Internship Report

On

Training Program: A Study on Grameenphone Ltd.

Submitted To

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INTERNSHIP REPORT ON

'Training Program: A Study of Grameenphone Limited'

Letter of Transmittal

February 7, 2015

Ms. Sohana Wadud Ahmad
Lecturer
BRAC Business School
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Subject: Report on Training Program of Grameenphone.

Dear Madam,

I would like to thank you for supervising and helping me throughout the semester. With due respect, I am submitting a copy of Internship report for your appreciation.

I have given my best effort to prepare the report with relevant information that I have collected from a Grameenphone Ltd. I have the immense pleasure to have the opportunity to study and job on **Training Program of Grameenphone**. There is no doubt that the knowledge I have gathered during the study will help me in real life.

For your kind consideration I would like to mention that there might be some errors and mistakes due to limitations of my knowledge. I expect that you will forgive me considering that I am still learner and in the process of learning.

Thanking for your time and reviews.

Sincerely Yours

Afsana Pervin
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Acknowledgement

I would like to thank almighty Allah for giving me the opportunity to complete my internship report. I also want to thank all the people who have given their support and assistance and extremely grateful to all of them for the completion of the report successfully. BRAC University and Grameenphone Ltd. both provided me with enormous support and guidance for my report to be completed successfully.

I would also like to thank my internship supervisor Ms. Sohana Wadud Ahmad, for her kind concern, valuable time, advice and constant guideline in preparing the report.

I would like to thank Mr. Yasir Rahman, his ad of customer Service, People & Quality Management (PQM), Grameenphone Ltd for their support in preparing the internship report & providing me relevant data for the report.

I would like to express my foremost gratitude to the officials of Grameenphone Ltd who helped me and gave me their valuable time, provided me with the most relevant information on the basis of which I have prepared this report.

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Executive Summary

Grameenphone Limited is the leading Telecom operator in Bangladesh where a strong & organized Human Resource Management internally called as 'People & Organization' is always working for the formulation of HR strategies for the betterment of the employees as well as to achieve the ultimate organizational goal. Grameenphone Ltd. takes its employees as human capital. Here our objective of study is to discuss about telecommunication business in Bangladesh, to learn about the Training Program of Grameenphone Ltd, to learn about the important environmental influences effecting, to learn about the Organizational Culture, to discuss about Training and Development, to develop and recommend some implemental suggestive measures.

The quality of employees and their development through training and education are major factors in determining long-term profitability of telecom business as Grameenphone. Training often is held for new employees and existing employees in this company cause the technology of telecom business changes frequently. The long term objectives are increased productivity, reduced employee turnover, and increased efficiency resulting financial gains, decreased needs for supervision, to adapt with the organizational culture. Employee training is the planned effort of Grameenphone to help employees learn the job related behaviors and skills they will need to do their job properly. It is a set of planned activities of Grameenphone that will have their employees complete in order to increase their job knowledge and skills and to have them get accustomed to the attitudes and social atmosphere of the company. It will help the employee to be familiar with the goals of the organization and the job requirements. There are typical steps that go into a training program.

Training programs can help workers to increase their efficiency levels, improve quality and thereby increase sales for a company. Training program results in-reduced supervision, reduction in wastage, less turnover of labor, helps new employees, union management relations, better career opportunities, high rewards, increased motivation, group efforts, promotion etc.

Part1

Orientation of Grameenphone Limited

Grameenphone Limited is an existing company, and is the leading cellular service provider in Bangladesh operating a nationwide. Over the past few years the use of cell phone brought about tangible changes in the lifestyle of the people of Bangladesh. Today, a cellular phone is a mere necessity. From a small retail trader at Karwan Bazaar to a remote villager uses cell phone. Four companies are operating in the mobile phone sector in Bangladesh. Grameenphone, Citycell, Aktel and Bangla Link. Among them the services of Grameenphone appear to be comparatively better in terms of nationwide networking, customer handling, trouble shooting, billing system etc. Grameenphone (GP) has been established to provide high quality GSM cellular services at affordable prices. In addition to providing prepaid and postpaid cellular phone services, the company also assists in a -Village Phone- service by being the sole provider of telecommunications services to the Village Phone operators. The Village Phone service provides rural connectivity to approximately 30 million people. Grameenphone's total capitalization was US$120,000,000; including around US$50 million from IFC/CDC, and the Asian Development Bank (ADB). It also received US$60 million in equity from the four Grameenphone private partners. "Grameenphone" might have been born in Bangladesh, but soon it is likely to join the international cellular jargon. GSM MoU Association at GSM World Congress in Cannes where many villagers made their first-ever call using pre-paid, recently rewarded rural cellular marketing, by Voda phone in South Africa. "Grameenphone" the unique cellular operator from Bangladesh, also made an impressive presentation at Cannes.

Grameenphone Limited, the number one and leading mobile phone company in the area of telecommunications in Bangladesh. Of Six mobile operators, Grameenphone Limited managed to grab 43.9% of the market share only by providing cost-effective & best service available in the market of mobile telecommunication. Grameenphone Limited has made its expansion not only in the urban areas, but also it stretched its network in the rural areas for the economic empowerment of the rural people. It has the largest network, the widest coverage, the biggest subscriber base and more value added services than any other mobile phone operators in Bangladesh. Grameenphone Limited has a very strong competitive position in the telephone industry in the country.

History & Milestones:

►**November 11, 1996:** Grameenphone was offered a cellular license in Bangladesh by the Ministry of Posts and Telecommunications.

►**March 26, 1997:** Grameenphone launched on the Independence Day of Bangladesh.

►**5 June 1998:** Grameenphone started its services in Chittagong, the second largest city and the port city of Bangladesh. Cell to cell coverage between Dhaka-Chittagong was established.

►**1999:** Grameenphone started its service in Khulna, the industrial city of Bangladesh. Also cell to cell coverage between Dhaka and Khulna brought a number of other districts under coverage.

►**2000:** Grameenphone started its services in Rajshahi, the education city of Bangladesh. Service also started in Sylhet and Barisal and thus all six divisional headquarters got the cellular network coverage for the first time Bangladesh.

►**August 2003:** Grameenphone's subscribes base has become more than one million. Grameenphone became the first operator in the country to reach the million subscribers.

►**March 2005:** After Eight years of operation: After eight years of operation, Grameenphone has more than 2.8 million subscribers as of March 2005.

►**November 2005:** Grameenphone registered more than 5 million subscribers.

►**November 5, 2006:** Grameenphone crosses the 10 million subscriber mark after almost ten years of operation.

►**September 20, 2007:** Grameenphone reaches 15 million subscribers mark.

►**June 2008:** Grameenphone reaches 20 million subscribers landmark.

►**2013:** Grameenphone launched 3G service which is 512GHZ speed.

►**2015:** Reached 5crore subscriber.

Starting its operations on March 26, 1997, the Independence Day of Bangladesh, Grameenphone has come a long way. It is a joint venture enterprise between Telenor (62%), the largest telecommunications service provider in Norway with mobile phone operations in 12 other countries, and Grameen Telecom Corporation (38%), a non-profit sister concern of the internationally acclaimed micro-credit pioneer Grameen Bank.

Over the years, the company has so far invested more than BDT 10,700 crore (USD 1.6 billion) to build the network infrastructure since its inception in 1997. It has invested over BDT 3,100 crore (USD 450 million) during the first three quarters of 2007 while BDT

2,100 crore (USD 310 million) was invested in 2006 alone. Grameenphone is also one the largest taxpayers in the country, having contributed nearly BDT 7000 crore in direct and indirect taxes to the Government Exchequer over the years. Of this amount, over BDT 2000 crore was paid in 2006 alone.

Since its inception in March 1997, Grameenphone has built the largest cellular network in the country with over 10,000 base stations in more than 5700 locations. Presently, nearly 98 percent of the country's population is within the coverage area of the Grameenphone network.

Grameenphone was also the first operator to introduce the pre-paid service in September 1999. It established the first 24-hour Call Center, introduced value-added services such as VMS, SMS, fax and data transmission services, international roaming service, WAP, SMS-based push-pull services, EDGE, personal ring back tone and many other products and services.

The entire Grameenphone network is also EDGE/GPRS enabled, allowing access to high-speed Internet and data services from anywhere within the coverage area. There are currently nearly 3 million EDGE/GPRS users in the Grameenphone network.

Grameenphone nearly doubled its subscriber base during the initial years while the growth was much faster during the later years. It ended the inaugural year with 18,000 customers, 30,000 by the end of 1998, 60,000 in 1999, 193,000 in 2000, 471,000 in 2001, 775,000 in 2002, 1.16 million in 2003, 2.4 million in 2004, 5.5 million in 2005, 11.3 million in 2006, and it ended 2007 with 16.5 million customers.

From the very beginning, Grameenphone placed emphasis on providing good after-sales services. In recent years, the focus has been to provide after-sales within a short distance from where the customers live. There are now more than 600 GP Service Desks across the country covering nearly all upazilas of 61 districts. In addition, there are 81 Grameenphone Centers in all the divisional cities and they remain open from 8am-8pm every day including all holidays.

GP has generated direct and indirect employment for a large number of people over the years. The company presently has more than 5,000 full, part-time and contractual employees. Another 100,000 people are directly dependent on Grameenphone for their livelihood, working for the Grameenphone dealers, retailers, scratch card outlets, suppliers, vendors, contractors and others.

In addition, the Village Phone Program, also started in 1997, provides a good income-earning opportunity to more than 280,000 mostly women Village Phone operators living in rural areas. The Village Phone Program is a unique initiative to provide universal access to telecommunications service in remote, rural areas. Administered by Grameen

Telecom Corporation, it enables rural people who normally cannot afford to own a telephone to avail the service while providing the VP operators an opportunity to earn a living.

The Village Phone initiative was given the "GSM in the Community" award at the global GSM Congress held in Cannes, France in February 2000. Grameenphone was also adjudged the Best Joint Venture Enterprise of the Year at the Bangladesh Business Awards in 2002. Grameenphone was presented with the GSM Association's Global Mobile Award for 'Best use of Mobile for Social and Economic Development' at the 3GSM World Congress held in Singapore, in October 2006, for its Community Information Center (CIC) project, and for its Health Line Service project at the 3GSM World Congress held in Barcelona, Spain, in February 2007.

Grameenphone considers its employees to be one of its most important assets. GP has an extensive employee benefit scheme in place including Gratuity, Provident Fund, Group Insurance, Family Health Insurance, Transportation Facility, Day Care Centre, Children's Education Support, and Higher Education Support for employees, in-house medical support and other initiatives.

Major Products and Services:

GP Products…..

xplore
- Post paid with PSTN connectivity

Shohoj

SMILE
- Prepaid with mobile to mobile connectivity

Apon

Amontro

Djuice
- Prepaid with mobile to mobile connectivity
- targeted for youth with life style benefits

Nishchinto

Spondon

Bondhu

Business Solutions Prepaid
- Prepaid with PSTN connectivity
- targeted for Business Segment

Business Solutions Postpaid

GP Public Phone
- Pre-Paid with PSTN connectivity
- targeted for PCO segment

Village Phone
- Prepaid with PSTN connectivity,
- targeted for village user in a partnership with Grameen Telecom

Services of Grameenphone

Value Added Services

You can use your mobile phone for many other purposes than making voice calls. With Grameenphone's VAS, you can use your mobile phone to:

- Send and receive text messages, picture messages and voice messages
- Download ring tones, logos, wallpapers
- Obtain news updates, cricket score updates
- Browse the Internet and also send and receive e-mails
- Transfer data and send fax
- Participate in competitions and vote for your opinions

You will be able to use all these services whenever you need them, wherever you are. All you need is to have a GP mobile phone to get these services.

- Video Call Service
- Messaging Services
- 3G internet Service
- Welcome Tune Service
- Miss Call Alert Service
- Information Alerts
- Data Transfer
- Fax
- Entertainment Services
- Browsing the Internet
- Send and receive e-mails
- Download Contents
- Customize your handset
- Vote your opinion
- Payment Method
- Complaint Management

Social Services

Grameenphone Board Approves Initial Public Offer

- CSR News Archive
- Special Olympics Bangladesh
- Eye Camp
- Wireless Intranet Service
- Eye-camp at Bagerhat
- Safe Motherhood and Infant Care
- Ahsania Mission Cancer Hospital
- Discount at Health and Hope
- Fiber link through Jamuna Bridge
- 3GSMA Global Mobile Awards 2008
- Bill pay service agreement with Titas Gas
- CSR News
- NSDP Conference

- Discount at Health and Hope
- Free Eye-camp
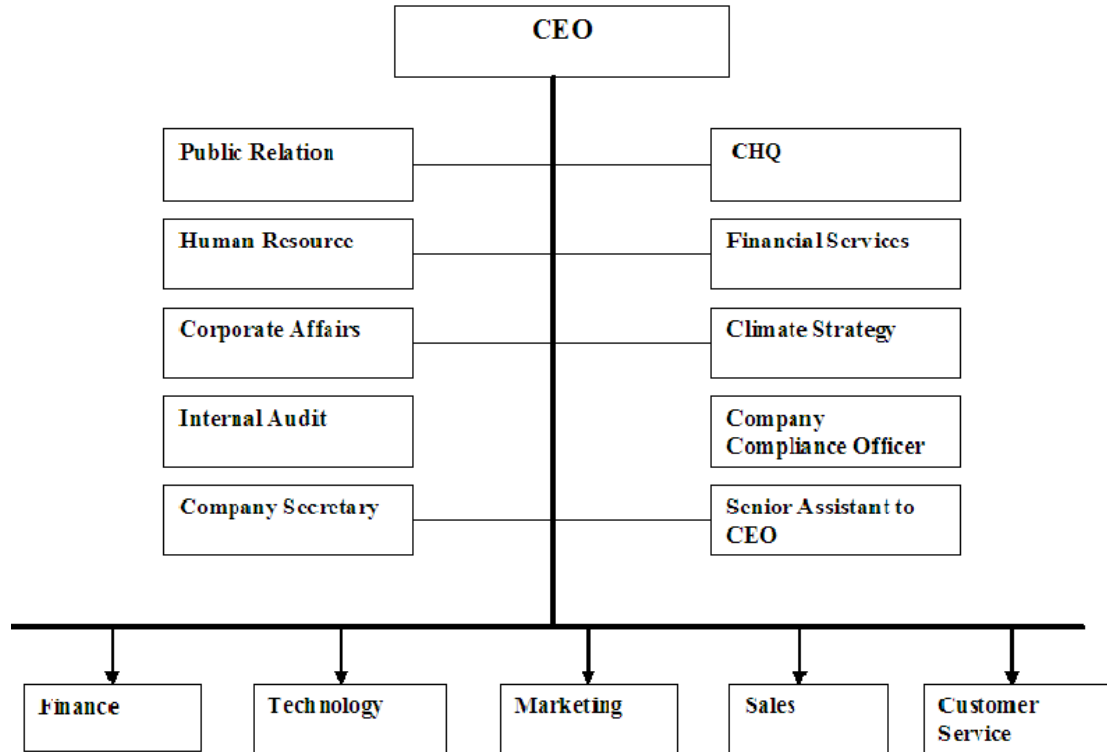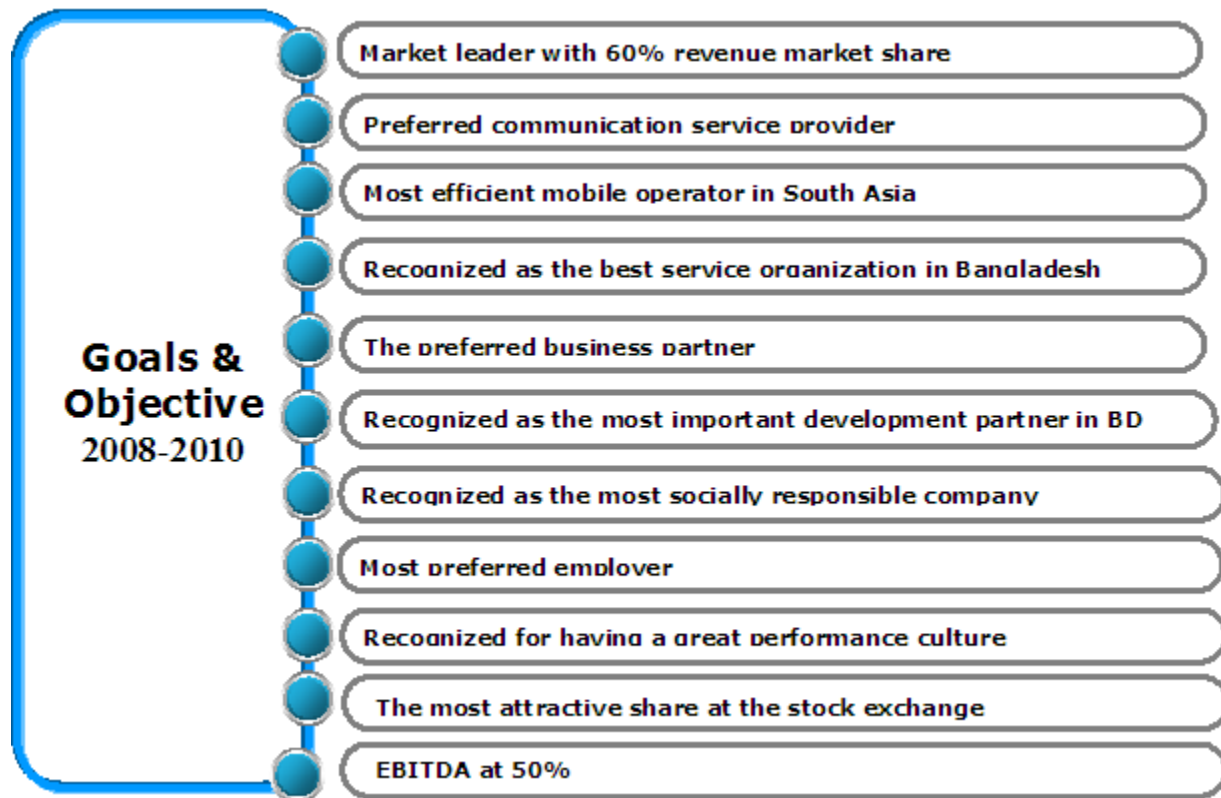
Operation Network Organogram:

Chart- Organizational Chart

Mission Statement:

We will lead the industry and exceed customer expectations by providing the best wireless services, making life and business easier.

We're here to help

Goals & Objectives:

Goals & Objective 2008-2010

- Market leader with 60% revenue market share
- Preferred communication service provider
- Most efficient mobile operator in South Asia
- Recognized as the best service organization in Bangladesh
- The preferred business partner
- Recognized as the most important development partner in BD
- Recognized as the most socially responsible company
- Most preferred employer
- Recognized for having a great performance culture
- The most attractive share at the stock exchange
- EBITDA at 50%

Vision for the future:

Make It Easy

We're practical. We don't over complicate things. Everything we produce should be easy to understand and use. No waste. No jargon. Because we never forget we're trying to make customers' lives easier.

Keep Promises

Everything we set out to do should work, or if you don't get it, we're here to help. We're about delivery, not over promising - actions not words.

Be Inspiring

We are creative. We strive to bring energy into the things we do. Everything we produce should look good, modern and fresh. We are passionate about our business and customers.

Be Respectful

We acknowledge and respect local cultures. We do not impose one formula worldwide. We want to be a part of local communities wherever we operate. We believe loyalty has to be earned.

Part 2

Description/nature of the job's:

I have done my internship on training program of Grameenphone which improves employees' knowledge, skill and conscience of responsibility and helps them to drive themselves in work and to help other in any work or problem efficiently.

Specific responsibilities of the job:

I was an employee of Grameenphone as a Customer Manager at Inbound Contact Center in Commercial Division. I had to take several training during my stay at Grameenphone and get knowledge about new issues, handling new software and application and products and service and prepare myself to serve quality service to customer.

Different aspects of job performance:

1. Update employees.
2. Helps in providing better service.
3. Increases organization's productivity.
4. Increase profit for organization.

Critical observations and recommendations:

Training programs are conducted mainly for 2 categories of employees. One is for the new employees and the other is for old employees. From my observation it's found that employees' conditions are always improved through training. New employees are introduced with the organization environment, various software, product and services and receive conscience about corporate culture and work description through orientation training. Moreover work stress and stress management are also points of interest in these trainings.

Through Code of Conduct training, an employee can get to know his/her dos and don'ts and actions against any violation conduct. This training helps employees to rely in virtue, dependency, morality and have faith in organization's equal judging policy and thus organization becomes able to shape employees' character at a great level.

This training inspires employees who have become obsessed or frustrated about work. So training is very important for old as well as existing employees.

Part 3

Chapter 1

<u>Summary of the project</u>

1.1. Training Program:

Training is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. The quality of employees and their development through training and education are major factors in determining long-term profitability of a small business. If organization hires and keeps good employees, it is good policy to invest in the development of their skills, so they can increase their productivity.

Training often is considered for new employees only. This is a mistake because ongoing training for current employees helps them adjust to rapidly changing job requirements. Training has specific goals of improving one's capability, capacity, productivity and performance. It forms the core of apprenticeships and provides the backbone of content at institutes of technology (also known as technical colleges or polytechnics). In addition to the basic training required for a trade, occupation or profession, observers of the labor-market recognize as of 2008 the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development.

Training is defined by Wayne Cascio as "training consists of planed programs undertaken to improve employee knowledge, skills, attitude, and social behavior so that the performance of the organization improves considerably."

The following are the advantages of training program to the company Increase in efficiency of worker:

Training programs can help workers to increase their efficiency levels, improve quality and thereby increase sales for the company.

Reduced supervision: When workers have been formally trained they need not be supervised constantly. This reduces the work load on the supervisor and allows him to concentrate on other activities in the factory.

Reduction in wastage: The amount of material wasted by a trained worker is negligible as compared to the amount of material wasted by an untrained worker. Due to this the company is able to reduce its cost its cost of production.

Less turnover of labor: One of the advantages of the training program is that it increases the confidence of employees and provides them with better career opportunities. Due to this employee generally do not leave the company. There by reducing labor turnover.

Training helps new employees: A person, who is totally new to the company, has no idea about its working. Training helps him to understand what is required from him and helps him to adjust to the new environment.

Union management relations: When employees are trained and get better career opportunities. The union starts having a possible attitude about the management. They feel that the management is genuinely interested in workers development. This improves union management relations.

Better career opportunities: Training programs provide the latest information, develops talent and due to this the employee is in a position to get better jobs in the same company or other companies.

High rewards: Effective training programs result in improved performance. When performance appraisal is done excellent performance of the employee is rewarded by giving him incentives and bonus.

Increased motivation: Employees who have been trained are generally more confident as compared to others. Since their efforts will be rewarded in future they are very much interested in improving their performance. Therefore we can say that their motivation levels are very high.

Group efforts: Training programs are not only technical programs but are also conducted in areas like conflict management, group dynamic (formal and informal

groups), behavioral skills, stress management etc. this enables employees to put in group effort without facing problems that groups normally face. In other words tracing teaches people to work in a group.

Promotion: People who attend training programs learn from them and improve themselves are generally considered for promotion. Thus training increases chances of promotion.

1.2. Objective of the Training Program:

The quality of employees and their development through training and education are major factors in determining long-term profitability of telecom business. Training often is held for new employees and existing employees in this company. Cause the technology of telecom business changes frequently. The long term objectives are –

- Increase productivity.
- Reduced employee turnover.
- Increase efficiency resulting in financial gains.
- Decrease need for supervision.
- To adapt with the organizational culture.

After attending training the trainee should be:

- Able to serve the subscribers and handle the query, complaint and request proactively
- Able to adapt new telecom software and handle to execute those at a time
- Make him as a leader, self-motivated and competitive personnel
- Able to adapt with the organization culture.

Chapter 2

Description of the Project

2.1. Objective of the Project

The main purpose of the study is to compare the theoretical knowledge with practical scenario and at the same time get an in-depth knowledge about Training Program of Grameenphone. In order to serve this purpose the following objectives have been satisfied:

- To learn about the Training program of Grameenphone Ltd.
- To learn about the Organizational Culture of Grameenphone Ltd.
- To develop and recommend some implemental suggestive measures.

The Report is prepared on a real life study with the text perspective in a practical way.

2.2. Methodology Used For the Data Collection

1. Literature review – A wide range of literature will reviewed to gather necessary information about the subject matters of this study. These literatures include the texts, profile, annual reports, documentation, different Manuals etc.

2. Observation – A thorough and insightful observation will be conducted on the various Administrative, Interventional and Marketing philosophies, approaches and practices to collect benchmark information.

3. Interview – Study and information gathering through interviewing employees and personnel involved in the ACI's interventions, administration and other activities.

4. Field visits – Visit to the field level activities to generated vital information and enhanced the study.

5. Discussion – Discussion with the staffs and other related persons to generated benchmark information for the study as a comprising tool and also important instructions from the project supervisor.

2.3. Limitations of the Project

- Grameenphone is a large company and a lot of departments there and one cannot able to get data from each department.

- The whole management process is a very sensitive thing, so, no organization can leak out their management process as Grameenphone also.

- The study area is the non-government organization so the collection of information is quite hard.

Chapter 3

Main body of the project report

3.1. Different training programs of Grameenphone

GP provides both local and overseas training on the basis of the need analysis of the employee.

Local training

Inside GP

Induction/Orientation training Program falls under inside GP training category. After joining, it is the responsibility of the HR to conduct induction/orientation training to the newly recruited personnel to provide a general introduction of the company. To prepare training plan, participant's list, and training schedule for induction training - HR department does all. Inside GP training will cover Management training and Department training in near future.

Outside GP

Outside GP training means to take part in training programs offered by different training institutions/universities on different subjects.

Overseas training

After need assessment employees who need overseas training are sent abroad for overseas training. Expenses of overseas training are generally borne by GP. The particular employee who has been selected for training has to sign a surety bond for specific period of time for overseas training.

Besides the above mentioned works, some routine functions of Human Resource Development (HRD) are:

- Prepare, maintain and update training related database.
- Prepare career development plan
- Prepare induction training manual/modules
- Evaluate training program
- Make agreement between GP & employees for overseas training
- To communicate with different local training institutions
- To communicate with trainers/instructors.

Code of Conduct:

Upon entering the company, all employees must sign a code of conduct. The document presents guidelines for proper conduct and ethical behavior. It is divided into four parts: Firstly, general guidelines describe the rationale behind this document, namely the importance of communicating corporate values and for employees to adopt them. This section includes broad, overarching topics such as human worth, working environment, health, loyalty and confidentiality and reporting/disclosure among others. The second section refers to the relationship with customers, suppliers, competitors and public authorities. The main message here is that all stakeholders should be treated with respect and that unethical interaction, such as receiving expensive gifts and services are unacceptable. The third section looks at the employee's private interests and actions in relation to the company. Here political activism and other external duties are encouraged up to the level where it will not interfere with their work at Grameenphone. The last section emphasizes that all misconduct or indeed suspicions of such activity must be reported immediately. It ensures the employee that no reprisals will be undertaken towards them. In other words: whistle-blowing is allowed and promoted. The most important aspect of this document is its comprehensive approach to conduct. In relation to this point it is important to note that it is mandatory for all Grameenphone employees to sign a document agreeing to comply with this code.

Mode of Training:

Grameenphone organizes in-housetraining programs for its employees. Senior staff, in-house trainers, or consultants hired for special purposes provide such training. Grameenphone provides need-based training to the employees through using appropriate

external training institutes. The company also sends selected employees to other countries for attending need-based technical or management training.

The overall training process will be followed the computer based training, lecture method and simulation based training. As the training is to train the trainees about overall customer service division, these three methods would be the best solution. Here the trainers will train the trainees how to operate the software, how to maintain information, how to solve critical situation, how to make the subscriber happy with the services. For different and maximum reasons some interactive multimedia system will be used too. Here is a short list of the equipment and training tools that will be used in the program:

- Computers
- High speed internet connection
- Multimedia projectors
- Sound system
- White Board and markers
- Notepads and other accessories

3.2. Training Methods Followed by Grameenphone:

Several methods can be used in an organization's training to accomplish its objectives. Grameenphone Ltd. classifies its training by the following categories:

Included training program:

Orientation Training:

When a new employee joins the company, s/he needs to be introduced to his/her job as well as to the company. The objectives of the orientation is to welcome the incumbent, orient him/her about the company's vision, purpose, values, shareholders, service rules, divisional activities etc. This makes a new recruit feel s/he is part of the Company. Orientation program includes brief ideas about the company, its vision, mission and goal which is very important for the employees to understand because the goal of different department and ultimately the goal or target of the employees are set according to the

goal of the organization. They are also introduced with the Customer Service (CS) department and given a brief idea about the department.

Code of Conduct (COC) Training:

A Code of Conduct is clearly defined regulations adapted by the company and are approved by the board of directors for securing good business ethics and conduct all aspects of company's activities. The code of conduct are properly communicated to all the employees, the very day they join in the organization who are strictly required to abide by it.

Training on Corporate Culture:

In this segment of the training session, the trainees are given idea about the corporate culture of Grameenphone. They are also notified about formal dress code for males from Saturday to Wednesday and 'Smart Casual' in Thursday and for females there is no fixed dress code but one thing they have to maintain is that the dress must be 'Modest' according to our local values and customs.

Product and Service Training:

Since the newly recruited customer managers have to serve the valued customers over the phone, answer various questions about products, services and their costs, at first they need to have a very clear idea about the products and services the company offers. This training is conducted throughout the whole training session.

Training on Different Software's:

The trainees, when they will be on productions, will have to operate different types of tools and software's to execute the subscribers' query and requests. So there is computer training in between the two weeks. The CS Department uses various types of tools and software's to control or view the profile of the subscribers. For example, MINSAT and CCAS for controlling prepaid subscribers, BSCS and CCAPS for postpaid subscribers. Moreover, they use CRM for keeping track of the subscribers query, complain and request. So, software training is a crucial part of the whole training session.

Miscellaneous Training:

The training session, taken by CS Department also encompasses some miscellaneous issues, which are directly related with the health, safety, security and environment of both the employees and the organization. For example –training session on Fire Extinguishing is conducted where the employees are taught particularly how to use fire extinguisher equipment. They are given training on how to perform physical relaxation during work to minimize work stress. They are also given training on first-aid related issues.

Attachments:

Usually the above mentioned training program takes for the first 15 days of the training session. In the rest of the days of the training, the trainees are usually sent to the different floors of the contact center for attachment with senior colleagues for practical experience. This time they gain practical experience about the job. Most of the time, they sit beside the senior colleagues and learn how to deal with customers and to satisfy them. They also receive calls from subscribers directly during this time and learn how to talk to them. This industrial attachment is very helpful for the trainees because there is nothing like practical experience and they come to know many different situations that are usually not covered in the training period and not always possible to do.

Password Test:

After completion of the above mentioned training and Attachment session, a test named 'Password Test' is taken by the PM members or manager where trainees are asked different questions about products, processes, tools and problems. Trainees, who successfully pass the test, are given passwords for using various tools that they use to provide service to customers when they are in production. Employees who cannot pass the test need to go through another three days training session, where they review all the things over again. After that, they are given the password for various tools.

Floor Handover:

After passing the 'Password Test', they are handed over to the production floors, to respective teams and to their team leaders where they will be in industrial attachment for some more days and finally included in the roster of production.

CS Training, Planning for new Employees (Examples):

Days	Goals	Responsible Person
Day 1	Orientation (Welcome Message from CEO and Telenor Group)	Commercial Division, Head/CMO, People Management Head
Day 2	Code of Conduct (COC) which also called Ongikar, Company Structure and Environment	PM Trainers
Day 3	Infocube Server and its Accessibility	PM Trainers or Supervisors
Day 4	Products and Features, GSM (General System for Mobiles) features	Supervisor/Product and Features Specialist
Day 5	Log-in, Rules and Regulations, Keyboard Accessibility and Hotkey use and Quiz test (Evaluation) based on Day 1 to Day 4	PM Trainers
Day 6	Balance Transfer, P2P, Electronic Recharge System (ERS)	Supervisor/Managers
Day 7	CCAPS, HLR Parameter-Huwei & Ericsson, GSM Feature module	Network Specialist
Day 8	VAS Service & Execution-GP's & CP's, Internet Package and Services	Supervisor
Day 9	Employees Self-services through ERP System & Quiz/Evaluation Test (Day 6 to Day 8)	PM-Trainer/PM Head
Day 10	Attachment with the Senior Employees to know how to work	Assigned by PM Supervisor
Day 11	Excellence in Customer Service & Analysis of Past (Simulation Games), International Roaming, Business Solution SIM & Star Subscriber	PM-Trainer/Supervisor
Day 12	CRM (Customer Relationship Manager), System, BSCS, Welcome Tune Execution	CM Specialist, PM-Trainer
Day 13	Avaya Interaction System, CIT, DYP, MINSAT etc.	CM Specialist, PM-Trainer
Day 14	Professional & Attackers Mindset, Motivation Session-How to build Perfect Life (Simulation Game, Video Clips) etc.	People Management Head
Day 15	Health Safety Security and Environment	Doctors and Fire Rescuer or Specialist
Day 16	Attachment with Senior Employees	Assigned by PM Supervisor
Day 20	**Evaluation Test 'Password Test'**	

3.3. Analysis (Training Needs Analysis):

Often an essential component of organizational training and development, Training Needs Analysis surveys provide a picture of the organization's needs. These surveys can be used to measure employee training needs on a variety of issues affecting company performance.

Today's work environment requires employees to be skilled in performing complex tasks in an efficient, cost-effective, and safe manner. Training (a performance improvement tool) is needed when employees are not performing up to a certain standard or at an expected level of performance. The difference between actual the actual level of job performance and the expected level of job performance indicates a need for training. The identification of training needs is the first step in a uniform method of instructional design.

A successful training needs analysis will identify those who need training and what kind of training is needed. It is counter-productive to offer training to individuals who do not need it or to offer the wrong kind of training. A Training Needs Analysis helps to put the training resources to good use.

Types of Needs Analyses

Many needs assessments are available for use in different employment contexts. Sources that can help you determine which needs analysis is appropriate for your situation are described below.

- **Organizational Analysis**. An analysis of the business needs or other reasons the training is desired. An analysis of the organization's strategies, goals, and objectives. What is the organization overall trying to accomplish? The important questions being answered by this analysis are who decided that training should be conducted, why a training program is seen as the recommended solution to a business problem, what the history of the organization has been with regard to employee training and other management interventions.

- **Person Analysis**. Analysis dealing with potential participants and instructors involved in the process. The important questions being answered by this analysis are who will receive the training and their level of existing knowledge on the subject, what their learning style is, and who will conduct the training. Do the

employees have required skills? Are there changes to policies, procedures, software, or equipment that require or necessitate training?

- **Work analysis / Task Analysis**. Analysis of the tasks being performed. This is an analysis of the job and the requirements for performing the work. Also known as a task analysis or job analysis, this analysis seeks to specify the main duties and skill level required. This helps ensure that the training which is developed will include relevant links to the content of the job.

- **Performance Analysis**. Are the employees performing up to the established standard? If performance is below expectations, can training help to improve this performance? Is there a Performance Gap?

- **Content Analysis**. Analysis of documents, laws, procedures used on the job. This analysis answers questions about what knowledge or information is used on this job. This information comes from manuals, documents, or regulations. It is important that the content of the training does not conflict or contradict job requirements. An experienced worker can assist (as a subject matter expert) in determining the appropriate content.

- **Training Suitability Analysis**. Analysis of whether training is the desired solution. Training is one of several solutions to employment problems. However, it may not always be the best solution. It is important to determine if training will be effective in its usage.

- **Cost-Benefit Analysis**. Analysis of the return on investment (ROI) of training. Effective training results in a return of value to the organization that is greater than the initial investment to produce or administer the training.

Principle of Assessment: Use assessment instruments for which understandable and comprehensive documentation is available.

Knowledge, Skills, and Abilities

Today's workplace often requires employees to be independent thinkers responsible for making good decisions based on limited information. This kind of work may require training if the employee does not have these skills. Below there is a list of various competencies that employees may be required to possess in order to perform their jobs well

- Adaptability
- Analytical Skills
- Action Orientation
- Business Knowledge/Acumen
- Coaching/Employee Development
- Communication
- Customer Focus
- Decision Making
- Fiscal Management
- Global Perspective
- Innovation
- Interpersonal Skills
- Leadership
- Establishing Objectives
- Risk Management
- Persuasion and Influence
- Planning
- Problem Solving
- Project Management
- Results Orientation
- Self-Management
- Teamwork
- Technology

Are any of these KSA's required before the employee is hired? Are the required KSA's included in any job postings or advertisements? Do they need to be?

Techniques

Several basic Needs Assessment techniques include:

- direct observation
- questionnaires
- consultation with persons in key positions, and/or with specific knowledge

- review of relevant literature
- interviews
- focus groups
- assessments/surveys
- records & report studies
- work samples

Conducting an Organizational Analyses

Determine what resources are available for training. What are the mission and goals of the organization in regards to employee development? What support will senior management and managers give toward training? Is the organization supportive and on-board with this process? Are there adequate resources (financial and personnel)?

Conducting a Work / Task Analysis

Interview is taken to subject matter experts (SME's) and high performing employees. Interview the supervisors and managers in charge. Review job descriptions and occupational information. Develop an understanding of what employees need to know in order to perform their jobs.

Important questions to ask when conducting a Task Analysis:

1. What tasks are performed?
2. How frequently are they performed?
3. How important is each task?
4. What knowledge is needed to perform the task?
5. How difficult is each task?
6. What kinds of training are available?

Observe the employee performing the job. Document the tasks being performed. When documenting the tasks, make sure each task starts with an action verb. How does this task analysis compare to existing job descriptions? Did the task analysis miss any important parts of the job description? Were there tasks performed that were omitted from the job description?

Organize the identified tasks. Develop a sequence of tasks. Or list the tasks by importance.

Are their differences between high and low performing employees on specific work tasks? Are there differences between Experts and Novices? Would providing training on those tasks improve employee job performance?

Most employees are required to make decisions based on information. How is information gathered by the employee? What does the employee do with the information? Can this process be trained? Or, can training improve this process?

Cognitive Task Analysis

Develop a model of the task. Show where the decision points are located and what information is needed to make decisions and actions are taken based on that information. This model should be a schematic or graphic representation of the task. This model is developed by observing and interviewing the employees. The objective is to develop a model that can be used to guide the development of training programs and curriculum.

Since the training is based on specific job tasks, employees may feel more comfortable taking the effort to participate in training.

Gather information about how the task is performed so that this can be used to form a model of the task. Review job titles and descriptions to get an idea of the tasks performed. Observe the employee performing the job. Review existing training related to the job. Make sure you observe both experts and novices for comparison.

Critical Incident Analysis

Conducting a Performance Analysis
This technique is used to identify which employees need the training. Review performance appraisals interview managers and supervisors. Look for performance measures such as benchmarks and goals.

Sources of performance data:

1. Performance Appraisals
2. Quotas met (un-met)
3. Performance Measures
4. Turnover
5. Shrinkage
6. Leakage

7. Spoilage
8. Losses
9. Accidents
10. Safety Incidents
11. Grievances
12. Absenteeism
13. Units per Day
14. Units per Week
15. Returns
16. Customer Complaints

Are there differences between high and low performing employees on specific competencies? Would providing training on those competencies improve employee job performance?

Checklist for Training Needs Analysis

It is helpful to have an organized method for choosing the right assessment for your needs. A checklist can help in this process. Checklist should summarize the kinds of information discussed above. For example, is the assessment valid for organization intended purpose? Is it reliable and fair? Is it cost-effective? Is the instrument likely to be viewed as fair and valid by the participants? Also consider the ease or difficulty of administration, scoring, and interpretation given available resources.

Result and discussion of training evaluation:

Training evaluation is used to evaluate the reactions of the learners, measure the learning that occurred, assess on-the-job behaviors, identify business results that are due to the training and calculate if the investment in training has had any return in the gains of the company. Business results can be measured in "hard" data and "soft" data. Hard data are measures of productivity, quality, material costs, absenteeism and turnover and customer satisfaction. Soft data is items such as job satisfaction, teamwork, and organizational commitment on the part of the employees.

Conclusion

Employee training is the planned effort of an organization to help employees learn the job related behaviors and skills they will need to do their job properly. It is a set of planned activities that the organization will have their employees complete in order to increase their job knowledge and skills and to have them get accustomed to the attitudes and social atmosphere of the company. It will help the employee to be familiar with the goals of the organization and the job requirements. There are typical steps that go into a training program. These are outlined below.

Grameenphone Company is still a growing company in spite of all the success it has achieved so far. It holds a kind of a monopoly position in the mobile telecommunications market. Completion is always on the lookout for new ideas and schemes. In order to maintain no: 1 position GP use to follow many strategies like business level strategies, functional level strategies, global level strategies & corporate level strategies. In this company HR department should give more concentration on employees' rights and benefits.

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