along with that, important aspects like retention period, duration of recruitment folders, for example, the recruitment folders need to be kept at least one year after the recruitment. This induction also helps new joiners to understand the different methods of storing data and how they can be protected.

10. Briefing with BCLSA: This induction is conducted by the President of BCLSA where new joiners are introduced with the staff association and its executive body and its functions. This association works for the welfare of employees and brings to light different concerns and issues on behalf of the British Council employees. Their major activities are arranging cultural programs, team building programmes, events, holidays, etc, as well as issues like pay raise, which are also handled by the association.

11. Training on EDI: This is the last induction training new joiners receive at the British Council. Here the presenter gives a brief discussion about the organization's EDI policy and how they ensure this in every aspect of their services. They believe it is a part of their work to ensure equality while working with a diverse group of people. According to the British Council, equal opportunity means treating people fairly, equally without any biases and by diversity, they refer people to differ from each other in many ways therefore understanding and valuing these differences is part of their work in order to work together as a team (Equal opportunity and diversity, n.d.). The main areas they focus on EDI are age, disability, race, gender including transgender, religion or culture as well as work-life balance. In the induction, a brief discussion about EDI and various policies that the British Council has to ensure EDI in an effective manner (Equal opportunity and diversity, n.d.). And not just locally, EDI is ensured globally in this organization.

4.5 Analysis of the Effectiveness of the Induction Training Programme

To analyze the effectiveness of the induction training programme at the British Council Bangladesh, a survey is conducted among 52 employees who have received the induction training. The analysis is as follows:

- **Descriptive Statistics:**

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Did the program reach up to your expectations?	52	3	5	4.17	.648	.420
How was the time management of the programme?	52	2	5	3.96	.969	.940
Did it help you to understand more about the organization and its values and beliefs?	51	3	5	4.57	.575	.330
Did you find the presenters were knowledgeable about the topic?	52	3	5	4.38	.565	.320
How was the quality of the information provided?	52	2	5	4.29	.848	.719
Did you find enough information about facilities, IT, security and other policy of this organization?	52	3	5	4.44	.698	.487
Did you find the training room suitable for the programme?	52	3	5	4.52	.671	.451
How would you rate the success of the programme?	52	3	5	4.33	.617	.381
How would you rate the induction overall?	52	3	5	4.29	.667	.445
Valid N (listwise)	51					

Table 2: Descriptive Statistics

- **Frequencies:**

Frequencies

Statistics

	Did the program reach up to your expectations?	How was the time management of the programme?	Did it help you to understand more about the organization and its values and beliefs?	Did you find the presenters were knowledgeable about the topic?	How was the quality of the information provided?	Did you find enough information about facilities, IT, security and other policy of this organization ?	Did you find the training room suitable for the programme?	How would you rate the success of the programme?	How would you rate the induction over all?
Valid N	52	52	51	52	52	52	52	52	52
Missing	0	0	1	0	0	0	0	0	0
Mean	4.17	3.96	4.57	4.38	4.29	4.44	4.52	4.33	4.29
Median	4.00	4.00	5.00	4.00	4.50	5.00	5.00	4.00	4.00
Mode	4	4	5	4	5	5	5	4	4
Std. Deviation	.648	.969	.575	.565	.848	.698	.671	.617	.667
Variance	.420	.940	.330	.320	.719	.487	.451	.381	.445

Table 3: Frequencies

- **Frequency Tables and Pie Charts Analysis:**

Frequency Table

1. Did the program reach up to your expectations?

	Frequency	Percent	Valid Percent	Cumulative Percent
Average	7	13.5	13.5	13.5
Very good	29	55.8	55.8	69.2
Excellent	16	30.8	30.8	100.0
Total	52	100.0	100.0	

Table 4: Analysis of the Induction Training Programme Expectations

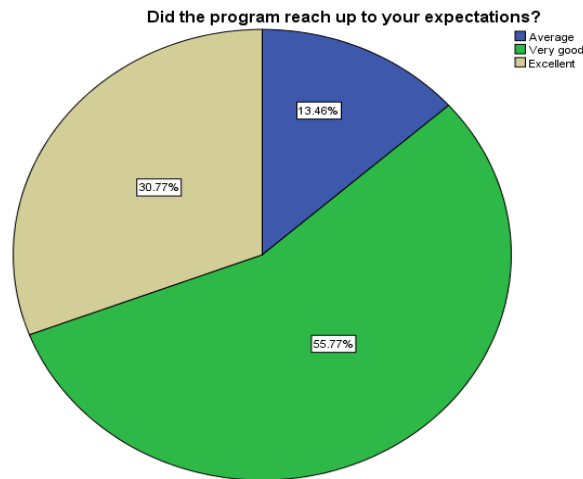


Figure 4: Analysis of the Induction Training Programme Expectations

In this question, the majority of the employees have responded positively, around 56% of employees have rated the programme as very good and around 31% of employees have rated the programme as excellent. A very limited portion of employees which is around 13% responded to the programme as average. From these percentages, it can be assumed that the training programme has reached the employee's expectations.

2. How was the time management of the programme?

	Frequency	Percent	Valid Percent	Cumulative Percent
Needs improvement	5	9.6	9.6	9.6
Average	10	19.2	19.2	28.8
Valid Very good	19	36.5	36.5	65.4
Excellent	18	34.6	34.6	100.0
Total	52	100.0	100.0	

Table 5: Analysis of the Time Management of the Programme

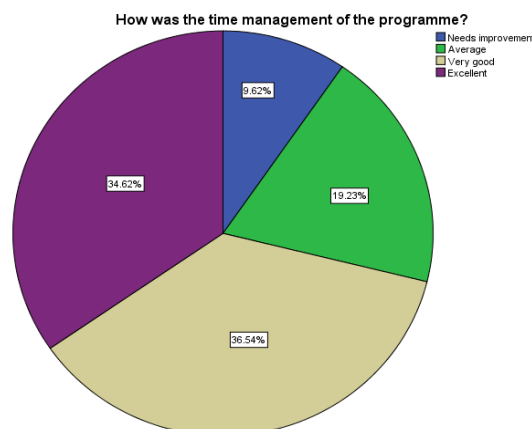


Figure 5: Analysis of the Time Management of the Programme

Here, even though the majority of the employees, around 37% have rated the time management as very good and around 35% of employees have rated it as excellent, however, there are employees who responded negatively, around 19% stated it as average and 10% of employees have stated that time management of the programme requires improvement. Therefore, it can be said that time management of the programme needs to be redesigned.

3. Did it help you to understand more about the organization and its values and beliefs?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	2	3.8	3.9
	Very good	18	34.6	39.2
	Excellent	31	59.6	100.0
	Total	51	98.1	100.0
Missing	System	1	1.9	
Total		52	100.0	

Table 6: Analysis of the Understanding of the Organization, values, and beliefs

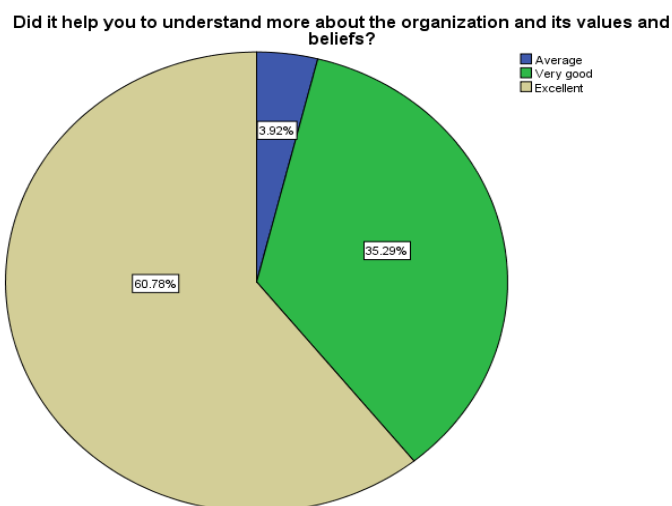


Figure 6: Analysis of the Understanding of the Organization, values, and beliefs

From this, it can be stated that induction training helps the new joiners to understand the organization, its values, and beliefs. Most of the employees responded in favor of this, almost 60% of employees have rated excellent and 35% of employees have rated very well. A very small portion of employees, around just 4% of employees have rated as average. However, to justify the rating, some of the employees have commented that they agree that this programme helps to understand the organization but more about what the British Council does locally and globally can be added.

4. Did you find the presenters were knowledgeable about the topic?

	Frequency	Percent	Valid Percent	Cumulative Percent
Average	2	3.8	3.8	3.8
Very good	28	53.8	53.8	57.7
Excellent	22	42.3	42.3	100.0
Total	52	100.0	100.0	

Table 7: Analysis of the Presenters of the Programme

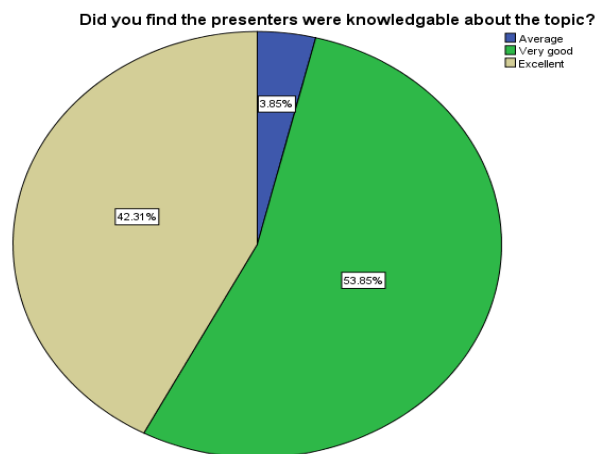


Figure 7: Analysis of the Presenters of the Programme

The majority of the employees have agreed that the presenters of the induction training are knowledgeable about the topic, almost 43% of employees have rated excellent and 54% of employees have rated very good and it all together covers the majority of the employees. These induction training sessions are presented by the department's heads or the managers, therefore, they are knowledgeable about the topic.

5. How was the quality of the information provided?

	Frequency	Percent	Valid Percent	Cumulative Percent
Needs improvement	2	3.8	3.8	3.8
Average	7	13.5	13.5	17.3
Very good	17	32.7	32.7	50.0
Excellent	26	50.0	50.0	100.0
Total	52	100.0	100.0	

Table 8: Analysis of the Quality of the Information

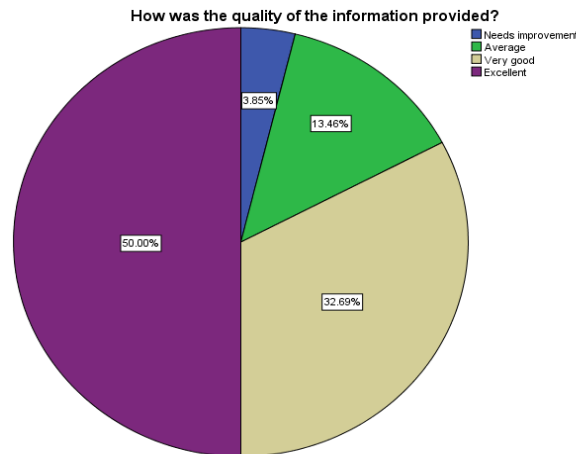


Figure 8: Analysis of the Quality of the Information

In this question, employees have rated positively that the quality of the information is up to the mark. Almost 50% of employees rated excellent and 33% have rated very well. A small group of employees which is 3.9% has rated it requires improvement, to support this rating, employees have stated more aspects could be shown related to the operations of different departments.

6. Did you find enough information about facilities, IT, security and other policy of this organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	6	11.5	11.5
	Very good	17	32.7	44.2
	Excellent	29	55.8	100.0
	Total	52	100.0	100.0

Table 9: Analysis of the sufficiency of the Information of all Aspects

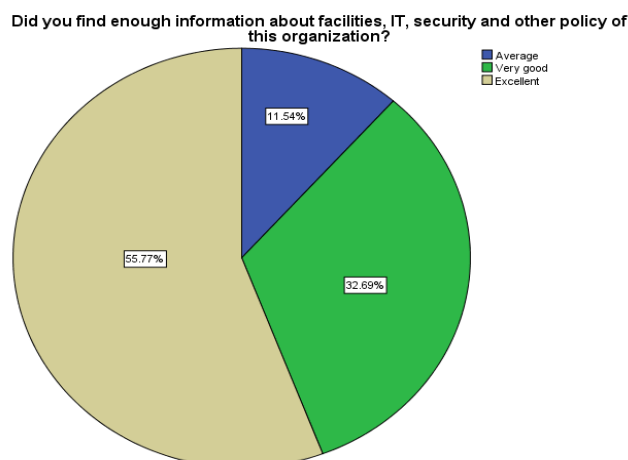


Figure 9: Analysis of the sufficiency of the Information of all Aspects

In this sector, the majority of the employees have responded positively as this programme covers all the aspects that will be necessary for a new joiner. And for this, almost 56% of employees have rated excellent and 33% of employees have rated very good which covers the majority.

7. Did you find the training room suitable for the programme?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	5	9.6	9.6
	Very good	15	28.8	38.5
	Excellent	32	61.5	100.0
	Total	52	100.0	100.0

Table 10: Analysis of the Appropriateness of the Training room

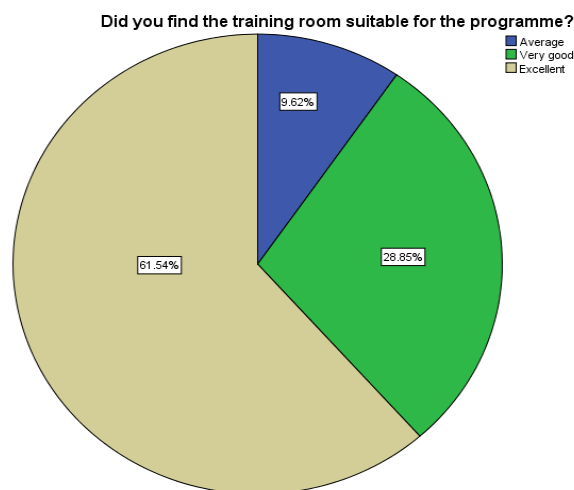


Figure 10: Analysis of the Appropriateness of the Training room

The induction training takes place in the regular meeting rooms of the British Council Bangladesh which includes all the necessary equipment like projector, sufficient space with tables and chairs, etc. and the majority of the employees, 62% rated excellent and 29% have rated very good that indicates the training rooms are suitable.

8. How would you rate the success of the programme?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	4	7.7	7.7
	Very good	27	51.9	59.6
	Excellent	21	40.4	100.0
	Total	52	100.0	100.0

Table 11: Analysis of the Success of the Program

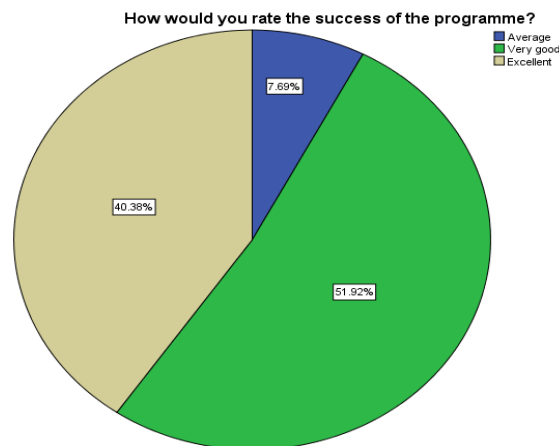


Figure 11: Analysis of the Success of the Program

According to the responses of the employees, almost 52% of them rated the programme very good and 41% have rated excellent since this programme does help the new joiners to learn about the organization. However, some of the employees have rated it as average due to the time management issue mostly which can be redesigned to make the programme fully successful.

9. How would you rate the induction overall?

	Frequency	Percent	Valid Percent	Cumulative Percent
Average	6	11.5	11.5	11.5
Very good	25	48.1	48.1	59.6
Excellent	21	40.4	40.4	100.0
Total	52	100.0	100.0	

Table 12: Overall Rating of the Induction Training

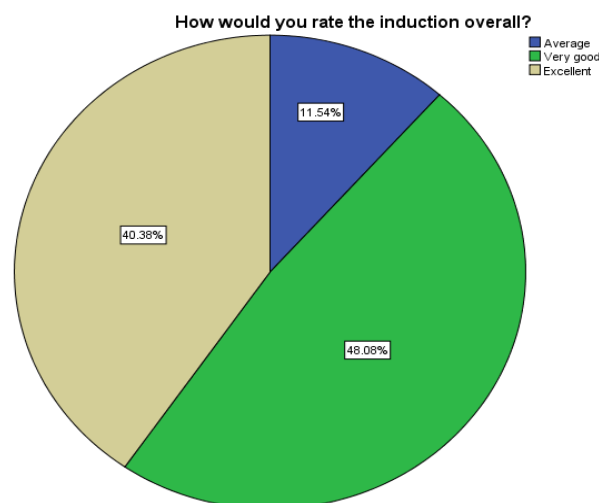


Figure 12: Overall Rating of the Induction Training

The overall rating of the induction training programme is positive as well since 49% of employees have rated it very good and 41% have rated it excellent because it covers most of the functions and support teams of the organization. As some of the employees have rated it average which can be taken as a suggestion to improve the programme in the future.

Cronbach's Alpha	N of Items
.922	9

Table 13: Reliability Statistics

Here the Cronbach's Alpha is $\alpha > 0.9$ which is **Excellent**

Scale: All Variables

		N	%
Cases	Valid	51	98.1
	Excluded ^a	1	1.9
	Total	52	100.0

a. Listwise deletion based on all variables in the procedure.

Table 14: Case Processing summary

As the Cronbach's alpha is greater than 0.9 therefore the reliability of the outcome from this analysis is excellent. In the British Council Bangladesh, they have around 150 employees and among them, 50 employees feedback has taken for the analysis which is almost one-third of the total employees. Therefore, this analysis is reliable and relevant.

Additional Questions for Induction Feedback (Open-ended questions):

After going through all the feedback of the employees, where they have provided their opinions that vary from one another. However, even if the words choices are different but they have a similar category answers and they are as follows:

1. Most and least (if any) valuable aspect of the programme for the new joiners:

Employees have provided different aspects of the programme which they have found most valuable for themselves. The majority of the employees have mentioned that the induction

programme has helped them to get familiar with the organization, helped to understand organization culture better, got brief knowledge about policies, introduce to the different departments and their operation, also an overview of various facilities. Some of the employees have also mentioned specific parts of the training like safety and security, CP as well as the facilities. And some employees have mentioned that for them the most valuable aspect was the enthusiasm of the presenters and the way they have welcomed new joiners to the British Council. A group of employees appreciates the initiative to organize such a programme for the new joiners.

However, employees have also provided the least aspect of the induction training programme for them. Most of the employees have included that back to back induction training was tiresome for them. Employees have also mentioned that sessions were too detailed and it was difficult for them to follow it. As this programme includes many policies, codes, and descriptions, therefore, they found it hard to take all the information at once.

2. **One aspect to change about the induction training if they got a chance:** In this specific question, employees have provided their feedback where they have included their idea to make the program more effective for the new joiners and they have given these ideas based on their experiences. Here, the majority of the employees have said that they wanted to change the time frame needs. This program usually gets completed within two to three days and within this time completing all the training is a bit difficult for them. Some of the employees have advised one session in one day. There is another group of employees who have suggested that the details about the induction training programme can be given to the new joiners as it will give an idea regarding what to expect in the first week at the British Council.

Here to mention, some of the employees also stated that they are happy with the induction training as it is, therefore, they did not want to change any aspect of the programme.

3. **The helpfulness of the programme and would recommend others in the future:** Regardless of the dissimilarities between employees about the induction programme's various aspects, they all have agreed that this induction training programme is helpful for the new joiners. They have included details like this programme gives a chance to the new joiners to develop a sense of familiarity with the organization and its belief. It gives a chance to meet the other departments and helps them to understand their performance. As most of the training facilitators are the department's heads or managers so it helps the new joiners to get familiar with them which can be helpful for them. They would know who to

reach for with what kinds of problems and it saves time for both parties. Some employees have mentioned that they recommend this programme however with a little more classified that will be easy to be followed. The majority of the employees really appreciate this programme, as it goes for everything that there is always room for improvement.

- 4. Further suggestions to add:** Employees have provided positive feedback that no additional suggestions are required since they have already mentioned their advice in previous questions. However, a small group of employees has provided suggestions which are really valuable. They suggested that the entire programme can be more interactive rather than lecture-based. Others have suggested an inclusive office tour which can include office locations like washroom, pantries, library, cafe, garden, printing room, visit of the project offices, etc. can be shown around. It will give a good factor to the new joiners and they will not feel lost in the new office.

Another aspect of the induction training is that, outside of the Dhaka main office, employees from Chittagong and Sylhet also join. Some of them face difficulty to join through Skype therefore, they have suggested the induction training programme schedule that is sent through email should contain information about the trainer too. The trainer should be properly informed about the new joiners who are working outside Dhaka and waiting to join the induction. They should also make sure the trainers invite employees before the induction rather than waiting for those staff to send join requests.

4.6 Recommendations

After the analysis of the effectiveness of the induction training programme and also discussing the result of the analysis with the responsible HR manager, finally, come up with recommendations which can be applicable to the British Council without making a significance change rather by following these the programme will become a lot more effective and helpful for the new joiners. The recommendations are as follows:

- 1. Buddy Programme:** Buddy programme which is mostly used in the university culture where it is known as the mentoring program or coaching program where senior students help the freshers to cope up with the new environment and help them to develop themselves. Here the relationship remains professional and formal. However, a buddy programme is a little different as here the development of the individual is not expected stated by an online journal named HR.com (HR.com, n.d.). A buddy needs to be someone who has been in the organization for a while and has some documented responsibilities which will be performed over three months of period, (Cooper, J. & Wight, J., 2014). The responsibilities of the buddy programme can be explaining unfamiliar tasks, demonstrate how to use office equipment, showing informal activities such as best lunch spots, nearby coffee places, etc. Benefits of the buddy programme are very significant since it helps the new joiners to adapt to organizational culture and they do not feel lost according to Implementing a buddy system in the workplace. Similarly, for the British Council, a buddy programme can be arranged for the new joiners where a senior employee will be the buddy for one new joiner for the first three months. Whenever the new joiner requires any help he/she will reach out to the buddy and buddy will be responsible to help the new joiner. This will also help the new joiner to feel comfortable in asking any questions and also blend in with other colleagues.
- 2. Modification in the Time Frame:** Since the analysis refers that the majority of the employees felt the time frame of the programme was not appropriate. Therefore, the time frame can be modified. As in the first week, new joiners do not have a lot of work, therefore, this entire week can be utilized to complete the induction training with different time slots where one or two induction training will take place in one day. In this way, new joiners will not feel the rush to go from one training to the next rather they can spend more time with their team members.

- 3. More Interactive Sessions:** The induction training is mostly lecture-based, where presenters provide the information however the sessions can be a bit more interactive. The new joiners have a lot of queries about the organization and the induction training is a great platform where they can ask questions to the knowledgeable individuals of the organization. And as this training is lengthy therefore interactive sessions can be a very good initiative to remove the monotonousness from the sessions. For example, handouts or instruction documents can be shared with the new joiners after the session as it is difficult for them to remember everything.
- 4. Inclusion of an office tour:** On the very first day, the new joiners can receive an inclusive office tour where all the necessary places like the cafe, prayer room, dining places, washrooms, etc. can be shown. Though they receive an office tour in the safety and security training, however, this will be an informal one where they will get to see the necessary places. This office tour will be helpful for them as they will not feel confused about important places in the office.
- 5. Introduction to Global and Offsite Activities:** The British Council Bangladesh has offsite activities like the active citizen, social enterprise, PRODIGY, library landscape assessment, etc. (Our work for society, n.d.). As a new joiner, these offsite activities can be very exciting to know. They will get to know, apart from teaching English to the citizens of Bangladesh this organization also works for its society empowerment. In the session, the British Council's global activities can be included as well such as empowering women and girls, work in sport, etc.



CHAPTER 5

CONCLUSION

The British Council allows every employee to grow and develop themselves so that they can perform better and serve better to the society and the induction training programme is part of their development.

From the day of joining, this organization wants to provide a sense of belongingness to the new joiners at the same time want to make them comfortable to the new office. To make the programme even better they are constantly taking feedback and taking initiatives as well. For every new joiner at the British Council Bangladesh, the induction training programme plays a vital role to build a relationship with colleagues and subordinates. It gives an opportunity to learn about the organization as well as its functions and activities. The analysis also gives a clear indication that this programme does help the new joiners to cope with the changes and it removes initial anxiety. Lastly, the success of the induction training programme relies on the smooth transition of the new joiners to the organization.

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Appendix:

Induction Programme – feedback form

This is a sample questionnaire which could be filled out by an employee once their induction is over.

<i>Employee name:</i>
<i>Start date:</i>
<i>Job title:</i>
<i>Department:</i>

Question	Rating*	Comments (to support your rating)
1. .Did the program reach up to your expectations?		
2. .How was the time management of the programme?		
3. .Did it help you to understand more about the organization and its values and beliefs?		
4. .Did you find the presenters were knowledgeable about the topic?		
5. .How was the quality of the information provided?		
6. .Did you find enough information about facilities, IT, security and other policy of this organization?		
7. .Did you find the training room suitable for the programme?		
8. How would you rate the success of the programme?		
9. How would you rate the induction overall?		

*Rating Scale: 5 = Excellent 4 = Very good 3 = Average 2 = Needs improvement 1 = Poor

Additional Questions for induction feedback:

1. What was the most and least (if any) valuable aspect of the programme for you?
2. If you were given the chance what would you change about the induction programme?
3. Did you find the programme helpful and would you recommend this to others in the future?
4. Any other suggestions to add?