

**Evaluation of Training Programs in Community Bank
Bangladesh PLC**

By

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An Internship report presented to the BRAC Business School in partial fulfillment of
the degree of
Master of Business Administration

BRAC Business School

BRAC University

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Declaration

I hereby declare that:

The internship report I supplied is the original from when I was a BRAC University student earning my degree.

1. All content in this work is original, unless properly referenced from another source.
2. This report is not part of any degree or diploma program at the university or other institution.
3. All key sources of aid are recognized.

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Letter of Transmittal

Dr. Tarnima Warda Andalib,

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Brac University

Subject: - Submission of report.

Dear Madam,

I am here to submit my internship report as part of the MBA program. It is a huge honor and accomplishment for me to work under your active supervision. This study is based on a review of Community Bank PLC's training and development programs. As an employee of CBBL, I have had the opportunity to learn about the organization firsthand. So, the entire internship report and analysis is entirely based on my personal experiences and perspectives. I joined CBBL on June 19, 2022, and I am currently working in Police Plaza Concord as a Customer Service Executive.

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

Sincerely Yours

Ruznin Farhana

ID # 21364066

MBA program

BRAC Business School

BRAC University

Non-Disclosure Agreement

This agreement is between Community Bank Bangladesh PLC and the undersigned BRAC University students. During my internship, I learned that I had access to knowledge about numerous business activities, data, and the organization's textual material. I vow not to share any confidential information about the company in my research report that could jeopardize the organization's ideals and reputation.

Organization Supervisor's Full Name & Signature:

Sanjeed Salahuddin,
Designation: SAVP & In-charge
Community Bank Bangladesh PLC

Acknowledgment

I thank Almighty Allah for helping me to successfully complete my internship report. I'd like to offer my heartfelt gratitude to everyone who has helped and supported me on this trip. I'd like to thank BRAC University and Community Bank Bangladesh PLC for their invaluable assistance and guidance in helping me accomplish my report. Both institutions' joint efforts greatly aided my learning experience throughout the internship. My heartfelt gratitude goes to my supervisor, Prof. Dr. Tarnima Warda Andalib, PhD, Assistant Professor, BRAC University, for her kind concern, valuable time, recommendations, and continual assistance while preparing this report. Her ideas and enthusiasm in crafting the report's content and format were invaluable. I would also like to express myself.

The Executive Summary

The Executive Summary of the HR Project on the Evaluation of Training Programs at Community Bank Bangladesh PLC delivers ephemeral instantaneous of the important findings and suggestions.

In this study, the training programs at Community Bank Bangladesh PLC were evaluated for their effectiveness and impact on staff performance. To collect complete data, the research used a thorough evaluation methodology that included surveys, interviews, and document analysis.

The findings show that, while the bank has a well-structured training and development strategy, training efforts may be better executed. The examination of participant feedback and pre/post training performance measures indicated both successes and challenges.

Key accomplishments include good participant evaluation on the relevancy of training content and the applicability of gained Matching abilities to employment roles.

The bank is aware of the competitive banking industry, which has helped Community Bank Bangladesh plc perform well in certain areas. However, it needs to improve its training system to better meet the new trends in the banking industry. All officers and employees are aware of the need for resource allocation and an appropriate training system.

Research programs ought to have a particular long-term training strategy, employ time-sensitive training techniques, and place more of an emphasis on real-world application and ongoing development.

Community Bank Bangladesh PLC will be able to increase the efficacy of its training program with the use of the insights provided in this report. Support the bank's dedication to organizational excellence and staff development for the policing community.

Several HR project initiatives, executive summary, important conclusions, and application of various rates of training and advice on evaluation of training program at Community Bank Bangladesh Plc provides a comprehensive overview of HR projects. The insights presented in this summary will help Community Bank Bangladesh PLC improve the effectiveness of its training program. Contribute to the bank's commitment to the police community in employee development and organizational excellence.

As per the above discussion we can say, HR training efforts related to a well-structured training and development strategy of the bank can be implemented better. By measuring participant feedback and pre/post training performance, projects can be tested to identify both successes and challenges

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Chapter 1

1.1 Background of the Study

The field of human resource development has seen a paradigm shift in recent years, with a greater emphasis on employee training and development. Since the market's dynamic state and technological advancements are the primary drivers of business establishment development in the modern world, training programs can be considered crucial for enhancing employees' competencies.

A relatively new bank in the banking industry, Community Bank Bangladesh Limited was founded in 2019 with the goal of offering financial services. As part of its new strategic vision, the bank has invested in training initiatives to empower its staff and help them align with the organization's goals. This regulation helps to set the stage for Community Bank Bangladesh PLC's training program, which aims to comprehend the bank's goals and processes in order to produce the outcomes of all activities properly

The changing nature of the banking industry needs a regular evaluation of training effectiveness, ensuring that staff have the information and skills needed to manage the intricacies of the modern financial landscape

This study aims to understand the underlying motivations motivating the bank's commitment to employee development by investigating the backdrop of the training programs and contributing suggestions that might further improve the efficacy of training initiatives inside the business.

Profile of the Organization

1.2 Organization overview of Community Bank Bangladesh PLC



Recognized for providing secure solutions, the bank adheres to the highest standards of corporate governance. With a primary focus of contributing to the country's economic prosperity for specific community of Bangladesh Police. Community Bank Bangladesh PLC is committed to deliver a variety of commercial products and services to the country's police communities with a sophisticated core banking system, strategically designed to facilitate centralized operations to optimize the Bank's operational efficiency. This technology enables the bank to maintain its customers' sanctuary and the highest level of efficiency uninterrupted

1.3 Mission of Community Bank Bangladesh Limited

1. Provide seamless services to clients.
2. Prioritize human capital development - Utilize cutting-edge technology for transparency and accountability
3. Adhere to the highest standards of corporate governance
4. Provide services to unbanked individuals of various communities to progressively integrate them into the banking system.

1.4 Vision

Community Bank Bangladesh Limited's vision is concisely summarized as follows: to deliver pioneering financial services to the various members of the community.

Community banks go above and beyond traditional banking norms to reach out to a diverse range of customers. The vision emphasizes financial services by focusing on tailored solutions that address the particular demands of various community members. This ambitious strategy illustrates the bank's dedication to fostering financial inclusion and innovation in its products (Community Bank, 2024).

1.5 Corporate Profile

Community Bank Bangladesh PLC aims to enable major centralization of operations by providing financial products and services to communities around the country, contributing to the country's economic progress by providing a sophisticated core banking system.

(CBBL_Annual-Report_2022., 2022).

1.6 Elements of Community Bank Bangladesh PLC:

Three elements constitute the Community Bank's foundation. Which are: Community Bank Bangladesh Limited operates on three foundational pillars, which serve as the cornerstones of its brand identity. These pillars encapsulate the principles and values that guide the bank in its mission to provide innovative and reliable banking services. The brand pillars are:

1. Trust:

Trust is a fundamental pillar that forms the bedrock of Community Bank's operations. The bank is committed to building and maintaining trust among its clients, stakeholders, and the community at large. This commitment involves transparent and ethical business practices, ensuring the security of financial transactions, and fostering long-term relationships based on reliability.

2. Security:

Security is a paramount concern for Community Bank, and it stands as a crucial pillar in its brand identity. The bank prioritizes the protection of its clients' financial assets, employing robust security measures and state-of-the-art technology. This pillar reflects the bank's dedication to providing a secure banking environment, safeguarding the interests of its clients against potential threats and risks.

3. Progress:

Progress is the forward-looking pillar that propels Community Bank towards continuous improvement and growth. The bank is committed to contributing to the progress and

development of the communities it serves. This involves adopting innovative banking solutions, leveraging technology for efficiency, and actively participating in the economic advancement of the country.

Progress represents the dynamic and evolving nature of Community Bank as it strives to be at the forefront of positive change.

These three brand pillars—Trust, Security, and Progress—shape the identity of Community Bank Bangladesh Limited and serve as the guiding principles that drive its initiatives, decisions, and interactions with clients and the broader community. Through a steadfast commitment to these pillars, the bank aims to create a lasting impact and emerge as a trusted and progressive financial institution.

1.7 Milestones of Community Bank Bangladesh PLC

- ✓ Community Bank Bangladesh PLC, achieved significant milestones since its inception, showcasing a trajectory of growth and accomplishment. In September 2018, the bank received a Letter of Intent (LOI) from Bangladesh Bank, marking the initial step towards its establishment. Shortly after, on October 10, 2018, the bank was officially incorporated as a Public Limited Company and received the Certificate of Commencement of Business.

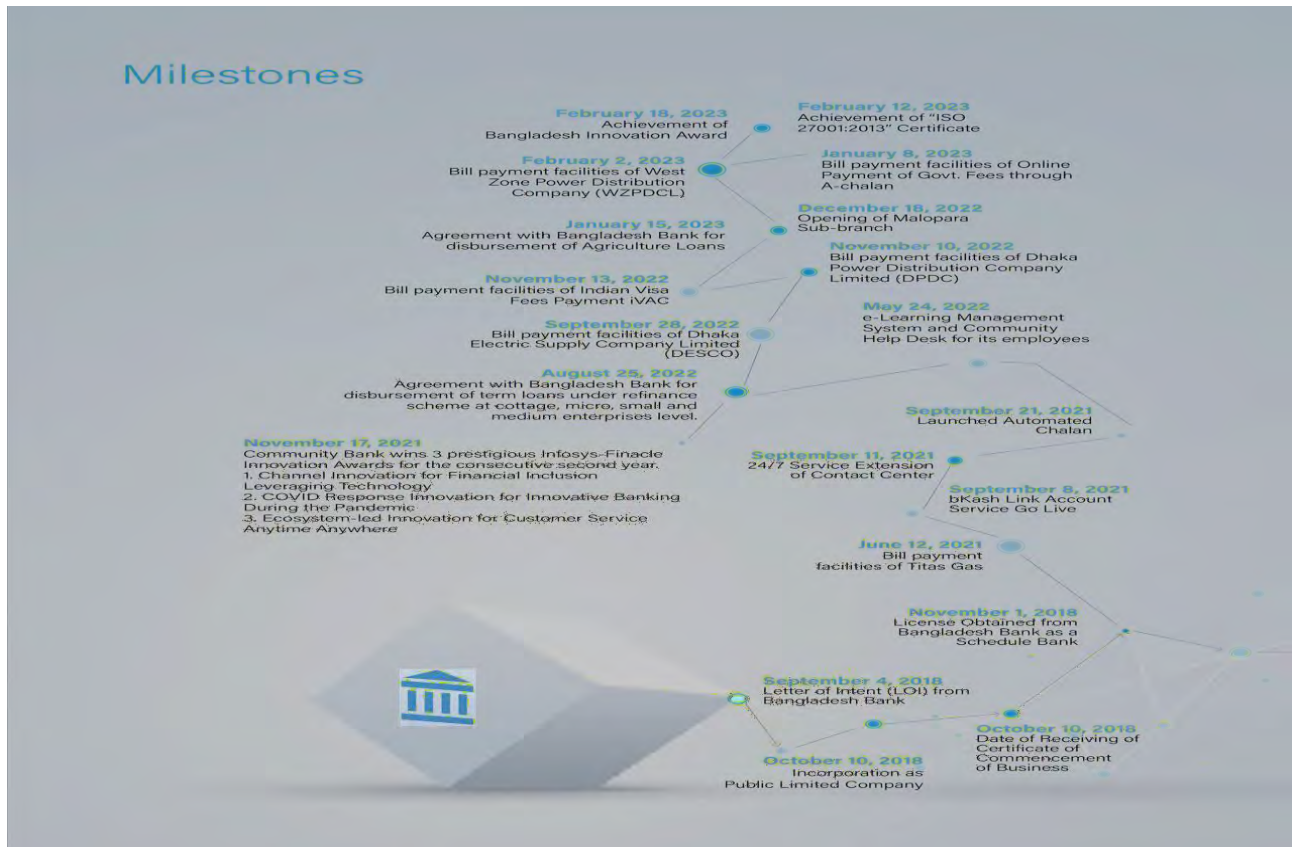
- ✓ The pivotal moment arrived on November 1, 2018, when Community Bank obtained a license from Bangladesh Bank, officially becoming a Scheduled Bank. This milestone laid
- ✓
- ✓ the foundation for the bank's operations and services in the financial sector. Over the years, the bank has consistently expanded its service offerings and geographic presence.

- ✓
- ✓ A noteworthy development occurred on September 8, 2021, with the successful launch of the bKash Link Account Service, providing customers with enhanced financial

Accessibility. The commitment to customer service was further emphasized on September 11, 2021, with the extension of the contact center's services to operate 24/7.

In a strategic move, the bank introduced the Automated Chalan on September 21, 2021, streamlining processes for greater efficiency.

- ✓ The bank's commitment to innovation and excellence was recognized on November 17, 2021, when Community Bank clinched three prestigious Infosys-Finacle Innovation Awards for consecutive years. These accolades underscored the bank's achievements in Channel Innovation for Financial Inclusion, COVID Response Innovation, and Ecosystemled Innovation for Customer Service.
- ✓ Furthering its technological advancements, on May 24, 2022, the bank implemented an eLearning Management System and established a Community Help Desk for its employees. Community Bank solidified its collaboration with Bangladesh Bank on August 25, 2022, entering into an agreement for the disbursement of term loans under a refinance scheme, focusing on micro, small, and medium enterprises.



1.8 Strategy of Community Bank Bangladesh PLC

Community Bank Bangladesh PLC's strategic framework, as defined in this internship report, is structured around three fundamental pillars: Trust, Security and Progress. These principles will serve as guidelines, highlighting all aspects of the Bank's vision to provide financial inclusion to various groups in the country. This is actively demonstrated through the variability of strategies that include advertising communication protection, and the efforts involved. Progress. In 2023, the bank plans to increase fee-based income and this strategic initiative aims not only to improve the bank's financial performance but also to diversify revenue streams. (CBBL_AnnualReport_2022., 2022)

1.9 Corporate Culture of Community Bank Bangladesh PLC

Community Bank Bangladesh Limited's corporate culture is a product of shared values and principles that describe the behavior, mindset and professionalism of its employees. This culture creates a good working environment, contributing to the overall success of the bank. Includes key elements of corporate culture

- To create a quest for professional excellence and maintain truth
- Develop and explore openness to new ideas and new methods to encourage creativity
- Make quick decisions in any task.
- provides a sense of professional ethics.

1.10 Corporate Governance at Community Bank Bangladesh PLC

Community Bank Bangladesh Limited's corporate governance framework is designed for sound governance, transparency and ethical practices. The key features of the Bank's corporate governance are as follows:

1. No tolerance on honesty, equal for all
2. A strong, multifaceted board of directors that is free from outside influence
3. Providing visionary and strategic leadership, beneficial to all
4. Monitor regulatory developments.

1.11 Technology

Community Bank Bangladesh Limited has made significant progress in adopting and using technology to improve its banking services. Here are some of the key technological initiatives undertaken by the bank:

2.0 Community Bank Human Resources and Employee management:

Community Bank Bangladesh PLC is committed to implementing comprehensive and employee focused Human Resource (HR) policies and procedures. These policies are deliberately created to foster a workplace environment that values fairness, inclusivity, and employee well-being. The bank prioritizes diversity and ensures that all of its human resources processes adhere to ethical standards, resulting in a healthy and equitable work environment.

Community Bank's HR Policy & Practices are designed to recruit, retain, and encourage outstanding individuals who will drive long-term success. The Community Bank Ltd. provides a competitive payment and benefits package that helps to guarantee that pay equity is linked to both performance and affordability. Compensation and perks were decided using market and peer group comparisons. The bank's Board of Directors authorizes senior management's wage recommendations. Although the bank does not engage a permanent external consultant to oversee

Remuneration, management may obtain expert recommendations on an individual basis. The Human Resources Division is comprised of executives and officials, including the Divisional Head. The Human Resources Division (HRD) and the Bank's Chief Financial Officer oversee salaries. The Bank's Board of Directors regularly approves its compensation policy and other rules

Additionally, a separate remuneration and benefit package is frequently provided. Temporary and casual employees are hired on a per-case basis. Other benefits are defined by the contract agreement between each employee.

Senior management, branch managers, and employees in various functional divisions are among the bank's material risk takers, with the exception of those in charge of internal control and risk management.

To attract professionals, Community Bank plans to implement a performance-based remuneration model. To inspire employees, management has established a performance-based incentive and benefit program. We will evaluate the success of the bank, team, and individual personnel. The payment strategy seeks to establish pay systems based on and proficiencies.

2.1 Salary structure

The bank's remuneration structure is frequently reviewed to account for changes in the cost of living and market conditions in the banking industry. The HR Division begins the procedure.

The turnover ratio can be kept at a reasonable level. It can be difficult to quantify employee characteristics such as value, innovation, customer service, commitment, and risk. In these cases, management employs qualitative judgment to determine remuneration.

The Bank creates Key Performance Indicators (KPIs) and approves business targets and budgets on an annual basis. Management creates tools, methods, and strategic plans to attain goals, with Board approval.

In terms of recruitment, Community Bank values equal opportunity for all candidates, regardless of background, and uses a transparent and merit-based selection procedure

Furthermore, a key element of Community Bank's HR policy is employee performance management. The functional performance appraisal system, which connects organizational objectives and individual aspirations, is one of the many valuation techniques available to bankers in the future. Community Bank promotes employee performance by acknowledging their accomplishments and taking proactive measures to support their growth.

2.2 Evaluation Framework

Key Performance Indicators (KPIs)

- **Participant Satisfaction:** In this criteria we can measure employee's feedback from relevant training and quality of training.
- **Skill Enhancement:** Assess the improvement in skills and knowledge of participants before and after training.
- **On-the-Job Application:** Evaluate how well employees spread on the acquired awareness and abilities to their roles.
- **Training Cost:** most importantly we have to analyze cost effective ness, as Bank has to calculate the absolute outcome or competency of employees

2.3 Training and Development Philosophy

Community Bank's employee training and development philosophy emphasizes the value of ongoing learning and skill development. It is established on this basis that an agenda of training programs takes various important steps to achieve the organizational objectives by creating a well-trained and informed workforce. In addition, community banks offer programs that keep pace with the times, which are in line with the changing needs of the banking sector. Diverse opportunities and ethical behavior foster a positive attitude the community bank workplace lays the foundation for a culture.

2.4 Previous Training Initiatives

Community Bank Bangladesh PLC has a proven track record of implementing significant initiatives in effective employee training that relied on technical expertise, skilled people and dedicated leadership. Earlier training programs had different departmental content which was adapted to meet individual needs. Employees had proper use of employee education on prior experience.

2.5 Training Infrastructure and Resources

Community Bank to support its training program development efforts, Community Bank has invested in strong training infrastructure through various programs, the Bank has modern training facilities, such as classrooms, audiovisual aids and e-learning platforms. Bankers have internal trainers and externs who ensure they train borrowers based on their experience.

Bank ready to provide specialized training modules to its employees, external resources and partnerships.

The bank has modern training facilities including classrooms, audiovisual aids and e-learning Platforms.

The training programs in the bank are set and ensured to the highest standards. The Bank has arranged training modules as specialized training for which it relies on external resources and partnerships. encourages a culture of continuous learning and skill development among its personnel.

2.6 Community Bank Organizational Organogram

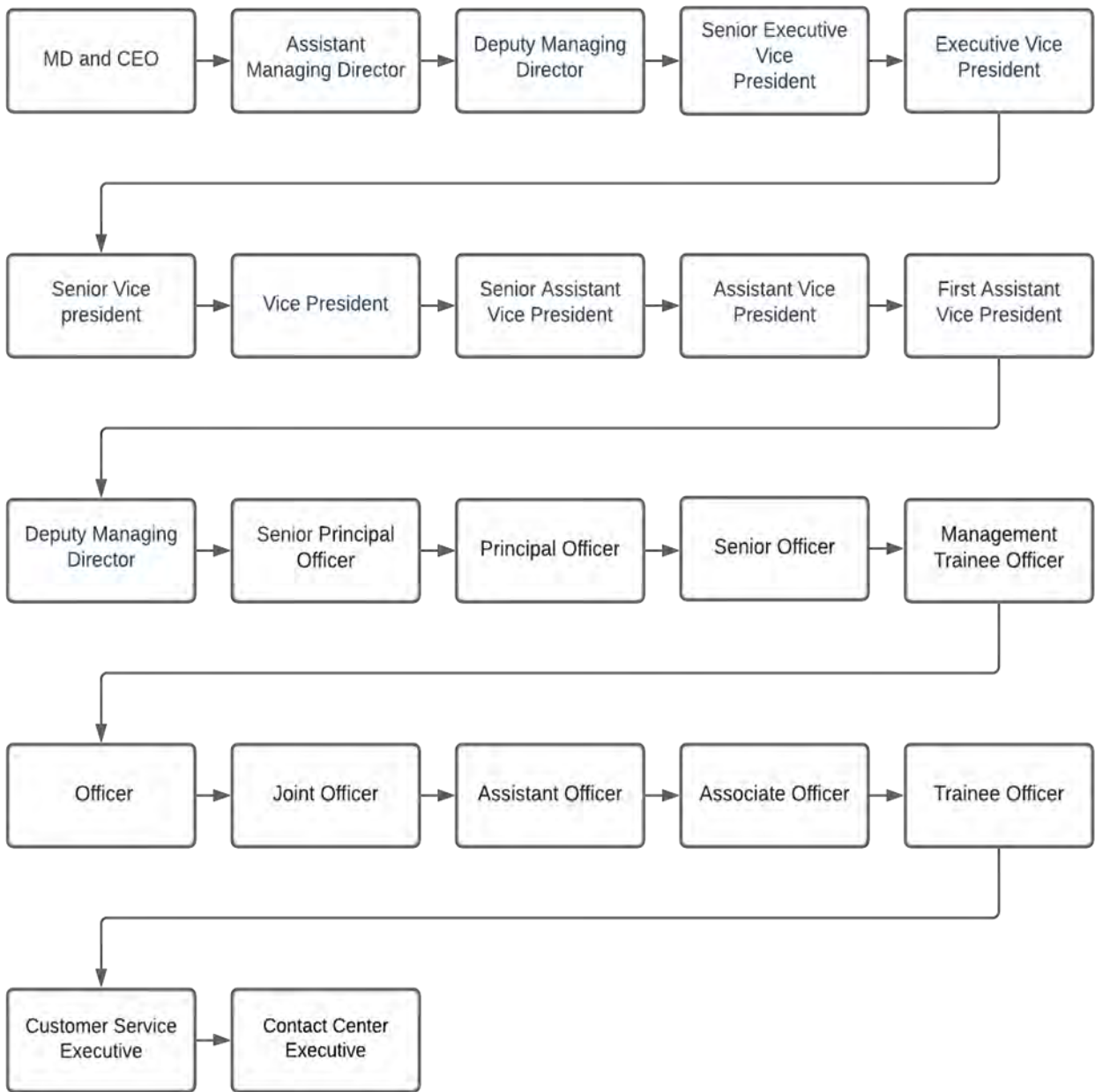


Figure 2: Community Bank Organizational Organogram

Chapter 2

3.0 Products and Service

Products and services of Community Bank Bangladesh Ltd.

Banking products are a crucial component of the financial ecosystem, offering consumers and businesses a variety of money management services. These products include bank and savings accounts, credit cards, loans, mortgages, and investment opportunities. Community Bank Bangladesh PLC has increased in acceptance , also positively collected deposit and loan products.

3.1 Corporate & Institutional Banking

Different types of Accounts and retail loan business

3.2 CMSME Loans

Community Bank Bangladesh PLC will have the funds for different products to Cottage, Micro, Small, and Medium Enterprises (CMSME) around the country to support them and improve t their business needs for growing fast. Entrepreneurs' always try to products with The company purchased machinery, vehicles, buildings, and underwent new construction and expansion of commercial premises for its use.



Community Bank has formed an arrangement with the Bangladesh Bank to provide term loans to cottage, micro, small, and medium enterprises (CMSME).

3.3 Retail Banking

Savings Account

Savings account for police community

Savings Account for Students

Savings Account Student is for students

3.4 Protisruti Student Account:

Account with insurance

3.5 Payroll Account

Account for employees for different industries for receiving remuneration

3.6 Domestic debit card: Domestic Debit Cards issued by CBBL are used with personal savings or checking accounts for Bangladesh within the country especially suited for Bangladesh Police



3.7 Credit card

Credit card provide easier transaction with low interest rate for BD police



3.8 Pre-paid Cards



CBBL prepaid cards are intended to make your regular life transactions more convenient and flexible.

3.9 Loans:

Police Port Folio Co-ordination department is process all kind of loan facilities for police community, Personal loan, Home loan and Car loan, Agri loan.

3.10 Online banking

Online banking for different services is automated in CBBLPLC .Like delivering, NOC, NLC , SMS.

.

Retail Loans:

These loans are designed for individual's police members according to rank called BP SPECIAL LOAN

Corporate Loans: Business loans for establishments

The credit department plays an important role in providing financial support for a wide range of demands, promoting economic activity, and contributing to the growth and development of

4.1 SWOT ANALYSIS

Operating in a cheap business climate, a company can use SWOT analysis, also known as situational analysis and situational analysis, to assess its strengths, weaknesses, opportunities, and threats. This method can be used to evaluate the preemptive positions of a wide range of organizations, including nonprofit corporations, state and local governments, nongovernmental organizations, and other groups. It is beneficial by using it early in the decision-making process to set goals and external factors, both of which are beneficial

Strength:

1. Transactions are done faster and at a reduced cost.
2. Customers benefit.
3. Competitive advantage over other banks.
4. Eligible employees that possess advanced talents in their field.
1. Strong management with exceptional expertise.
5. Service desks connect the entire country. Ready customer portfolio for owner-based businesses Best Core Banking Software (CBS). Digital banking via many channels. ATM network coverage is significant.
6. High-security IT infrastructure and digital MIS
7. Flexible and cost-effective marketing through service desk Rapid business expansion.

Weakness:

1. Slow internet banking.

2. Focusing entirely on potential customers or clients.
3. Poor branch network
4. Officers emphasize the demands of their consumers without verifying accountability

Opportunities:

- Digital banking to increase economic awareness worldwide
- Forex market and wealth management are increasing responsibility
- Improving credit management is overall improvement.
- As the first fully digital bank in Bangladesh.
- Promote inclusive banking with a nationwide service desk.

Threats:

1. Erroneous economic condition of global economy
2. COVID impression
3. Threatening rivalry with previous banks
4. Lending markets are corrupted by defaulters

4.2 Digital Banking Community Bank Cash



Community Cash

4.3 Through Community Cash apps:

Community Bank's timely decision to enter digital banking, notably with the development of the "Community Cash" app, represents a significant change toward serving consumers in a more modern and efficient manner. It provides users with access to a variety of banking functions such as checking account information and credit reviews, thereby improving their banking knowledge. Card Details, Utility Bill Payment, Fund Transfer, Mobile Balance Top-Up, and Product Information. Furthermore, these apps play an important part in bank digitization during the Covid-19 pandemic shutdown (Community Bank, 2024).

4.4 CBBL Contact Center with Phone Banking facility:

The Community Bank Bangladesh PLC Contact Centre, equipped with state-of-the-art technology and a flagship of Interactive Voice Response (IVR) services, acts as a "One-Stop Solution

4.5 Corporate Social Responsibility

Community Bank Bangladesh Limited has been playing an important role in Corporate Social Responsibility (CSR) since its inception. The bank has been actively involved in initiatives to benefit both its customers and the community, the Sajida Foundation, through a combination of own funds, corporate support and individual contributions of Rs 15.54 crore,

It is contributing in education, health, environment, and climate change, mitigation and adaptation, sports and culture, and infrastructure development. Funds are disbursed to the beneficiaries in the form of pay-orders to the concerned officers, reflecting the bank's commitment to social responsibility. Besides, the employees of the bank are from the country

Isolation helps towards his own salary in crisis. (CBBL_Annual-Report_2022., 2022).

Chapter – 3

Literature Review

4.6 Background of the Study

Community Bank Bangladesh PLC is a listed bank in Bangladesh. It acts as a private commercial bank, offering its customers a variety of banking products and services. The bank is privately owned, although particular information regarding its ownership structure may not be available to the general public. Community Bank Bangladesh PLC provides a wide range of banking products and services, including deposit accounts, loans and advances, trade finance, remittance services, and other financial services related to the needs of individual consumers, enterprises, and corporations. The bank's operations and strategic direction are maximum likely guided by a clearly stated vision and goal. These comments may represent its commitment to providing excellent banking services, cumulative financial inclusion, and contributing to Bangladesh's economic development. Many banks, like Community Bank Bangladesh PLC participate in corporate social responsibility projects that benefit community development, education, healthcare, environmental sustainability, and other social objectives. Community Bank Bangladesh PLC financial performance, current advances, and specific products and services available may vary over time. Community Bank Bangladesh PLC, a subsidiary of the Bangladesh Police Kallyan Trust, was founded with the goal of providing communities with tailored secure solutions. It aspires to contribute to the country's economic prosperity by offering financial products and services to communities across geographies. A cutting-edge Core Banking System enables optimal centralization and operation. Community Bank Bangladesh PLC is based on three key building blocks: trust, security, and progress.

4.7 Importance of Training and Development

Training is an important issue for the success of the companies which Community Bank Bangladesh policy seriously follows the strategic approach and implements in their organization. Understanding their importance in achieving objectives is the only right decision

There is no substitute for training and development for enhancing corporate reputation and employee success. Employee skills are enhanced through targeted training which is the banker's responsibility

4.8 Fostering Employee Satisfaction and Motivation

Putting money into staff development shows a dedication to their professional growth and increases their motivation and job happiness. The general morale of the workforce is positively impacted when workers perceive chances for growth, feel appreciated, and understand their significance.

4.9 Adapting to Technological Advances

Globally, people are advancing their technology in their business so in banking sector new technology should be emphasized for better profit and business also

4.10 Facilitating Succession Planning

A trained talent workforce is developed through effective training programs, which aid in workforce planning. Community Bank Bangladesh Limited ensures leadership continuity through the identification of talented leaders within the company and the provision of appropriate opportunities. This has a good impact on the overall work environment by guaranteeing changes in future work plans.

Aligning Skills with Organizational Goals

Training initiatives are designed to align employees' skills with the strategic goals of the organization. Momentum initiatives are designed to align employee skills with the organization's strategic goals. This alignment ensures that HR directly contributes to the success of Community Bank Bangladesh Plc

Makes training an integral part of achieving organizational objectives. HR trainings make their employees timely and efficient which helps in achieving their mission.

5.1 Encouraging Innovation and Creativity

A culture of continuous learning encourages innovation, requiring employees to be constantly aware of new practices as training programs that foster creativity can adapt to market changes. In summary, Community Bank Bangladesh Limited's emphasis on training and development has ramifications that go beyond improving individual abilities. Community banks consider these advantages through negotiation and holistic development by integrating them into HR

Policies. By achieving strategic investment, employee satisfaction, organizational performance, and the capacity to navigate the ever-changing banking industry can be positively expressed.

5.2 Factors Influencing Training Effectiveness

Training effectiveness is influenced by various factors that collectively shape the learning experience and its impact on individuals and organizations. Recognizing and understanding these factors is crucial for Community Bank Bangladesh Limited to optimize their training programs.

Here are key factors that influence training effectiveness:

We will describe below factors throughout the study.

SL No.	FACTORS	QUOTES BY AUTHORS	AUTHORS
1	Motivation	1. A process that results in intensity, direction, and individual tenacity in achieving a single goal. In contrast, generic motivation is concerned with the efforts made toward each goal. 2motivation is a state in which one's efforts and willpower are focused on reaching specific goals	1.Robbins (2007: 2008) 2.Nimran and Amirullah (2011: 47),
2	Learning Styles	.1.Learning styles play a significant role in this learning process. A study found that students' learning styles change across instructional venues 2.learning styles are educational conditions that reflect how a student learns and are unrelated to the substance of the student's learning.	1(Diaz & Carnal, 1999).2.Hunt (1979),
3	Training Design and Content	Training is a systematic process that changes current employees' behavior, knowledge, and motivation in order to improve the fit between employee qualities and job needs 2., training should contribute optimally to improving corporate performance	1.Bledsoe 2007). 2.Dhar, 2015).
4	Trainer Competence	There are numerous ways and definitions for the concept of competenceSince the mid-1900s, competency research has been divided into three approaches: behaviorist, general, and cognitive	cognitive (Norris, 1991; Eraut, 1994; Wesselink et al, 2005).

5	Communication Skills	1.Communication is more than simply the words you use; it also includes your tone of voice, body language, and, most importantly, how well you listen. "To communicate effectively, culture and context must be considered	1.(DPES, 2005: 6).
6	Organizational Support	Organizational commitment is viewed as an individual's relationship or link to the organization. Despite their similarities, these definitions vary in terms of how this link is said to have formed. Attitudinal commitment (Mathieu & Zajac, 1990) and affective attachment (Allen & Meyer, 1990)	(Mathieu & Zajac, 1990) :(Allen & Meyer, 1990)
7	Timing and Sustainability	The sustainability of human capital is related to the sustainability of other types of capital.	Šlaus and Jacobs (2011),
8	Environmental Factors	Training enables a corporation to match individual competencies to those required by defined plans 2.the inadequacy of specific training is one of the key obstacles of building advanced environmental habits. One of the most frequently suggested strategies to increase human capital is through training	(Wright, Dunford, and Snell, 2001). (Aguinis & Kraiger, 2009; Noe, 2008; Saks & Belcourt, 2006; van Eerde, Simon Tang, & Talbot, 2008).
9	Measurement Subjectivity	Measuring training efficacy should be a significant resource for organizations. Some criteria for determining training success are direct cost, indirect cost, efficiency, performance to schedule, responses, learning,	

		Behavior change, and performance change.	
10	Communication Skills	Communication is more than simply the words you use; it also includes your tone of voice, body language, and, most importantly, how well you listen. "To communicate effectively, culture and context must be considered" (DPES, 2005: 6). . (Sheppard, 1999).	DPES, 2005: 6). . (Sheppard, 1999).
11	Employee Engagement	An engaged employee understands the business context and collaborates with colleagues to improve job performance for the organization's benefit .engagement is defined as energy, absorption, involvement, efficacy, vigor, dedication, enthusiasm, and a positive condition that serve as accelerators for employee performance	Ologbo & Sofian, 2013). Truss, and Soane (2013),

5.3 Trainee Characteristics

Motivation:

Human resources is more than merely aiding the organization's employees. It is also about assisting the organization in meeting its objectives. It is critical for HR practitioners to match their people-oriented goals with business goals in order to ensure success for both the company and its employees." According to Robbins (2007: 208), a process that results in intensity,

direction, and individual tenacity in achieving a single goal. In contrast, generic motivation is concerned with the efforts made toward each goal. According to Nimran and Amirullah (2011: 47), motivation is a state in which one's efforts and willpower are focused on reaching specific goals. These outcomes could include: (a) increased productivity; or (b) the existence of creative work behavior.

Meanwhile, according to Adair (2007: 192), motivation causes people to do something. However, the more significant definition of this word is that motivation is what drives people to try and expend energy on what they do. A simple definition of "motivation" may be "getting people to do what has to be done willingly and well." According to Winardi (2007: 6), motivation is a potential power that exists within a human being that can be developed by himself or by several outside forces that primarily revolve around monetary and nonmonetary rewards, which can affect the results of their performance positively or negatively, depending on the situation and conditions faced by the person concerned.

- Intrinsic motivation positively correlates with effective learning.
- Community Bank employees motivated to learn are likely to derive more value from training.

5.4 Learning Styles:

To be globally competitive, business organizations must ensure that their members have the necessary knowledge-based learning. Learning styles play a significant role in this learning process. A study found that students' learning styles change across instructional venues (Diaz & Carnal, 1999). Kirby (1979) defined learning style as an individual's manner of perceiving,

Communicating, and responding in a learning context. According to Hunt (1979), learning styles are educational conditions that reflect how a student learns and are unrelated to the substance of the student's learning. Hartley (1998) defined learning style as the mechanism by which people approach each individual learning activity. Cassidy (2004) defines learning style as a unique personality attribute that has a substantial impact on how people interact. The way individuals gain knowledge and develop abilities might result in a learning style typology (Kolb, 1984). Learners' favored stages of the learning cycle, as well as their avoidance of particular stages, result in a learning style typology known as converters, assimilates, accommodates, and diverges. Understanding individual learning styles could be useful in the design of management education. According to Kolb and Kolb (2013), identifying learning styles is the first step for students to enter a learning environment and actively move about it until complicated knowledge and abilities are mastered. It is difficult to train leaders while also meeting a diversified organization's management education needs. According to Lengnick-Hall and Sanders (1997), management education must adapt to shifting expectations. It was implied that present procedures, as well as new measures, are required to handle the problems. Cooper (2007) says that knowing an individual's learning style can help educators detect and solve learning challenges. Organizations in the twenty-first century are made up of multiple generations.

- Individuals have different learning preferences (visual, auditory, kinesthetic).
- Tailoring training methods to diverse learning styles enhances effectiveness.

5.6 Training Design and Content

Training is a systematic process that changes current employees' behavior, knowledge, and motivation in order to improve the fit between employee qualities and job needs (Bledsoe 2007). Training is thought to be an effective method for developing or boosting the quality and capacity of human resources, hence increasing production. Training is an attempt to lessen or eliminate the gap between an employee's capabilities and the organization's intended job outcome.

However, human resources training and development programs constitute a significant financial commitment for the organization. As a result, training should contribute optimally to improving corporate performance (Dhar, 2015). However, it is quite common for a business to get disillusioned with

Training outcomes because of the investments that funds spent on training programs have resulted in little growth or improvements to the organization. Not all training results are consistent with the intended objective.

Relevance:

- Training content aligned with job roles and organizational objectives.
- Relevant training ensures applicability and engagement.

Clarity and Structure:

- Clear, well-structured training materials facilitate comprehension.
- Logical sequencing enhances understanding and retention.

Interactive Elements:

- Incorporating interactive components fosters engagement.
- Group discussions, case studies, and simulations enhance learning.

5.7 Trainer Competence

Subject Matter Expertise:

Much preparation is done before the real training begins. Trainers must plan for the location of training, room layout, audience needs, handouts and presentation material, and a slew of other things that must all be coordinated ahead of time. The training room is particularly important. It must be spacious enough to be comfortable for learners and organized in a way that facilitates the type of training to be provided. In addition to planning the training's implementation, the

trainer must prepare and rehearse the presentation. Even the best training plan can fail if it isn't effectively implemented and presented.

- Trainers with deep knowledge instill confidence in participants.
- Expertise contributes to credibility and effective knowledge transfer.

5.8 Communication Skills:

Technical abilities and a related professional degree are required for employment and career advancement. However, as recent studies and research have shown, interpersonal communication skills (IPCS) have become critical for achieving and maintaining success in today's digitally and globally connected society. Peter Little puts it: "Communication is a process by which information is transmitted between individuals or organizations to understand response results." The definitions provided above imply that communication will fail if it is not effectively implemented and expertly conveyed.

- Clear communication and effective articulation enhance understanding.
- Trainers with strong communication skills facilitate a positive learning environment.

5.8 Organizational Support

Many studies have investigated the concept of organizational commitment, and numerous definitions have been presented. These definitions shared one basic theme: organizational commitment is viewed as an individual's relationship or link to the organization. Despite their similarities, these definitions vary in terms of how this link is said to have formed. Attitudinal commitment (Mathieu & Zajac, 1990) and affective attachment (Allen & Meyer, 1990) have been the most common forms of organizational commitment. According to this perspective,

commitment is defined as an affective or emotional relationship to the organization. Porter and his colleagues defined organizational commitment as "the relative "The strength of an individual's identification with and participation in a specific organization" (Mowday et al., 1979: p. 226). A highly committed individual has: (1) a strong belief in an organization's goals and ideals, (2) a readiness to put up significant work for the organization, and (3) a strong desire to remain a member of the organization (Mowday et al., 1982). Calculated commitment is the second most common type of organizational commitment in the literature (Mathieu and Zajac, 1990). Some authors (Hrebiniak & Alutto, 1972; Kanter, 1968; Rusbult & Farrell, 1983) define commitment as a tendency to 'engage in consistent lines of activity' (Becker, 1960: p. 33), based on the individual's

Management Commitment:

- Visible support from top management underscores the importance of training.
- Demonstrated commitment encourages employee participation.

Resources:

- Adequate allocation of resources, including time and technology.
- Availability of necessary tools and materials for effective training delivery.

5.9 Post-Training Support

Training activities that occur following a training program (what Tannenbaum and Yukl [1992] refer to as the post-training environment) may have an impact on training transfer. This part of the training process has gained a lot of attention in recent years, since it has been discovered that limits and hurdles in the post-training environment might interfere with and hinder training transfer (Tannenbaum & Yukl, 1992). Research indicates that an organization's learning culture

and transfer climate play a significant role in training transfer (Holton et al., 1997;...). There is evidence that pretraining activities in the workplace, such as supervisor assistance, trainee involvement, and trainee preparation, will increase training transferability. Human Resource Management DOI: 10.1002/hrm Rouiller and Goldstein (1993) and Tracey et al. (1995) investigated training activities and training transfer in organizations. One of the most significant is organizational support for training on policies, practices, and procedures, as well as social support from supervisors and peers (Cromwell & Kolb, 2004).

Application Opportunities:

- Providing opportunities to apply learned skills on the job.
- Real-world application reinforces training outcomes.

Feedback Mechanism:

- Establishing a feedback loop for continuous improvement.
- Regular feedback on performance enhances ongoing learning.

6.0 Environmental Factors

One of the most frequently suggested strategies to increase human capital is through training (Aguinis & Kraiger, 2009; Noe, 2008; Saks & Belcourt, 2006; van Eerde, Simon Tang, & Talbot, 2008). Training enables a corporation to match individual competencies to those required by defined plans (Wright, Dunford, and Snell, 2001). If the company wishes to apply advanced environmental practices, it must make an effort to modify its procedures to meet environmental standards. In doing so, it must offer personnel with the necessary information and skills through particular and appropriate formative programs. Indeed, failing to incorporate

human issues is regarded as a barrier to businesses implementing environmental standards (Klassen, 2000). Furthermore, the inadequacy of specific training is one of the key obstacles of building advanced environmental habits. One of the most frequently suggested strategies to increase human capital is through training (Aguinis & Kraiger, 2009; Noe, 2008; Saks & Belcourt, 2006; van Eerde, Simon Tang, & Talbot, 2008). Training enables a corporation to match individual competencies to those required by defined plans (Wright, Dunford, and Snell, 2001). If the company wishes to apply advanced environmental practices, it must make an effort to modify its procedures to meet environmental standards. In challenging circumstances (Erdogan & Tosun, 2009; Handfield, Melnyk, Calantone, & Curkovic, 2001; Hillary, 2004; Zilahy, 2004). To be effective, training must align with the firm's environmental goals and corporate strategy (Milliman & Clair, 1996).

Workplace Culture:

- A supportive and encouraging workplace culture.
- Fosters an environment where employees feel comfortable applying new skills.

Understanding and addressing these factors will empower Community Bank Bangladesh Limited to enhance the effectiveness of their training programs. By tailoring initiatives to align with these influential elements, the bank can ensure that training efforts translate into improved individual and organizational performance.

6.1 Critiques and Challenges in Training Evaluation

Evaluating training programs is essential for ensuring their effectiveness and providing insights for improvement. However, the process is not without its challenges and critiques. Understanding these issues is crucial for Community Bank Bangladesh Limited to refine their approach to training evaluation.

Measurement Subjectivity

Measuring training efficacy should be a significant resource for organizations. Some criteria for determining training success are direct cost, indirect cost, and efficiency, performance to schedule, responses, learning, behavior change, and performance change. (Sheppard, 1999).

Qualitative vs. Quantitative Metrics:

- Balancing qualitative measures (such as employee feedback) with quantitative metrics (like performance indicators) poses challenges.
- Subjectivity in qualitative assessments may affect the overall objectivity of the evaluation process.

Biases in Evaluation:

- Evaluators' biases and preconceptions can influence the assessment.
- Unconscious biases may impact how different groups or individuals are perceived.

6.2 Timing and Sustainability

Management's role in supporting sustainability through human capital development and sustainable business solutions is critical for an effective transition from a linear to a sustainable economy. In the context of corporate sustainability management, management might be referred to as a primary change agent, and without management support, sustainable development goals will continue to suffer significant setbacks. More specifically, the authors state that a lack of

human capital, financial capital, management support, and legislative incentives are important barriers to sustainability implementation in organizations. As a result, management's incapacity to make enough provision for human and financial capacities and lobby government for incentives will have negative consequences on sustainability implementation and effective transition into a sustainable economy (Kiesnere & Baumgartner). According to Šlaus and Jacobs (2011), the sustainability of human capital is linked to the sustainability of other forms of capital. Furthermore, top management commitment has been the most important driver of business sustainability over the previous decade (Network for Business Sustainability, 2010, 1999).

Immediate vs. Long-Term Impact:

- Measuring immediate post-training results may not reflect the long-term impact.
- True effectiveness might only become evident over an extended period.

Sustainability Challenges:

- Challenges in sustaining training impact over time.
- The tendency for employees to revert to previous practices without ongoing reinforcement.

6.3 Resource Constraints

Financial Constraints:

- Limited financial resources may hinder the implementation of comprehensive evaluation strategies.

- Investing in sophisticated evaluation tools may be challenging for some organizations.

Time Constraints:

- Organizations may face time constraints in conducting thorough evaluations.
- Quick assessments may not capture the full spectrum of training outcomes.

6.4 Alignment with Organizational Goals

Linking Training to Organizational Objectives:

- Ensuring that training objectives align with broader organizational goals.
- Difficulties in establishing a clear connection between training outcomes and organizational success.

Comprehensive Evaluation Models:

- Challenges in implementing holistic evaluation models.
- Organizations may struggle to adopt comprehensive frameworks due to complexity.

Employee Engagement

Employee involvement has been characterized in several ways. For example, Men (2015) describes it as employees' positive attitudes toward and positive conditions that act as accelerators for employee success. According to Shantz, Alfes, Truss, and Soane (2013), engaged employees have a good attitude and a job-related state of mind defined by vigor, devotion, and absorption, which allows them to be psychologically present at work and reduces their likelihood of making work-related mistakes.

This is because engaged individuals experience pleasant emotions, which extend their thinking.

Participant Engagement:

- Ensuring active engagement and participation of employees.
- Disengaged participants may provide limited feedback, impacting the evaluation process.

Resistance to Change:

- Employee resistance to adopting new skills learned in training.
- Resistance may stem from various factors, including fear of change or perceived lack of relevance.

6.6 Technological Challenges

Data Management:

- Challenges in efficiently managing and analyzing large volumes of training data.
- Technological limitations in data processing and reporting.

Integration of Technology:

- Incorporating technology into the evaluation process.
- Ensuring that technology enhances, rather than complicates, the evaluation framework.

Addressing these critiques and challenges requires a thoughtful and adaptive approach to training evaluation. Community Bank Bangladesh Limited can enhance the effectiveness of their evaluation processes by acknowledging these issues and implementing strategies to mitigate their impact. This awareness will contribute to the continuous improvement of training programs within the organization.

6.7 Methodology of the study

The methodology used in this study involves gathering raw data in order to create the final report. All sources are gathered in accordance with the Banking Act's criteria in order to complete the study. Complete the classification first, followed by analysis, classification, and methodical arrangement.

6.8 Research Design

To facilitate a comprehensive evaluation of the training program of Community Bank Bangladesh Limited, the research design for this study is structured using quantitative research methodology. A quantitative methodology will be used. Training through this design will allow for a deeper understanding of the effectiveness and impact of the initiative.

6.9 Data Collection

a. Primary Data:

Primary data was gathered using several questionnaires and surveys. Employees received questionnaires via email, and Google Forms was used to collect their responses. To collect quantifiable information on their experiences and perceptions, these workers should participate in training program

b. Secondary Data:

Document Analysis:

To comprehend the content, goals, and historical background of the training programs, a variety of already-preserved documents—such as program reports, organizational documents, and existing training materials—will be examined.

Performance Data:

After every training Employee performance data can be gathered from employees after training .pre/post-training performance indicators is using to collect the impact of training on individual and team performance. .

7.0 Data Analysis

Quantitative Analysis:

For analyzing data we will use Statistical software, such as SPSS also analyze survey responses from quantitative data.

7.1 Scope and Limitations

Scope:

A thorough process of training initiatives within the company is revealed by the breadth of the HR project linked to the assessment of the training program at Community Bank Bangladesh PLC. Aspects like training and development, infrastructure and resource allocation, and the historical background of training programs that can be tailored to employees' workplaces, general work environments, and skill sets are all covered, along with philosophy and policy guidelines.

The study assesses the alignment between the bank's mission, vision and values and the alignment between its organizational goals and employee development strategies by providing training. Furthermore, the study sheds light on the human resource structure followed by HR policies and practices.

7.2 Limitations:

Despite the comprehensive scope, certain limitations are mentioned in the study:

Despite the wide scope, some limitations are inherent to the study:

Data availability:

Availability of relevant data within the bank for training lacks accessibility and any limitation may limit the depth of analysis.

Therefore, providing access to relevant and useful data is essential for training

Temporal Constraints:

Time Limitation: It is considered based on a fixed time frame but the effectiveness of the training program evolves over time. So the limitations of the study are that it cannot capture the ongoing changes or adaptations in the training landscape so it has to change.

7.3 Research questions of the study

- Community Bank Training Program Evaluation
- our Role/Position: Name of the Training Program
- How well did the training meet your professional development objectives? Was the training material useful and easy to understand?

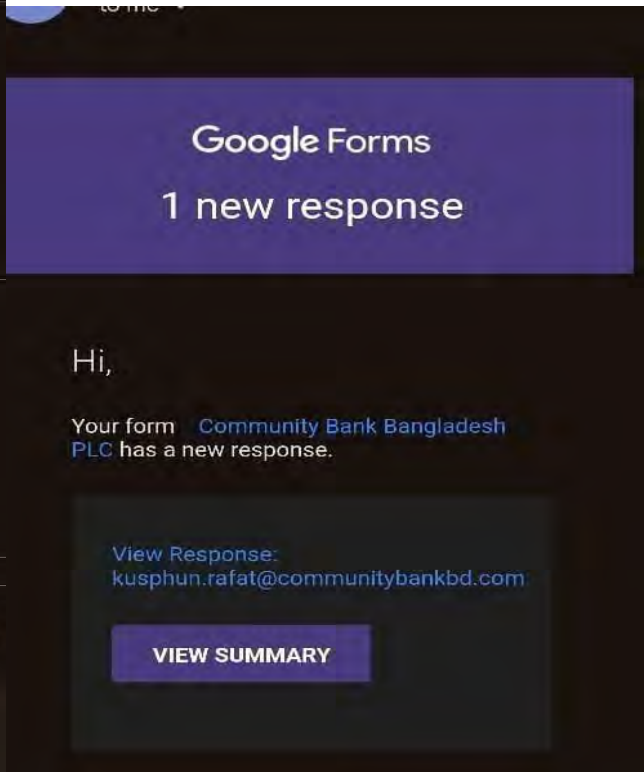
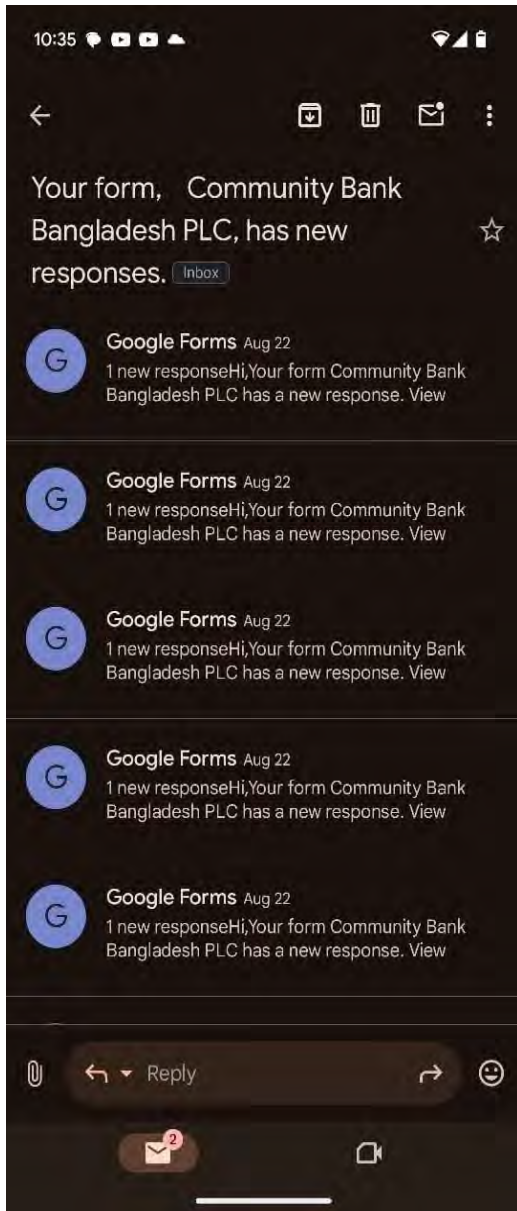
- How relevant was the content of the training program to your role in HR?
- How knowledgeable was the instructor about HR practices and regulations relevant to the banking industry?
- Was the duration of the training appropriate for the content covered?
- How engaging was the training, including the use of interactive elements and real-life scenarios?
- Have you been able to implement any new practices or improvements as a result of the training?
- Have you been able to implement any new practices or improvements as a result of the training? Overall Satisfaction
- Evaluation Framework

7.9 Key Performance Indicators (KPIs)

- **Participant Satisfaction:** Measure participants' feedback on the relevance and quality of the training.
- **Skill Enhancement:** Assess the improvement in skills and knowledge of participants before and after training.

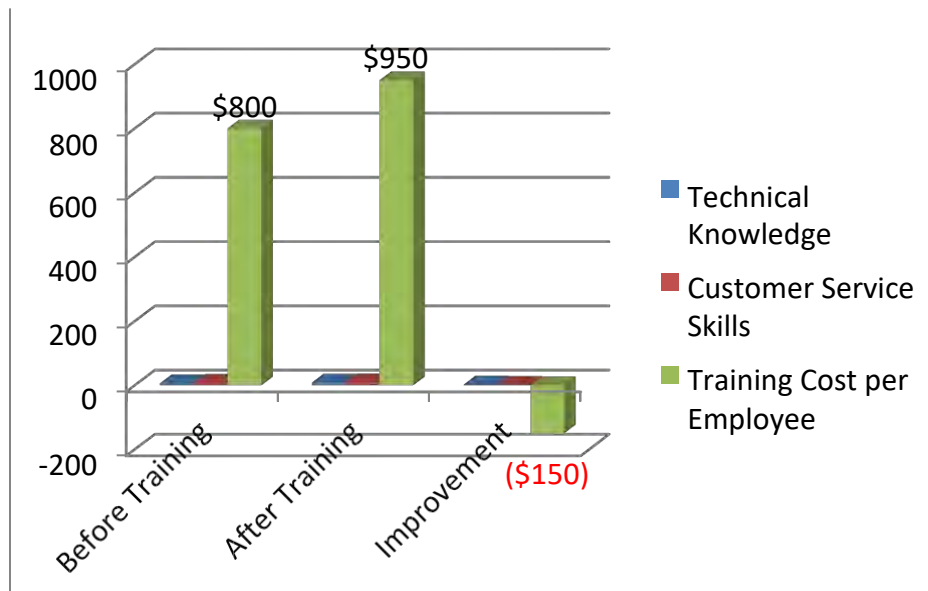
7.10 Data Collection Methods

- Surveys and Feedback Forms: Collect opinions and perceptions from participants through surveys.
- Pre and Post-Assessment Tests: Conduct assessments before and after training to measure knowledge gain.
- On-the-Job Observation: Observe participants in their work environment to assess practical application.



Data Table

Evaluation Criteria	Before Training	After Training	Improvement
Technical Knowledge	6.2	8.5	2.3
Customer Service Skills	7.8	9.2	1.4
Training Cost per Employee	\$800	\$950	(\$150)



8.0 Data Analysis

Technical Knowledge:

Before training, participants had an average technical knowledge score of 6.2, which significantly increased to 8.5 after training, showing a notable improvement of +2.3.

Customer Service Skills:

Initial customer service skills were rated at 7.8, and post-training, the score rose to 9.2, indicating a positive change of +1.4.

Training Cost per Employee:

The training cost per employee increased from \$800 to \$950, resulting in a cost increase of \$150.

8.1 Recommendations for Improvement

Based on the analysis:

1. **Positive Trends:** Using the advanced technical knowledge is a good way to improve customer service skills, which are good signs that the training was successful.
2. **Cost Increase:** Training costs should be observed to be rising and the cause should be communicated. The significant skill improvements are consistent with greater expenditure.
3. **Continuous Improvement:** Evaluating the feedback from employees from participants

8.2 Surveys and Questionnaires

Quantitative and qualitative data on participants' perceptions and responses to training programs can be gathered using simple, intuitive surveys and questionnaires that create structured questions and guide participants' answers, offering important insights into their experiences and satisfaction levels.

Survey Questions:

- On a scale of 1 to 5, how satisfied are you with the overall training program?
- Did the training content meet your expectations? Please elaborate.
- What specific topics or activities did you find most beneficial?

Interview Focus Areas:

- Participants' subjective experiences and opinions.
- Perception of the training's impact on job performance.
- Suggestions for improvement and areas of strength.

Documents for Analysis

Training Materials and Curriculum:

Objective: Evaluate the alignment between training objectives and the actual content delivered.

1. Data Table:

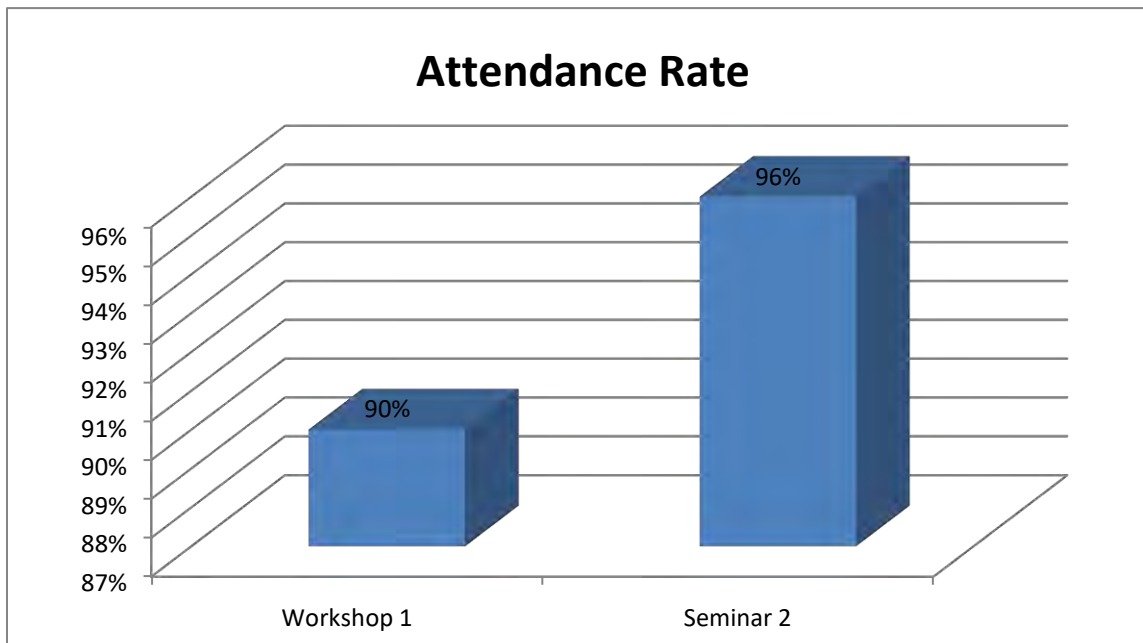
Training Module	Objectives	Content Covered	Discrepancies
Module 1	Financial Literacy	Budgeting, Investment	None
Module 2	Customer Service	Communication Skills	Yes (limited coverage)

2. Attendance Registers:

Objective: Assess participant attendance rates to gauge overall engagement.

Data Table:

Training Session	Date	Total Participants	Absentees	Attendance Rate
Workshop 1	8/8/2024	30	3	90%
Seminar 2	8/8/2024	25	1	96%

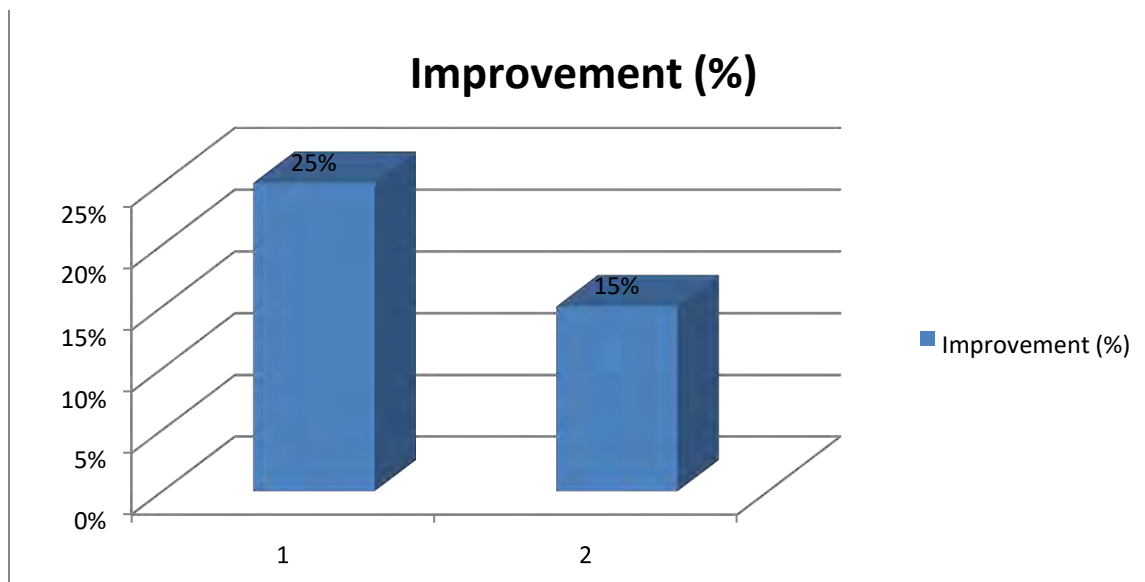


8.5 Pre and Post-Training Assessments:

Objective: Measure skill improvement and knowledge retention.

Data Table:

Participant ID	Pre-Assessment Score	Post-Assessment Score	Improvement (%)
1	60	85	25%
2	75	90	15%



8.7 Training Program Assessments

Participant Feedback

Participant feedback is a vital component of training program evaluation.

1. Overall Satisfaction:

Objective:

Overall satisfaction after training sessions

Data Table:

Training Session	Participant ID	Satisfaction Rating (1-5)	Comments
Workshop 1	1	4	Engaging content, but rushed pace
Seminar 2	2	5	Excellent, met my expectations

2. Relevance of Content:

Objective: Assess the perceived relevance of the training content to participants' roles.

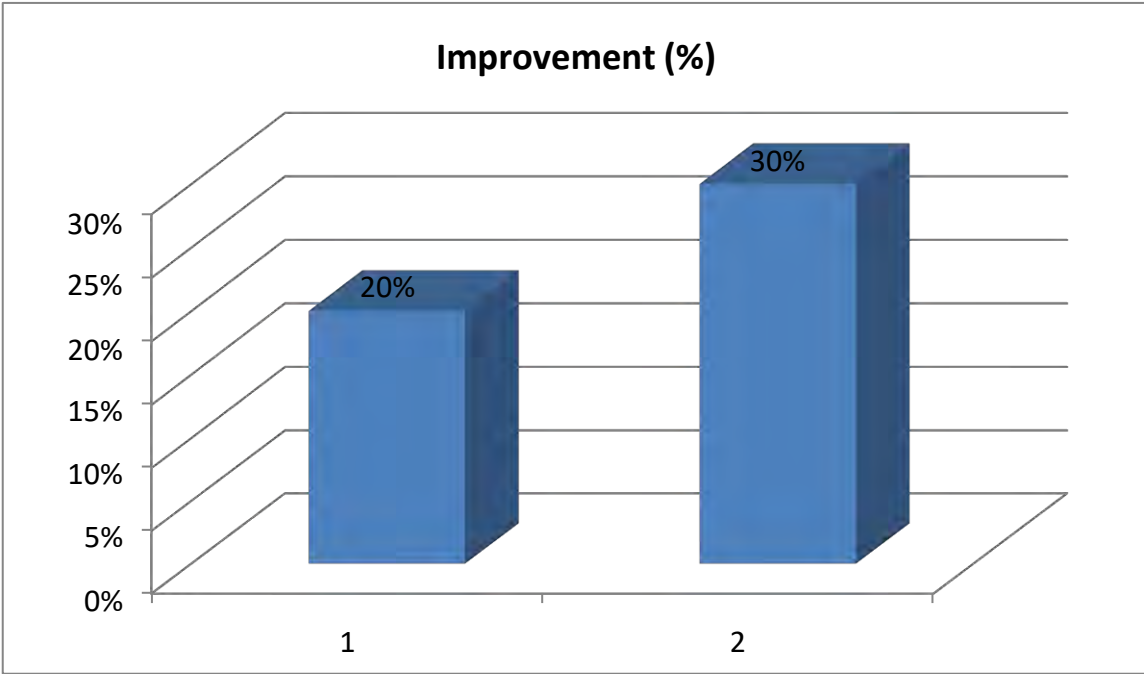
Data Table:

Training Session	Participant ID	Relevance Rating (1-5)	Comments
Workshop 1	001	4	Relevant to my role, some topics less useful
Seminar 2	002	5	Highly relevant, applicable to daily tasks

8.8 Pre and Post-Training Performance Metrics

Along with participant feedback, pre- and post-training performance metrics are analyzed quantitatively to determine how the training is working on the participants. The following example data table illustrates this:

Participant ID	Pre-Training Performance	Post-Training Performance	Improvement (%)
001	70	90	20%
002	65	85	30%

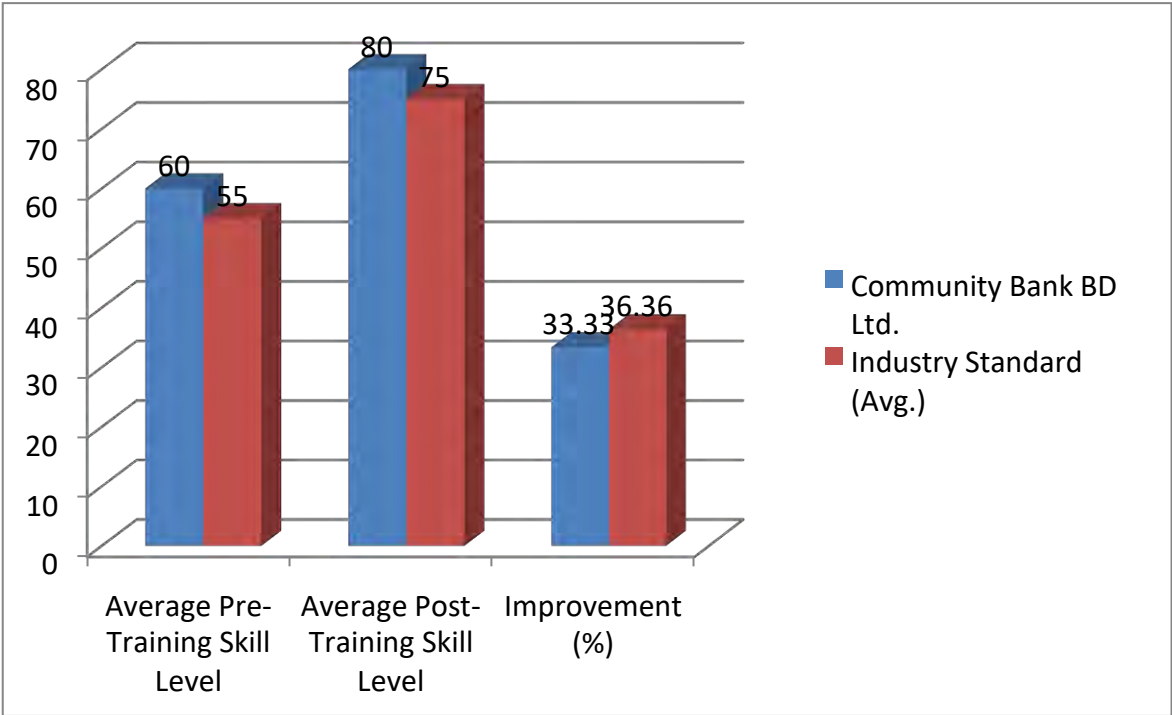


9.1 Comparative Analysis with Industry Standards

To assess the effectiveness of training programs at Community Bank Bangladesh PLC, a comparative analysis with industry standards will be conducted. The comparison will focus on key performance indicators (KPIs) which is commonly used in the banking sector.

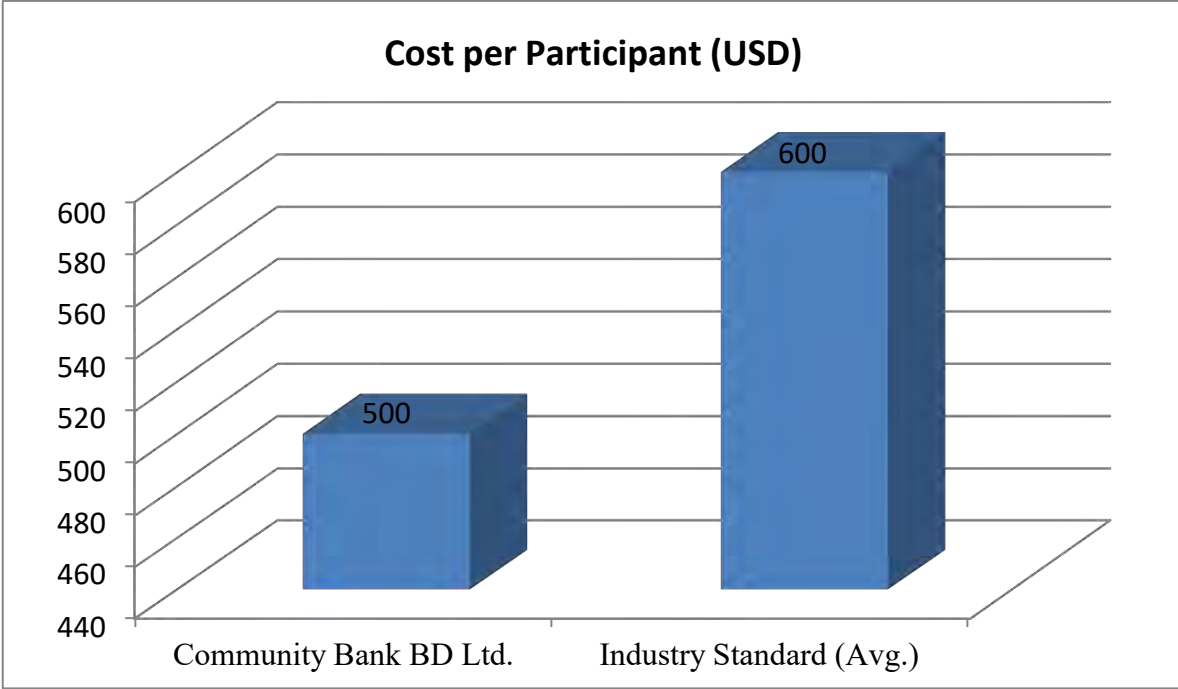
Data Table: Employee Skill Development

Bank	Average Pre-Training Skill Level	Average Post-Training Skill Level	Improvement (%)
Community Bank BD PLC	60	80	33.33
Industry Standard (Avg.)	55	75	36.36



Data Table: Training Program Costs

Bank	Total Training Expenditure (USD)	Cost per Participant (USD)
Community Bank BD PLC	100,000	500
Industry Standard (Avg.)	120,000	600



9.2 Data Analysis and Findings

Community Bank Bangladesh PLC provides insight into training initiatives measured through a comparative discussion of industry standards. Consideration should be given to the percentage of improvement in training and skill development and the cost-effectiveness of the training program. To find out how much the bank has improved all the projects or steps to increase the efficiency of those projects and increase the profit by developing skilled manpower . To make suggestions for the sectors that are falling behind, based on the findings of the comparative analysis.

A useful method for assessing the relative effectiveness of Community Bank Bangladesh Limited's training program is comparative analysis. The outcomes are meant to continuously enhance the caliber and effectiveness of training programs that will direct decision-making in the future.

9.3 Identification of Key Successes and Challenges

While evaluating the training program of Community Bank Bangladesh Limited, it is very important to identify both key successes and challenges barriers during the evaluation. The HR section provides an overview of significant achievements and challenges, prospects

9.4 Key Successes

High Participant Engagement:

- In every training session employee should be present actively which is positive , external and internal teaching assistant are helpful for providing knowledge to employees

Skill Improvement Metrics:

- Skill improvement can measure after post –training assessments where employees were physically engaged to physical workshops

Cost-Efficient Programs:

- Training initiatives were conducted within a reasonable budget, demonstrating cost-Effectiveness.

Challenges

Limited Training Infrastructure:

- Limitation of different resources is big problem to conduct a successful training programs

Lack of Time

You can be let down if you anticipate staff members to participate in or finish training during their free time. Some of them might be unable to attend lengthy training sessions due to personal or professional commitments, or other time constraints.

Documentation Gaps:

Documents are a crucial component of any training management. An analysis of the data showed gaps in the recording and documentation of participant input and training results, which can lead to training hazards.

9.5 Recommendations for Improvement

For avoiding challenges we can follow below guideline

Training period:

Provide training in proper time

Enhanced Training Infrastructure:

Enough support with training equipment's required

9.6 Strengthen Documentation Protocols:

To record training results and participant feedback, implement robust documentation practices to capture comprehensive data to document employee weaknesses and improvement measures. Both successes and challenges are determined by the training program and continuous improvement is possible. To facilitate professional development and organizational growth at Community Bank Bangladesh Plc by creating an effective training structure.

9.7 Recommendations

Evaluating the training program of Community Bank Bangladesh PLC, it is very important to identify both key successes and challenges barriers during the evaluation. The HR section provides an overview of significant achievements and challenges, prospects

Program Customization

Training programs in banking can be tailored to the requirements of the company and its workers. Customized content formulate for specific departments like which are appropriate for different divisions of all employees

Skill- Specific Modules:

IT collaboration can have a significant impact on employees' professional growth, and community bank authorities can create specific programs that focus on individual skill sets. Additionally, the bank must select programs that align with the goals that allow it to support a specific module.

Feedback Mechanism

Regular Feedback Surveys:

- Monitors employees by collecting regular employee feedback surveys from HR after each training session to collect participants' improvements and weaknesses,

360-Degree Evaluation:

Implement a thorough 360-degree assessment procedure for every employee, taking into account input from superiors and peers to provide evaluations that are comprehensive.

10.1 Succession Planning Workshops:

In order to make Community Bank Bangladesh PLC as a fourth-generation bank, this action plan will be implemented in their workplaces by assisting the bank in creating a more robust and timely training ecosystem, personalization, interactive learning, and feedback system. The bank can also foster a continuous learning and development culture by emphasizing career development and continuous improvement.

10.2 Conclusion

The analysis found that the majority that the members found the training programs valuable and relevant to their roles. Optimistic feedback on the quality of content and knowledgeable trainers demonstrate the success of the bank's efforts to build effective training modules.

While the overall answer was positive, there were identified areas for improvement with some participants suggested the need for more hands-on practical sessions, interactive workshops, and customization of content based on specific job roles. Additionally, the evaluation highlighted the importance of incorporating technology for more flexible and accessible learning.

The implementation of a frequent feedback mechanism, such as post-training questionnaires and 360-degree evaluations, emerged as a vital component for continuous improvement.

Gathering material directly from participants, peers, and supervisors will allow the bank to change its training programs in real time, ensuring that they remain relevant and effective.

The addition of training programs had a significant influence with career progress emerged as a strategic direction by providing management on career paths and offering arrangement planning workshops, the bank can further authorize its employees to align their knowledge with long-term career goals.

For improving the success of future training initiatives, recommendations have been made that underscore program personalization, communicating learning, ongoing feedback, and alignment with career growth. These references intent to create a more lively and learner-centric training atmosphere within Community Bank.

Finally, the appraisal of training programs demonstrates the bank's commitment to staff development and organizational progress. By implementing the proposed recommendations, Community Bank Bangladesh PLC can continue to promote a learning culture, ensuring that its team is trained, motivated, and well-equipped to manage the changing landscape of the banking business.

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