

An analysis of the training and development practices of SARPV

By

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**An Internship Report submitted to the graduate school of Management in
partial fulfillment of the requirements for the degree of
Masters of Business Administration**

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing 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 which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

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Subject: Submission of the Internship Report

Dear Sir,

It is an honor for me that I was given the opportunity to submit the internship report that I have prepared from my experiences of working with SARPV, under the Human Resource Department.

I would like to convey my highest gratefulness and appreciation for your kind cooperation, leadership and guidance in accompanying and preparing my internship report. I have tried my level best to complete this case as meaningfully and correctly, as possible. I do believe that my eager determination will be apparent to you after reading the case.

Sincerely yours,

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Date: January 6, 2022

Non-Disclosure Agreement

This agreement is made and entered into by and between SARPV and the undersigned student at BRAC University

The Internship Report titled “An analysis of the training and development practices of SARPV” has been submitted, to BRAC Business School, for partial fulfilment of the requirements for the degree of Masters of Business Administration, major in Human Recourse Management from BRAC University on 1st November, 2021 by Tanjina Islam, ID: 19264015. The report has been accepted and may be presented to the Internship Defense Committee for evaluation.

Syed M Rahman

Associate Professor,

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Acknowledgement

I would like to begin by thanking Allah, the Almighty for providing me such a great prospect that enabled me to submit this report.

Next I would like to convey my outmost respect and gratitude to my academic supervisor Syed M Rahman, without his guidance I would have not been able to make it this far and this report would have remained incomplete.

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I also would like to thank all of my fellow colleagues of SARPV who invested their precious time in providing me information to help me effectively to complete this report.

During my last three months as a part of my role in SARPV, I got to meet ample of persons from a variety of backgrounds and professions both internally and externally to whom I would like to express my thankfulness for their reputed contribution in creating a memorable internship program.

Executive Summary

Social Assistance and Rehabilitation for the Physically Vulnerable (SARPV) is devoted to work for the most underprivileged and marginalized vulnerable groups of the society for their socioeconomic development to transform them as productive human resource with a dignified lifestyle. It is a non-government, non-political, Bangladeshi organization. Under its Health & Nutrition program it provides lifesaving health & nutrition support to the displaced people arriving from the Rakhine state of Myanmar and the host community people of Cox's Bazar. This venture started in 1989 after the Sauria tornado, the disability sensitive relief and rehabilitation support and programs were followed after subsequent disasters in 1991, 1995, 1997, 2006, 2008, 2012 and 2015. It is the pioneering organization in Bangladesh that has identified the correlation between disaster and disability and operated disability sensitized response & relief operation. As being totally new to corporate sector, this research report has enhanced my knowledge about HRM. Nevertheless, they were all useful for my career. Any business world is very much competitive and the success in the competition depends largely on the performance of the people attached to it.

This report mainly deals with the existing analysis of Training and Development. I was recruited as an intern of human resource department of SARPV located in North Adabor Bazar Road, Dhaka. I have made this report based on my hands-on knowledge and practice. In preparation of this digest both secondary and primary data sources have been used.

The various programs undertaken by the Organization to enrich the quality of human resource are mainly aimed at increasing professional knowledge and skill levels of employees through Training and Development, in form a well-equipped work force for providing superlative services. The HR of SARPV maintains a structured and organized training facilities to train their employees by better trainers. The ultimate objective of the training is nothing but ensuring the overall development of the employees and achieving competitive advantage through skilled employees.

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Lists of Acronyms

NGO- Non-Government Organization

NGOAB- NGO Affairs Bureau

NFPE- Non-Formal Primary Education

NICAPLW- Nutrition Intervention for Children Under- 5, Adolescents, Pregnant and Lactating Women

OTP- Outpatient Therapeutic Point

PwD- People with Disabilities

PHRPBD- Promotion of Human Rights of Person with Disabilities in Bangladesh

PKSF- Palli Karma Sahayak Foundation

PLW- Pregnant and Lactating Women

RIG- Rickets Interest Group

SAM- Severe Acute Malnutrition

SARPV- Social Assistance and Rehabilitation for the Physically Vulnerable

SDG- Sustainable Development Goal

SwD- Students with Disability

TSFP- Targeted Supplementary Food Support

US- Under five

UNCRPD- United Nations Convention on the Rights of Persons with Disabilities

UNCHR- United Nations High Commissioner for Refugees

UNICEF- United Nations International Children's Emergency Fund

UNO - Upazilla Nirbahi Officer

VAW- Violence against Women

VDC- Village Development Committee

VGD- Vulnerable Group Development

VGf- Vulnerable Group Feeding

VRC- Village Resource Center

WFP- World Food Program

WHO - World Health Organization

WO- Women's Organization

Chapter 1

Introduction

Background of the Study

A proper training states to a strategic effort by a company to facilitate the employees for enhancing their capabilities which will help them in performing their tasks properly. These capabilities exemplify information, ability or behaviors that are unit essential for flourishing job performance. Successful companies treat their staffs not as vital assets however as essential partners. Employee's area sector is the most energetic assets. However right employee within the right places is achievable solely through providing training and development program to the employees.

Statement of the Problem

From training, the employee progresses the efficiency that allows them operating in several areas in numerous jobs. The training programs organized by SARPV begins skills and capacity development units through development intervention. This unit contributes to the development of professional and human resources.

It facilitates training and help the employees' growth in their career. And conjointly rise satisfaction among the employees. Employees become updated with the latest corporate information and therefore the company will move in a competitive market by their skilled and well-trained personnel.

Objective of the Study

General Objective

The general objective of the study is to evaluate training and development practice of SARPV. SARPV is an advocacy institution that advocates for local government, policy makers, GO and NGOs, community people and family members with disabilities for ensuring the rights and accessibility of persons with disabilities. For holding the position and ensuring high quality HR support and guidance to SARPV employees, the HR and Administration Managers on a variety of HR issues takes several of the steps.

Specific Objectives

1. To identify the training and development procedure of SARPV
2. To discover the different mechanism of training and development used by SARPV to provide training to the employees
3. To detect the problems of training and development practices of SARPV
4. To suggest some measures to overcome the problems of training and development practices of SARPV

Methodology of the Study

This report is consisting of SARPV training method employee's development that helps to increase employee's efficiencies. In preparation of this digest both secondary and primary data sources have been used. Moreover, I have made some questioners then the employee tick marks the answer.

The primary and secondary resources are:

	Primary	Secondary
Data	Survey ,direct communication, official records etc.	Official website, online records, Annual reports, publicized documents, Different books, documents etc.

The primary sources of data including the following:

- The primary data were mainly collected while conducting the survey on employees' training satisfaction.
- Direct communication with officers and employees of the organization
- Studying different files from different departments of the company
- Observing practical work and Official records

The secondary sources of data include the followings:

- Official website of the organization and online records
- Annual reports and other publicized documents of the company
- Different books, documents, guides associated to the subject

Limitations of the Study

It is obvious that each study has some limitations. Those limiting factors that beat my wish operating in and eventually in making ready this report square measure as followings:

- Time shortage was one among the issues; office employee is always busy so it is difficult to collect information from the employee
- Lack of adequate support due to heavy workload
- Due to unavailability of information in internet some obstacles come in front of me to make this report

Chapter 2

Organization Profile



About SARPV

Bangladesh is a disaster prone area and natural disasters cause great suffering to people with disabilities and many people become disable due to disasters. SARPV is one of the first organizations to support people with disabilities during and after disasters. The organization strives for the socio-economic development of the most vulnerable and marginalized groups in society so that they can be transformed into productive human resources with a dignified lifestyle. People with disabilities are at the center focus of everything they do.

History

Social Assistance and Rehabilitation for the Physically Vulnerable (SARPV) works the socio-economic development of the most vulnerable and marginalized groups in society so that they can be transformed into productive human resources with a dignified lifestyle. People with disabilities are the focus of their work. It was founded in 1989 by a physically challenged person name Shahidul Haque with the aim of changing the public perception of people with disabilities in Bangladesh. In addition to the issue of disability, SARPV also work to eradicate poverty, support education, provide medical services, create rights, climate change and DRM and develop skills to integrate vulnerable groups into the mainstream of the society.

After focusing solely on people with disabilities for the past 25 years, SARPV changed its operating method in 2015 to prioritize socio-economic development of all vulnerable groups, except people with disabilities. disability. To this end, it emphasizes the development of technical skills that will create jobs (formal or informal) for them. SARPV believes that economic empowerment can lead to respectful lifestyles, to establish this trust it works to integrate vulnerable groups into society and increase employment opportunities for them. In 1991, following a tropical cyclone disaster in the southern region of Bangladesh, SARPV launched its work at the community level in this area. He led the first relief and rehabilitation operation focused on preventing disability following this disaster from physical and emotional trauma.Sarpv Bangladesh (n.d.)

Constituency and constitution

A legal constitution is operating SARPV and the General body of SARPV has approved this which is comprised of 21 members. The supreme authority is Executive Committee and EC is elected by the direct election which is for 2 years' duration by the General body members. SARPV Executive Committee is consisted of 7 members; maximum members are the persons with disabilities. The Executive Board administers SARPV. The Secretary General is the head of the organization on behalf of the EC. In the organization there is no one in the general and governing bodies except for the head of the organization.

Policy

SARPV is a pioneer organization that has started Disability Inclusive Disaster Response in Bangladesh Since 1988. This organization's mandate is to transform human resources into assets, having prime focus on People with Disability (PwD).

Vision

Imaging a society which will have no barrier for enhancing maintainable socioeconomic delegation of the vulnerable groups.

Core Values

Mutual trust and respect for humanity, honesty, fairness, neutrality, transparency, accountability, democracy, fairness, independence, quality of service, ability, gender, race, religion, age, etc.

SARPV'S geographical coverage

Division	District	Sub district
1.Dhaka	Dhaka	Dhaka
	Gazipur	Gazipur Kapasia
2.Chittagang	Chittagang	Anwara Bashkhali
		Chandanaish Lohagara
	COX'S Bazar	Cox's bazar sadar Chakaria kutupdia Moheshkhali
		Pekua Ramu Teknaf Ukhia
Bandarban	Lama Naikhangchhori	
3.Rangpur	Dinajpur	Birol Birgang
		Bochagang Kaharol

Programs of SARPV

i) Rights, Advocacy & Networking

The public as well as those in charge often do not see the disabled as an active part of society. SARPV dreams of a society without barriers, where people with disabilities as well as disadvantaged communities can get to their full potential and enjoy equal rights and opportunities in society. The goal of this program is to promote the dignity and rights of poor, excluded and disparaged communities.

SARPV has been working for PwDs since 1989. Its main purpose is to ensure the basic rights of persons with disabilities through all their activities. Combining national and international guiding tools, the program is designed to inform people with disabilities about human rights, advocate with different stakeholders, and build networks between primary and secondary stakeholders to create a common platform for people with disabilities with other marginalized groups. .It is working in Cox's Bazar and Dhaka districts. Through this programs SARPV usually conducts the following types of advocacy:

1. Community advocacy
2. Indigenous group advocacy
3. Individual advocacy
4. Self-advocacy

Program Objective:

1. Encourage the dignity and rights of poor, marginalized and excluded communities.
2. Strengthen networks with various stakeholders and authorities.
3. Raise public awareness to reduce violence against women and children.

ii) Health and Nutrition

In Bangladesh, health care is very important to the people. Because health is directly linked to poverty and poverty is linked to development. Therefore, in the development of Bangladesh, we believe that health and nutrition must be properly managed for the sustainable development of Bangladesh. SARPV established that poor people's nutritional status can lead to healthy lifestyles if they are not satisfied. At the same time, if a disability is detected in childhood, only nutritional support can prevent it. These two reasons led SARPV to consider health as a key program. Sarpv Bangladesh (n.d.)

Program Objectives:

1. Significantly reduce the number of deaths and diseases.
2. Providing health and nutrition services in rural areas.
3. To prevent disabilities (especially children's disabilities).
4. Improving the health care system.

Cox's Bazar District Chakaria, Pekua, Ukhiya Cox's Bazar Sadar, Moheshkhali, Ramu	Chittagong District Lohagara
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Compliance with SDG:

Direct Contribution	Indirect Contribution
Goal 3: Good Health and Well being	Goal 1: No Poverty
Goal 10: Reduced Inequalities	

Projects under this program:

1. Prevention of Rickets in Cox's Bazar.
2. Integrated Nutrition Intervention (INI) to address under nutrition among vulnerable populations in Rohingya makeshift camp.
3. Integrated Malnutrition Treatment and Prevention Program.
4. Polishing up maternal and child nutrition (IMCN) through community management of acute malnutrition (CMAM).

iii) Micro Finance & Small Enterprise Development

SARPV considers everyone, regardless of gender, ethnicity or disability, to be a potential resource for development. The organization launched this program in 2006 as part of a community-based rehabilitation program for people with disabilities to contextualize the economic situation and the availability of resources, especially for people with disabilities. SARPV has continued this program ever since, as financial conditions indicate the social well-being of vulnerable groups. SARPV obtained the legal permission from Microcredit Regulatory Authority in 2011 and became the 275th partner organization of Palli Karma Sahayak Foundation (PKSF).

2019-2020 was very challenging to operate this program because of COVID-19 pandemic. All the program staffs and its beneficiaries had to confront life threat throughout the year and had to survive during the adverse situation. It covers Chakaria, Pekua, Lama, Lohagora, Satkania and Chandanaish, 428 Villages in Chittagang.

Program Objectives:

1. Reduce poverty.
2. Improve people's money management skills.
3. Improve the socio-economic status of vulnerable groups, especially women and Pwds.
4. Development of entrepreneurship at the community level.

iv) INCLUSIVE Education

One of the most important basic human rights is Education. It ensures their education is one of the vital factors in integrating people with disabilities. However, the opportunities of education for children with disabilities in Bangladesh are still very limited. SARPV has launched an educational program over the last 13 years and with its different approaches it is gradually expanding. The purpose of this program is to guarantee the basic education of children with disabilities through the existing normal education system. Sarpv Bangladesh (n.d.)

Approach of this program:

1. Within existing conditions and scope enrolling children with disabilities in primary school.
2. Mobilization of community and stakeholders such as school management boards, principals and related staff of the Upazila Ministry of Education.
3. Encourage enrollment in schools by providing technology, funding, scholarships, and supporting directly to children who are with disabilities and their parents also.
4. Develop a childhood development center and non-formal educational support center to minimize difficulties in educating children with disabilities.

v) Mainstreaming Disability

This initiative goals to steer regulations and practices affecting disabled human beings, through growing greater inclusive communicate and selling rights-primarily based totally processes that keep in mind the desires and critiques of grassroots disabled human beings. Rights primarily based totally technique implies a proper to self-illustration in popularity that the desires and viewpoints of disabled human beings are high-quality communicated through disabled human beings themselves. Disabled human beings even have a proper to statistics approximately offerings and regulations that have an effect on them. This can most effective be finished thru the improvement of an allowing surroundings: improvement of democratic, consultant incapacity movements, advocacy which upholds human rights and pluralistic media which portrays appropriately grassroots angle on incapacity and efficaciously questions authorities regulations.

Communication inside groups and societies regularly excludes disabled human beings. Their reviews and pictures aren't portrayed withinside the countrywide or neighborhood media, or portrayed in a way, which keeps the stigmatization and isolation of human beings with disabilities. As a result, their rights and desires stay unorganized. The goal of this program is person with disability no more different than other people in the community. Sarpv Bangladesh (n.d.)

Project under this Program:

1. Advancement of dignity and rights of the people with disabilities (PRDPD) which is supported by MJF
2. PHRPBD through Disability Inclusion supported by CBM through CDD

Major Indicators of mainstreaming of PwDs:

- Children with disabilities go to school in principle.
- People with disabilities come and go to meet their daily needs.
- Participation of persons with disabilities in social, political and cultural activities.

Geographical coverage of this project:

Sl.	Name of district	Working Upazila
1.	Cox’s bazar	Cox’s bazar sadar
		Chakaria
2.	Gazipur	Kapasia
	2 districts	3 Upazilla

vi) Climate Change, Disaster and Disability Management

Disasters are common in Bangladesh. People with disabilities have limited access during and after a disaster, and there are several relationships between disaster and disability. Given the fact that they are natural disasters and disabilities, SARPV offers a variety of assistance, both directly and indirectly in the field of work. SARPV is the first organization in Bangladesh to support people with disabilities during and after disasters. Field work began in 1991 to help those affected by Sauria's devastating cyclone. Manic Gonji. It is also part of the SARPV program. SARPV believes that appropriate and effective sensitization can help create an environment for people with disabilities among more vulnerable people. The purpose is to save you disabilities from herbal and man-made catastrophe and mobilize difficulty human beings and government to reply for making sure powerful control when it comes to incapacity and catastrophe. Sarpv Bangladesh (n.d.)

The Approaches are:

- Raise public awareness of the relationship between disaster and disability and prepare people to respond to this relationship.

- Provides technical, direct and logistical support during and after disasters.
- Trained several volunteers to work together in the event of a natural disaster.
- Organized training for community representatives and local authorities to build capacity on this issue, taking into account the interests of persons with disabilities and other vulnerable groups.

vii) Renewable Energy

Bangladesh is a rising country with extraordinarily dense population. The geophysical area of this country made it extraordinarily capacity for herbal sources inclusive of minerals. Natural gas and coal are the high minerals which are the usage of for energy era to fulfill the complete countrywide demand. Comparing to different sources herbal gas is been used greater for this purpose. Goal of this Program is to promotion of renewable energy to the general mass. Sarpv Bangladesh (n.d.)

Geographical coverage:

Cox’s Bazar District	Gazipur District
Chakaria, Pekua, Cox’s Bazar Sadar, Moheshkhali, Ramu	Gazipur Sadar, Kapasia

- **Improved Cook Stove (ICS)**

Compliance with SDG:

Direct Contribution
Goal 7: Affordable and clean energy
Indirect Contribution
Goal 13: Climate Action
Goal 15: Life on land
Goal 12: Responsible Consumption

ICSs are those traditional stoves which upon some modification/alternation/addition yield higher efficiencies when compared with the unmodified ones

ICS is a more efficient existing stove than unmodified after some modifications/changes/additions. of local authorities and the population.

1. Improving public health and environmental quality
2. Optimal use of renewable energy sources to reduce carbon emissions.

3. Improve employee skills by training unemployed men and women in improved ovens.

Improved stoves have many advantages over conventional ovens. Some of the benefits of ICS are:

1. Saves 50-65% of conventional fuel.
2. Reduce indoor air pollution
3. Reduced cooking time by 40-50%.
4. Protect the kitchen environment from contamination to identify health risks to users.
5. Reduced blackening of tableware
6. Protect from fire.

viii) Training and Skill Development

Developing abilities and skills is paramount to achieving better performance. No one can do anything without developing skills and abilities. Training is a powerful weapon for talent and development. With this in mind, SARPV uses development interventions to initiate capacity and feature development units. This unit contributes to the development of professional skills and human resources.

SARPV has been operating three SARPV Training Centers which is in short (STC) in different (three)locations.



STC Chakaria:

STC which is in Chakaria contributes to the development of professional skills and for development practitioners and visitors it provides housing facilities. It has 40 beds with air conditioning and no air conditioning for a dormitory with a meeting room for 40 representatives and dining and recreational facilities. It operated in the center of Chakaria Pourasava in a safe and comfortable environment. It is committed to provide quality service by managing good standards for ensuring guest satisfaction.

STC Cox's bazar sadar:

It is located on the roadside of the Chittagong Cox's Bazar Highway which is near the connecting road of Cox's Bazar in a comfortable environmental place . A non-residential center of training with a classroom for 30 people.

STC Kapasia, Gazipur:

It is located on the road side from Capasia to Caligonzi, in the comfortable environment of the village of Tilsnia under the Chandpool Union of Capasia Upajira in the Gazipur district. This is a non-residential training center that provides food and light meals to 30-35 participants. There are twin guest rooms for instructors, with a bathroom. Sarpv Bangladesh (n.d.)

Chapter 3

Human Resource Management in SARPV



Basic concept of HRM

Human Resource Management is a strategic approach which is focused on managing the people in an organization. This process relates to systems, policies and practices that affect performance of the employees, their behavior, attitudes and performance. HRM is an important component of ensuring the quality of human capital, which plays an important role in building and maintaining good organizations.

The Importance of HRM in NGOs and Objectives of HRM

i. Importance of HRM

Human Resource Management “HRM” in a non-governmental organization “NGOs” is not different from any other firm but the problems that HR manager faces within the NGO are quite unique. In NGOs there are 3 important factors of HRM. Employees of commercial organizations are generally considered as physical capital. On the other hand, NGOs regard the employees as the most important value of the organization and consider them the backbone of the organization and HR services have moved out of the context of accepting workers for physical capital.

In addition, NGO employees are influenced and motivated by internal values. The mission of the organization, the nature of the organization, the importance of culture and people can be considered as intrinsic value. Employees are the most important stakeholder in an NGO's strategic plan. From these three dimensions, it can be concluded that the human factor is key to sustainability of NGOs.

The basic purpose is to:

- Understand and evaluate the behavior and function of the organization.
- Managing the organization through planning.
- Strategically carry out and monitor the activities.
- Improvement of staffs' performance.
- Build and develop effective long-term management systems, policies, and plans sustainability

HRM actually plays an important role in enhancing the performance of employees and in maintaining sustainable growth of the organization. It has to make strategic management to seek, attract, develop and retain qualified and enthusiastic employees as they are the keys to success. HRM that driven by value invests in the advancing of the skills of the employees use the power of their mission to inspire and motivate employee

Huge number of the NGOs doesn't reach development because they don't adopt an efficient HR system structure or neglect it. They thought it's a waste of time and therefore, they lose the opportunity to be in the top of the NGOs. For instance, Brac , WFP,IOM, Mercy corps, UNAID, OXFAM etc. All these international NGOs have an efficient HR system that makes them always the top list successful NGOs.

ii. The objective and goals of HRM

According to Lake and Ulrich (1990) remarked that: “HRM systems can be the source of organizational capabilities that allow organizations to learn and capitalize on new opportunities”.

It can be concluded that Human resource management has an ethical dimension. In other words, it must also relate to the rights and needs of people in the organization through exercising of social responsibility. In addition, Armstrong and Taylor (2015) identify HRM goals from the following perspectives:

- Help organizations achieve their goals through the development and implementation of HR
- Contributing to the development of a high-performance culture.
- It makes sure that the organization has sufficient talent, skill and dedication it needs.
- Building positive partnerships (a climate of mutual trust)between employees and management.
- Encouraging the use of an ethical approach to human resource management.

HUMAN RESOURCES PRACTICES in SARPV

To achieve the right balance, SARPV need to rely on HR, invest in its capabilities and listen actively for the needs and concerns of managers and employees. A study to determine which HR orientation appears to make the greatest contribution for improving productivity. The six key directions for HR work are:

- Development of career and opportunities for promotion
- Opportunities of training
- Professional challenges and its impact
- Opportunities of participation and communication
- Managing the performance and evaluation process
- Balancing between work and life.

The operation of HRM is involved in many practices. The following practices implemented to increase the effectiveness of the organizational environment of SARPV which is considered essential: recruitment and selection, training and development, flexibility Compensation, employee participation and working conditions to clarify how the process works .The HR unit participates in the development of the organization by selecting the best candidates.

- The motive of the recruitment in SARPV is to locate probably certified activity seeker, who can be capable of carry out activity duties. (Opatha, 2010).
- Training and Development: Training is seen as a systematic approach for learning and developing learning to improve individuals, groups and organizations (Goldstein & Ford, 2002; Jahanzeb & Bashir 2013). Because an organization's effectiveness depends on the performance of its employees, training also impacts the return on investment. An organization's human resources capital plays an important role in the growth and development of such an organization. (Keny & Nnamdi, 2019).
- Flexible Rewards: The purpose of the reward system of SARPV is to attract talented candidates, motivate and maintain those who are more effective at work and have a good fit in company. Reward system serves as a factor in maintaining employee self- esteem and passion. Managing employee self-satisfaction in maintaining performance.

- **Involvement of employees:** SARPV believes that participatory decision making is an important factor in improving organizational job satisfaction (Kim, 2002; Han, H. H. Chiang, & A. Chang, 2010). Employees believe they are valued in their organization because of their involvement
- **Working Conditions:** Working conditions are actually created by employee-to- employee interactions. It includes organizational climate ,psychological and physical working conditions. Senior SARPV managers believe that more attention needs to be paid to identifying and addressing working conditions because when employees have negative attitudes toward work, it affects organizational performance.

Human Resource Planning (HRP) in SARPV

Human resource planning plays an important role in SARPV as it does in all other organizations. HRP must match foreseeable manpower needs with expected supply. Through careful consideration of the combined capabilities, these capabilities will be needed throughout the course of the business. Human resource forecasting helps to estimate the available human resources, providing human resources for different parts of the company. To determine the required workforce needs, SARPV goes through a human resource planning process. Although SARPV does not follow any formal approach to tailoring the needs of employees, in accordance with the requirements of line managers / supervisors / department heads, they choose the number. Because they don't like more surpluses.

Staffing is one of the important step which is completed after conducting an HRP. Firstly, they calculate the demand of work force then they start to process for staffing. To comply with organizational strategy actual staffing is very important. SARPV focuses on permanent employee and the never hire any temporary employees.

Employee Recruitment

As SARPV recruits according to their need for employees in a year, between these times line managers keep a record of performance for further evaluation. To identify employee needs, records are most needed. When a job posting opens, these performance profiles are given to line managers for resource assessment.

Source: For a junior position, the position circle is often published by SARPV in both internal and external media. In particular, the job description as well as the technical parameters have been clearly mentioned in the recruitment circular.

Internal source: On the bulletin board, the job advertisement is posted first according to the policy. The purpose is to encourage existing employees to apply for vacancies. If there is a valid and reliable source, the company will carefully consider the application if it is referred by a current employee of the company.

External Sources: Job announcements are posted on national web portals, websites and newspapers. Outstanding and deserving new graduates are encouraged to apply. For senior recruitment, internal and external both recruitment process is followed. Senior management, senior officials or human resources directors are selected after detailed discussion with the board of directors in a formal meeting.

SARPV Follows below Methods of Employee Training

1. On-the-job Training:

This training is provided by SARPV through line managers and colleagues in the office. Every manager needs to sit with every team member to learn skills and how to respond to change. In the workplace, employees are accustomed to take on more responsibilities. On- site training is provided in one of the following ways:

a) Coaching: This is defined as learning by executing and managing an ongoing project. In this learning method, managers assign specific tasks to teams then observe their performance, point out mistakes, provide answers and suggestions for further improvement.

b) Rotation of job: Employees are given opportunity to exchange the job duty& learn new skills & techniques. Rotation of job gives individuals the opportunities to play with innovative roles, contests and it makes them capable of performing any task.

Employees are encouraged to visit online learning sites that are helpful for their current job roles.

2.Off-the-job Training

In this training the instructions are usually given by SARPV externally outside from the workplace. It also can be provided by any of the following approaches:

a) Seminars and Conferences - Seminars and conferences are effective when instructions are given towards a larger audience. Real-world facts, latest achievements, new equipment and interesting cases are discussed on a common podium to familiarize employees with new technologies.

b) Vestibule Trainings - In this training, employees apply their work with future-ready tools/equipment in a real work environment.

c)Simulation Exercise – In this exercise, employees train in artificial situations that diligently focus on the actual working conditions of the employee.

Responsibilities and learning during Internship:

I worked as an HR intern during my internship in SARPV.

First step's of learning: For SARPV's Dhaka office there was a recruitment for the post Relationship Officer which is an entry level post. The organization usually publishes their advertisement in different job posting platforms. HR manager gave me the format and I posted the job in different job posting platform like FB-Vacancy and announcement BD, BD jobs, Hot jobs.

Second step's of learning: When the candidates mail back, my responsibility was to sort out the candidates who match with their qualification and other requirements to SARPV. I was given the instruction to sort the CV's of the candidates who have the knowledge of writing the letter of intent and business proposal for the need of the post.

Third step's of learning: After sorting I had to inform HR manager and he picked the CV's. Then my responsibility was to call those selected candidates, make appointments for written test (if necessary) and an interview in a given date. Politely ask their current salary, expected salary then note them down in front of the CV.

Forth step's of learning: After the interview and selection process my responsibility was to make a list of candidates who will need training, in which area the candidates need training, who needs what type of training, their training time according to HR manager instructions. I also made the list of the existing employees who needed the training.

Fifth step's of learning: I had to maintain the attendance sheet both for the training candidates and for the employees who work in Dhaka, Ukhia office. When they sign in the portal based on that I had to maintain the attendance sheet.

Sixth step's of learning: If any employees were late more than three days in work I had to email them to inform and remind them about this.

Seven step's of learning: I had to type memo according to line manager's direction which was official notice for the employees.

Eighth step's of learning: Every month in office there held a meeting between the departmental head and all the senior ,line managers and employees. I had to maintain meeting minutes. Meeting minutes contain in which time about which topics the departmental head discussed then I had to sort it down and mail in detail every week to all who were present in the meeting.

Chapter 4

Analysis

Training

Training is a program that helps workers get accurate information for successful, professional and quality work. Training is not a permanent process but it is regularly organized to maintain a certain level of worker skills. Training courses are usually conducted by professionals or professionals in their relevant field or profession. In Non-governmental organization (NGO) training typically involves a review of the NGO's mission and how volunteers fit into that mission's overall strategy.

Training is provided to improve an employee's performance or ability to work by changing the way an employee works or by improving their skills and basic knowledge.

- Training refers to improvement in compulsory skills and advance knowledge of the workers in small run. Example: Training is for professional development to promote outbound calling services.
- Education is the method of accelerating the extent of data and understanding. Therefore, training is that the "know-how" and education within the "know-why". Basically, companies are concerned with accumulative the knowhow of the staffs. Thus, staffs training is what organizations are frequently concerned with.

Development

Development is a frame that focuses on the personal development and future of employees through organizational skills, prior exposure and competence, rather than directly in the workplace. Typically, these learning opportunities include employee growth and development opportunities. By default, it does not apply to skills. Instead, it provides general information and approaches that can help senior management. Decisions about growth paths often depend on individual initiatives and ambitions. The development outcomes expected by an organization's progressive programs are usually intentional.

Training Objectives Identification:

As a non-profit organization, SARPV advocates for equal rights and social inclusion of people with disabilities in Bangladesh, especially the disadvantaged. SARPV deals with adopting new innovation of technologies, demand arrangements, client perceptions ,competitors, intimidation. Their employees need to adopt new ways, increase the skill- knowledge, these are done by providing the required training to the employees. So they can enhance the aptitude, capability & extend their acquaintance. In-house & external trainings of the employees are linked with existing development. SARPV has been arranging for training for nearly 20 years so far, so there are pre-set goals and procedures for each program to achieve its intentions while developing to control the outcome. Training for employees is planned, which is initially developed by the immediate supervisor. At the beginning of the year, the senior manager plans in advance what kind of training is needed for the juniors in the near future and what kind of training can be provided in the future and sends the evaluation to HR.

Types of Training

Various forms of training may be provided to employees, such as briefings, safety training, technical training, compliance training, internships, leadership, professional skills, technical, legal, administrative and professional training. However, such training generally depends on the category of the tasks. SARPV follows a systematic approach for training so that the desired results can be achieved.

Training and Development Process

- Need Assessment
- Setting the objectives of training, finalizing the contents for it and preparing a training design
- Developing a module for training program
- Conducting Training
- Evaluating Training

Levels of Need Assessment:

SARPV's goal is to visualize a barrier-free society to promote sustainable socio-economic empowerment of vulnerable groups. It is also an advocacy organization that works with policy makers, local authorities, GO and NGOs, community members, family members of people with disabilities to ensure the rights, abilities and accessibility of people with disabilities. To maintain quality, three stages of a needs assessment should be carried out. The steps are:

- Structural Investigation
- Assignment Investigation
- Distinct Investigation

First of all, SARPV needs to know where training is needed. A systematic analysis is required to identify these gaps. This includes locating solutions to the questions on whether or not training is really necessary and in which areas it will need. HR managers create questionnaires or discuss with their targeted groups about it. Then they organize the training program with the help of experts so that his employees do not make these mistakes when performing their assigned tasks. HR managers of SARPV pays special attention to the learning style of its employees. Because what works for one person may not work for another. Not everyone can afford the relentless pace. For this reason, they divide their employees into groups and provide training according to group requirements.

Setting the objectives of training, finalizing the contents for it and preparing a training design:

Once the need of training has been identified, senior HR managers set the target of the training program to meet the need. Based on the areas of need and goals, they refine the content of the training as what they will teach the participants in the training program. Once a goal has been set, HR managers of SARPV prepare a training plan or describe how the training program will work. This is one of the most important steps in organizing a training program, as the success of the training depends largely on how carefully organization outline training. In relation to the goals and resources available and the time they have, managers put the training content into a time frame. At this stage, they choose the training method which correspond to the training content, target groups and goal. They can choose different methods for each topic or session. At the same time, it provides logistical requirements for responding to sessions at this stage and senior management writes them down in the training design so that they can be arranged in advance.

Developing a module for training program:

Based on the design, senior managers establish a module for entire training program. The module covers every step of every session that takes place during the training. SARPV also tries to include basic references in the module or refer to other available references to better understand the topics staff will discuss.

Conducting Training:

On-the-job training is one of the most popular training methods today and employees can learn work in the cheapest and most practical way. As a general rule, new employees are given a stereotyped work model when performing a particular task. It is mainly carried out by senior employees for subordinates. Employees absorb the services of consultants and seniors. In this respect, there is an advantage that the relationship between seniors and juniors becomes closer and a good working environment is created for everyone. If all the employees are happy with the work environment, they will do their best to develop performance. All training plans are planned according to the organizational need and the senior managers set a budget to train its employees each year. Another caveat is that employees are encouraged to shift jobs to exchange departments between themselves. The company places great importance on training new employees, as it does

not enthusiastically challenge the product's superiority over its competitors.

Process of Training Evaluation:

Training evaluation is important to measure whether the training objectives are being achieved. In SARPV, senior managers sometimes go through a midterm review of whether it is a long-term training program to assess if it is on track and correct it if necessary. They also do evaluation which is participatory. The important points on which the managers need to check while evaluating & they are:

1. Are components upgraded due to training?
2. Can the trainees perform the job after the training course?
3. To what extent do students have higher knowledge after the course?
4. What is the feedback from the participants throughout the course?

The evaluated performance is then logged and notified to the previous implementation database. If the program can significantly improve performance and achieve great performance, it will be maintained for the coming people, but if it is not done, the comprehensive training program will be reorganized. It is also worth noting that training can fail due to program tactics, length complexity, and flawed hypotheses.

Purposes of Training and development programs at SARPV

Purposes of Training

1. Increasing their employees' skills-knowledge about work so that they can perform better and can able to face more challenges
2. Overwhelming bottleneck of Employment Law
3. It clarifies how new employees practice and get used to their profession ..

4. It manages the organizational and individual targets. When employees grow and train, they often believe that what they do benefits both themselves and the organization.

5. Strengthen organization continuously for a long time. It is widely believed that a well-trained workforce improves the effectiveness of the organization

Purpose of Development

The key determination of expansion is supervisory effectiveness concluded a strategic and a restrained procedure of learning. This delivers for strategic development to encounter the imminent organizational requirements.

In the context of Bangladesh where disability is a welfare issue and the main practice is focused on “rehabilitation” or “charity”; From there, the main focus of SARPV is to treat people with disabilities as a development issue so that they can become human resources, become self-reliant and lead lives with dignity.

Analysis of Training & Development of SARPV

As an intern at SARPV and an HRM student at BRAC University, my analysis of the training and development program is that all employees need to go through a training and development process in order to grow personally and professionally. How SARPV trusts to achieve defensive performance, growth and agility with the highest levels of principled ethics and effectiveness. SARPV management must strive to develop individual employees in order to do their best for the organization. Therefore, with the right training and development opportunities, SARPV employees can better collaborate and better organize.

Organizational Analysis of training

Training is a powerful weapon for developing human resource skills and competencies. In fact, SARPV initiates the skills and capacity development unit with its development interventions. This unit contributes to improving the capacity of experts and developing human resources. To continue providing services, SARPV has progressively trained several trained and qualified staff in the following areas:

- Rickets Detection and Prevention Master Trainer SARPV has progressively trained several master trainers at the organizational level. In addition, the same training should be provided to health and family planning staff and CSO staff to build rickets prevention advocacy teams and facilitate the next level of training.
- Physiotherapist, prosthodontist and orthopedic surgeon SARPV has been working closely with Aide Medical et Development (AMD) and KDM since 2001. Support for AMD and KDM

Training Center:

The organization has two training centers in the Gazipur and Chakaria districts. This gallop is also part of an income generating activity of SARPV

i) Chakaria Training Center:

It is a residential learning center established in 2008 with state-of-the-art learning equipment such as multimedia projectors, LCD screens, and generators. It is located at the Chakariya SARPV Disability Center in Chakariya Upazila, Cox's Bazar district.

ii) Kapasia Education and Resource Center for Persons with Disabilities:

The Kapasia_training_center center is also a residential building located in Kapasia, Gazipur region. People with disabilities receive income training at this center. People with disabilities will also receive medical care here in the near future.

Chapter 5

Recommendation

- EWO-Equal Work Opportunity is low. There are very few women who are working, against 12 male workers only 1 female worker. I think the organization should increase opportunities so that more female workers can work.

- SARPV depends on some funding sources including foundations, government grants, private donors, funding agencies, CSR, etc. to support their daily activities and arranging training and development programs. Over-reliance on external sources means that the NGO depends on others for its financial stability. SARPV can be left behind the moment funding cuts are introduced, so it must look for innovative ways to meet its financial needs, with no surplus of external sources, but using internal resources for income.

- For training programs, more workshops and important seminars should be arranged to encourage and inspire the employees to think critically, in a innovative way and it will expand their commitment to the organization.

- With growth comes many challenges including governance, budgeting, expense of tracking, volunteering, relationship with donors and more. These can be handled manually, the HR managers of SARPV should increase use of technology to tasks automation and keep things organized. It will help to save time of the employees to do more productive things.

Conclusion:

In recent decades, HRM shows great importance within the environment of a nongovernment organization (NGO). Consequently, efficient and effective management of SARPV and their Human resources is becoming increasingly relevant for growth and make several important contributions. It was a great opportunity of working in SARPV and gather knowledge. SARPV has been operating by a legal constitution which has been approved by the General body of SARPV. Training and development practices represent fruitful tools and have shown practical and tangible benefits concerning ethical foundations, which inculcate the traits of morality. It helps to create a favorable environment and is essential for achieving desired goals and objectives and supporting the well-being of human resources. Finally, organizations benefit from a highly strategic focus on HR. We help manage knowledge and skills and develop strategies that can detrimentally impact employee motivation, satisfaction, and engagement. HR managers should develop programs and methods for workforce management, focusing on strategic directions, taking into account contextual factors such as the goals and needs of organizational stakeholders.

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