
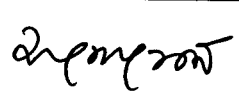
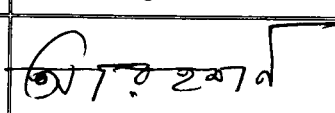


POWER GRID COMPANY OF BANGLADESH LTD.



TRAINING POLICY

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ABBREVIATIONS

ACR	:	Annual Confidential Report
PGCB	:	Power Grid Company of Bangladesh
CA	:	Corrective Action
PA	:	Preventive Action
CD	:	Compact Disc
DA	:	Daily Allowances
GM	:	General Manager
DGM	:	Deputy General Manager
ISO	:	International Organisation for Standardization
MEMR	:	Ministry of Energy and Mineral Resources
TA	:	Travel Allowances
TOT	:	Training of Trainers
TNA	:	Training Needs Assessment
TQM	:	Total Quality Management

DEFINITIONS

Board of Directors of Bangladesh Ltd.	: Means Board of Directors of Power Grid Company
Induction Training	: A training program to socialize or familiarize a new recruit with the organisation, culture and system of the organisation.
Contact Hour	: Involvement of one trainer for one hour in a training session is one contact hour.
Training Needs Assessment (TNA)	: An exercise to identify the existing gaps in Knowledge, Skill and Attitude of a person needed to discharge his responsibility effectively and determining the subject matter, topics and its depth of treatment etc. needed to develop skill of a person.
Trainee Day	: Involvement of a participant for 6 hours in a day is a trainee day.
Skill	: Ability to perform activity with desired level of workmanship and standards.

TRAINING POLICY OF PGCB

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TRAINING POLICY OF POWER GRID COMPANY OF BANGLADESH

0. BACKGROUND

Power Grid Company of Bangladesh was created under the restructuring Process of Power sector in Bangladesh with the objective of bringing about a change in the sector for establishing an environment based on commercial footing. With a view to enhancing efficiency, accountability and dynamism in its functions, PGCB was incorporated as a subsidiary company under BPDB in 1996. It was entrusted with the responsibility to own & operate the National Power Grid of Bangladesh and to take steps for its expansion. Pursuant to Govt. decision to transfer the assets of transmission sector to PGCB from PDB and DESA, PGCB has taken over all but a small portion of (retained by DESA) the transmission assets phase by phase by 2002 and is operating the same.

PGCB has taken up the strategy to run the transmission system of the country effectively & efficiently with optimum manpower. With this objective, PGCB Board has approved an organogram with 1868 personnel for managing the entire transmission network in the country which includes load dispatching. Discharging the functions efficiently, competences in human resources are to be developed and maintained. Hence human resources development through training is essential for PGCB. With these in view, PGCB has undertaken steps to formulate/develop a training policy for the organization. The training policy is expected to provide a guideline for providing training for development of its human resources.

1. TITLE OF THE POLICY

This will be called Training Policy of PGCB.

2. SCOPE OF THE TRAINING POLICY

This policy covers all employees, positions, cadres and functionaries of PGCB.

3. VISION, MISSION & OBJECTIVES OF TRAINING FUNCTION

3.1 VISION

Continual development of human resources for improving PGCB's performance for the benefit of the stake holders

3.2 MISSION

Developing effective manpower through training programs in a planned and systematic manner with a view to carrying out the relevant functions in a most efficient and effective manner and to pursue a culture for continual improvement in PGCB for the overall benefit of the organization and its people.

3.3 OBJECTIVES

The overall objective of pursuing the training policy will be as follows:

- 3.3.1 To disseminate the corporate objectives, culture of the organization to PGCB employees and to make clear their responsibilities and obligations as member of PGCB.
- 3.3.2 To develop knowledge, skill and attitude of the PGCB employees to ensure that they can perform their job effectively and efficiently.
- 3.3.3 To develop an attitude such that all employees maintain quality performance.
- 3.3.4 To develop human resource in PGCB having positive mind-set and competency to provide leadership and to guide the organization for continual improvement.

4. POLICIES

PGCB shall pursue following policies to manage its training and human resource development functions.

- 4.1 Competent personnel will execute, supervise, inspect and verify various functions of PGCB. The Managing Director will oversee and provide guidance to ensure and maintain competency of its personnel in discharging such functions. Training will be carried out as a significant activity to develop competency of personnel working in PGCB. All training courses will be carried out in the interest of PGCB.
- 4.2 All training programs will be aimed at achieving the objectives stated above.
- 4.3 Training will be a planned activity. There will be long-term plan (5 years) and an annual short-term plan for implementing training programs in PGCB.
- 4.4 All personnel and functions in PGCB will be included in the training plan. It will be the responsibility of all functional heads (GM, DGM, Manager) to ensure that all personnel under his/her control are included in the relevant plan.
- 4.5 A person shall undertake at least 3 days (18 contact hours) training in every year in his/her field of work in order to maintain competency. Functional heads will ensure that all personnel under his/her control fulfill this minimum requirement.
- 4.6 To fulfill the need for human resource development PGCB may utilize the training facilities of BPDB and other power sector utilities on payment. PGCB can alternately buildup its own training institutions. Besides, other facilities such as follows may also be utilized:
 - A. External training institutions in Bangladesh.
 - B. Foreign training facilities.
- 4.7 Training organised by PGCB shall be need based & goal oriented to improve desired competency.
- 4.8 PGCB will utilise training programs organised by other agencies only if the said program fulfils the need and goal of PGCB in competency building of its personnel.
- 4.9 Training outcomes will be measured by applying suitable methodology. Corrective and preventive measures will be initiated accordingly.
- 4.10 PGCB will evaluate the continuing suitability of this policy and take necessary measures for its effectiveness.
- 4.11 PGCB will update the training courses suiting to the need of the changed environment /conditions.

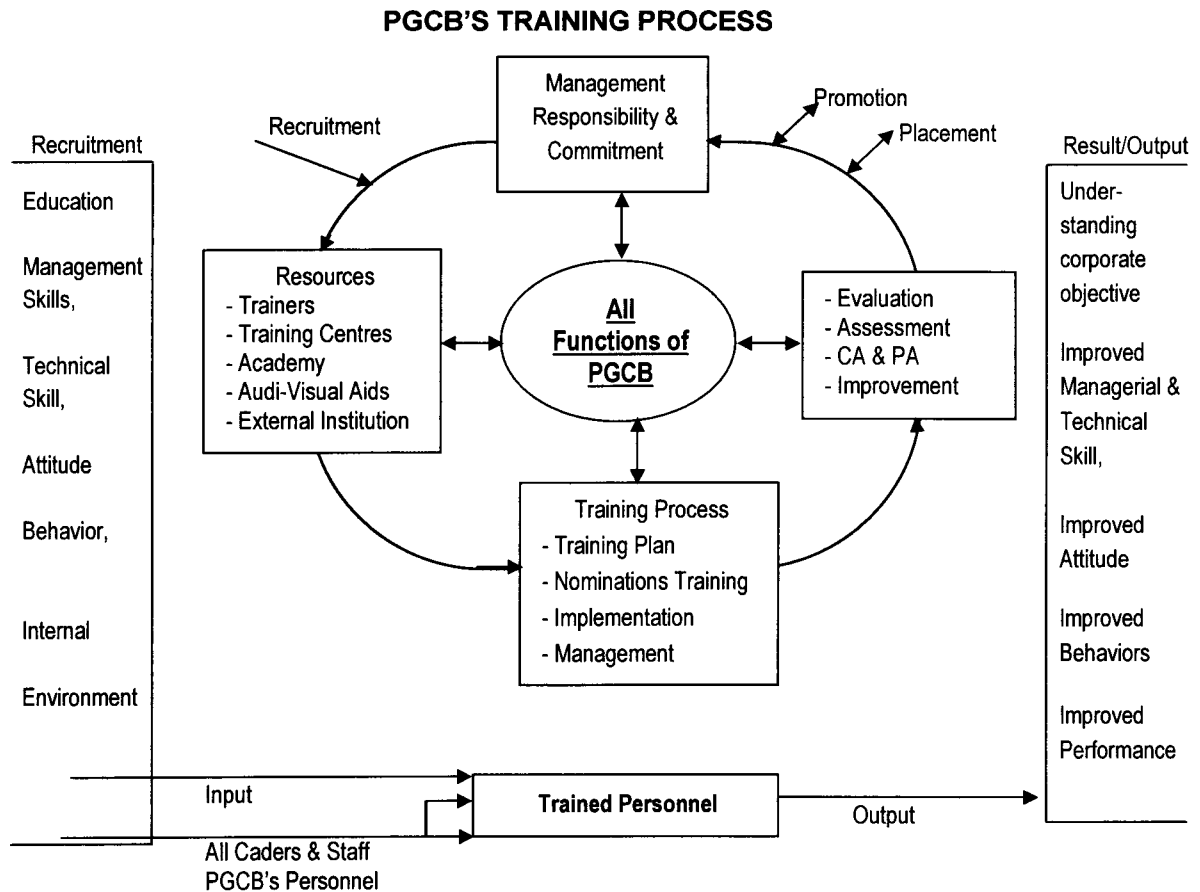
5 STRATEGIES

While implementing the training plan, PGCB will follow the following strategies

- 5.1 Training will be carried out off-job (at training institutions/ centres) or on- Job.

- 5.2 Manager (Training) will be responsible for planning, development and implementation of training programs under the supervision of Director (Finance). He will facilitate the functional heads in fulfilling their training needs.
- 5.3 Need assessment will be carried out once in every 5 years covering all functional areas of PGCB. Manager (Training) jointly with concerned functional head will carry out the need assessment. In cases of necessity help from professional experts will be taken. This plan will be reviewed every year to update annual plan. Annual plan will be from July to June in order to match the annual budget.
- 5.4 While budgeting training courses all relevant cost elements like, honorarium to resource persons, travel cost, material and reproduction cost, refreshment and food for trainees and resource persons, field visit, certificate etc. will be considered and borne by PGCB authority (Participants DA will not be utilised to support food and refreshment during the period of training).
- 5.5 PGCB shall allocate sufficient fund in the budget to implement annual training plan.
- 5.6 As a part of socialisation, all categories of personnel shall undergo 'Induction Training/Orientation' immediately after new recruitment. Placement or posting will be done only on completion of Induction/Orientation Training.
- 5.7 After placement an employee will undertake on-job training in the relevant field for a prescribed period. The concerned functional head will appoint a mentor for this purpose from his team. Besides, technical training relevant to the job will be planned.
- 5.8 All positions at the level of DGM or equivalent will be filled in from amongst the officers having completed Senior Staff Course (Appendix-10) in any institution. A Senior Staff Course will be designed and implemented in required number of batches to cover the target group (i.e. DGM & Managers). All existing DGM's and Managers will participate in such course on priority basis before they are promoted to higher positions.
- 5.9 If an employee fails to comply with the requirements of item 4.5 under policies, the person responsible for such variation will be identified and be subjected to disciplinary action.
- 5.10 If an employee trained at home or abroad for a specific goal or purpose will have to continue in the same function till that goal or purpose is achieved.
- 5.11 In case of a new project where a different and new technology has been planned to be established, provision of training will be made to disseminate knowledge. The concerned person obtaining training shall plan on-job training to other personnel with intimation to the functional head. Such person will continue to be posted in the same functions till such know how or skill is disseminated to others.
- 5.12 PGCB will seek assistance from donor agencies to implement its training plan where relevant.
- 5.13 PGCB will ensure effective implementation of this training policy. Resources will be mobilised to carry out Planning and Monitoring, Curriculum Development, Evaluation and Record keeping.

6. TRAINING PROCESS OF PGCB



7. TRAINING RESOURCES

TRAINERS

- 7.1 PGCB shall develop members of its own staff as trainers in different areas to provide professional input in large number of training courses to be implemented in its training facilities.
- 7.2 Effort will be made to develop and maintain at least 30 professional trainers from various disciplines in next 3 years. The broad fields to be covered may be as follow:
 - a) Management : 3
 - b) Transmission : 12
 - c) Finance & Accounts : 3
 - d) Computer Applications : 3
 - e) Industrial Relation : 3
 - f) Occupational Health & Safety : 3
 - g) Others (Dev. Planning, Engg. Mgt.) : 3
- 7.3 Those trainers will be available to provide services as trainers on requisition with advance intimation.
- 7.4 For developing in-house trainers, PGCB will conduct series of "Training of Trainers" courses with the help of outside experts.

- 7.5 In addition PGCB also invite professional trainers from other training institutions to contribute in its training initiatives as resource persons.
- 7.6 All PGCB and external trainers will be provided honorarium as practised in BPDB & reputed training institutions at a rate decided by PGCB from time to time.
- 7.7 PGCB will plan activities to develop the skill of the in-house trainers and they will be given priority while selecting nominations for foreign training.
- 7.8 Performance of the trainers will be evaluated. Trainers will be advised to develop their presentation on the basis of feedback.
- 7.9 Manager (Training) and other official of training department will undertake "Training of Trainers" (TOT) / "Training Management" course offered by external training institute.
- 7.10 PGCB will prepare list of in-house experts who obtained specialised training at home and abroad. Such in-house experts will be preferred while selecting in-house trainers and they will be further developed through TOT courses.

8. PHYSICAL FACILITIES

8.1 TRAINING CENTRES

- a. PGCB has no training centre of its own at this moment. PGCB will develop own training centre. Till such time, a team will be constituted to evaluate the existing training facilities and the courses offered by PDB training centres at Kaptai (Ctg). Ghorasal, Ashuganj, Tongi, Rajshahi, Dhaka and Khulna for conducting training for PGCB personnel. They will recommend whether PGCB personnel can be trained up in PDB's training centres on payment of fees based on the need assessment.
- b. All training initiatives (except on-job and external agency training) for the time being will be implemented PDB training centres.

8.2 AUDIO-VISUAL FACILITIES AND LOGISTICS

- a. When PGCB develops its training centre it will be equipped with latest audiovisual equipment, reproduction facilities and necessary logistic support to facilitate effective training.
- b. Training centre will have adequate computing facilities, connected with e-mail and telephone to be able to communicate with all offices of PGCB and with external training providers.
- c. Training centre will have adequate logistic facilities including vehicles.

8.3 OTHERS

To facilitate proper identification and maintaining training records all personnel will be assigned one code number following a suitable criteria devised by HRM office. Such code number will be used in selecting candidates for training, planning and maintaining training records by the functional heads & Manager (training).

9. TNA, CURRICULUM DEVELOPMENT AND TRAINING MATERIALS

- 9.1 Training Needs Assessment exercise will be carried out regularly as mentioned in 5.3
- 9.2 Input for need assessment will be as follows:
 - a. Shortcomings identified in Annual Performance Report (or ACR).
 - b. Opinion of the supervising / controlling officer
 - c. Study of the job descriptions or change in job descriptions.

- d. Findings of need assessment survey (Forms QF-HRM-04 TNA Questionnaire, QF-HRM-05 Assessment of Training needs).
 - e. Findings of Focus Group Discussion.
 - f. Future outlook of the society like necessity of converting all typists to computer operators due to rapid computerization, ability to operate e-mail and carryout web search, familiarization with ISO standards, TQM, Gender issues, Globalization matters, Renewable energy, Company Law, and other advanced management techniques, etc.
 - g. Evaluation and feedback of training courses.
- 9.3 Output of need assessment will be utilised in curriculum development and design of training courses.
 - 9.4 Need assessment will be synthesized to develop curriculum in the prescribed format (Appendix-2: Format for curriculum development & QF-HRM-06).
 - 9.5 Training courses will be designed preferably in modular form following prescribed format.
 - 9.6 Manager Training, in-house trainers, external experts and respective functional heads will be involved in need assessment.
 - 9.7 Standard reading material/handout for each topic will be prepared by utilising the services of in-house trainers and experts. Such handouts will be regularly updated. All such handouts will bear a code number for identification and a revision status. Handouts will be preserved in hard and soft copies at the point of use. Such handout/reading materials will be the intellectual property of PGCB.

10. TRAINING MANAGEMENT & PLANNING

10.1 TRAINING MANAGEMENT

- 10.1.1 Training Management will include series of activities starting from need assessment, curriculum development, budgeting and planning, selection of participants and trainers, implementation of the course, evaluation, follow-up, and document and data control. Manager Training will be responsible for effective training management.
- 10.1.2 Manager Training will be adequately staffed to carryout all functions stated in this policy.(Appendix-1: Training Wing Organization)

10.2 TRAINING PLAN

- a) Training Plan will be prepared based on training identification on the basis of needs assessment.
- b) There will be both long and short-term training plan as stated in 4.3.
- c) Training Plans will be represented in the planning formats.
- d) Plans will be reviewed and adjusted from time to time for suitability.
- e) Training Plans will be circulated among all functional head of PGCB

10.3 NOMINATION FOR PARTICIPATION IN TRAINING PROGRAMS

10.3.1 PARTICIPATION IN IN-HOUSE AND BPDB'S TRAINING CENTRES

- A. Nomination for participation in-house/BPDB's training courses will be done in consultation with the concerned functional head by the competent authority.
- B. All nominations will be in consistent with the training plan.
- C. Participation in the courses specially designed for PGCB officials by BPDB training centres will be arranged by paying requisite course fees to BPDB.

10.3.2 PARTICIPATION IN EXTERNAL TRAINING INSTITUTIONS/CENTRES IN BANGLADESH

- a. PGCB will make nominations for participation in the relevant training courses organised by reputed training institutions in Bangladesh.

- b. PGCB will collect the training calendar of such training institutions and identify the training courses, which meet the requirements of PGCB. Such training courses may be integrated in the training plan of PGCB.
- c. PGCB will also evaluate the effectiveness of such training courses from time to time. The institute that implements most effective programs will be utilised most.
- d. In areas where possible PGCB may arrange tailored training programs with the help of external institutions.

10.3.3 PARTICIPATION IN TRAINING COURSE HELD ABROAD

Nomination to participate in foreign training will be done keeping in view of the suitability of the candidates. Selection will be done by the standing selection committee of PGCB.

- a. Nomination in foreign training courses through scholarships will be done following the suitability of the candidates.
- b. In such cases also relevance of the program, requirements of PGCB will be considered.
- c. Besides, PGCB will send its officials to attend training programs abroad to acquire specific skills following necessary formalities out of its fund.
- d. All participants obtaining foreign training will present their learning in a seminar arranged by Manager training. An implementation plan and a follow-up action have to be taken in consultation with the functional head where relevant

10.3.4 TRAINING WITH THE SUPPORT OF DONOR AGENCIES

- a. To develop manpower of PGCB, programs on special issues may be conducted locally with the help of foreign experts with the support of donor agencies.
- b. PGCB will utilise the opportunities provided by Asian Productivity Organisation, Association for Overseas Technical Scholarship, UNDP, USAID etc. in organising such programs wherever possible.
- c. Relevant target group consistent with the training plan will be nominated to participate in such programs.
- d. Such Programs may also be held in PGCB Head Office managed by Manager Training.

10.4 ON-JOB TRAINING

All functional heads will be responsible for imparting on job training to its member staff whenever felt necessary. Record of such on job training will be maintained and the Manager Training will be informed.

10.5 MANAGEMENT OF TRAINING COURSES FOR IN- HOUSE AND COURSES OF BPDB TRAINING CENTRES

- a) For PGCB in-house courses and PGCB designed courses or BPDB's regular course in BPDB training centres will be managed most efficiently and effectively.
- b) Each program PGCB will have a designated course coordinator responsible for overall management of the course. The course coordinator will be a trainer developed by PGCB.
- c) All training courses will have a prescribed title and a code number for identification and training record maintained accordingly.
- d) Participants on successful completion of the course will be given a certificate of attendance.
- e) Absenteeism in training courses will not be allowed. A participant may remain absent in a training course exceeding 3 weeks duration for a maximum for 2 days (for illness only) with prior approval of the course coordinator.

- f) Joining a training course is mandatory once nominated excepting the case of illness making the incumbent incapable to attend office.
- g) All participants in a training course will be at the disposal of the course coordinator and report to him for all situations.
- h) Arrangement of refreshment, food and other services will be an integral part of training management. Participants will not be involved in those activities.
- i) The course coordinator shall ensure that all participants are given necessary reading materials in bonded form or in CD as the case may be and required stationeries.
- j) Record of routine attendance in the training courses will be maintained (Appendix-7: Attendance Record Sheet).
- k) Course coordinator shall ensure discipline in all respect.

10.6 EVALUATION OF TRAINING COURSES

- l) All training courses implemented will be evaluated on reaction level at the end of the course in a prescribed format (QF-HRM-11 Evaluation Format to be filled up by individual trainee). In case of courses exceeding two weeks duration, evaluation will be carried out once in every two weeks and at the end of the programme.
- m) In programs where specific skill development is an issue pre and post course evaluation will be done and gain ratio for each participant will be determined.
- n) A trainer who has not been involved as a trainer or coordinator in the course concerned will carry out evaluation.
- o) All evaluation reports will be considered for improvement of the course and corrective and preventive action will be taken accordingly.

10.7 BASIC PROGRAMS

Training courses will be planned and implemented on need assessment. However, following training courses may be considered as important for PGCB.

1. Induction courses for all entry posts (Appendix-4: Specification of Induction/Orientation Training Courses)
2. Senior Staff Course Appendix-10: Specification of Senior Staff Course).
3. Training of Trainers.
4. Courses related to Labour Laws
5. Basic Management.
6. Total Quality Management.
7. Total Productive Maintenance.
8. Management Information System.
9. Basic Development Planning.
10. Basic Computing.
11. Technical Courses on Transmission, Load Dispatching, System Protection & Metering etc.
12. Personnel Management
13. Accounting & Financial Management
14. Security (Including Fire Fighting)
15. Occupational Health, Safety and Environment related courses.

and any other courses deemed necessary for competency building of PGCB personnel and for continuous improvement.

11. TRAINING DOCUMENT AND RECORD CONTROL

PGCB shall establish and maintain a system of identification of all document and records regarding training under this policy. All document and records shall be controlled. It will be ensured that latest copies of document are available at the point of use. All documents will have update status. Course Coordinator will compile a report outlining objectives, timetable, list of participants, trainers, evaluation etc. for each course as reference document.

12. FOLLOW-UP

PGCB will take follow-up action for assessing the effectiveness of its training initiatives at least once a year. A group consisting of trainers and other professional will conduct the follow-up through a survey. Improvement and corrective action will be made on the basis of follow-up report.

13. ACTION PLAN

Implementation of this training policy demands some activities to be completed as soon as possible. An implementation schedule of such activities has been outlined in appendix-6.

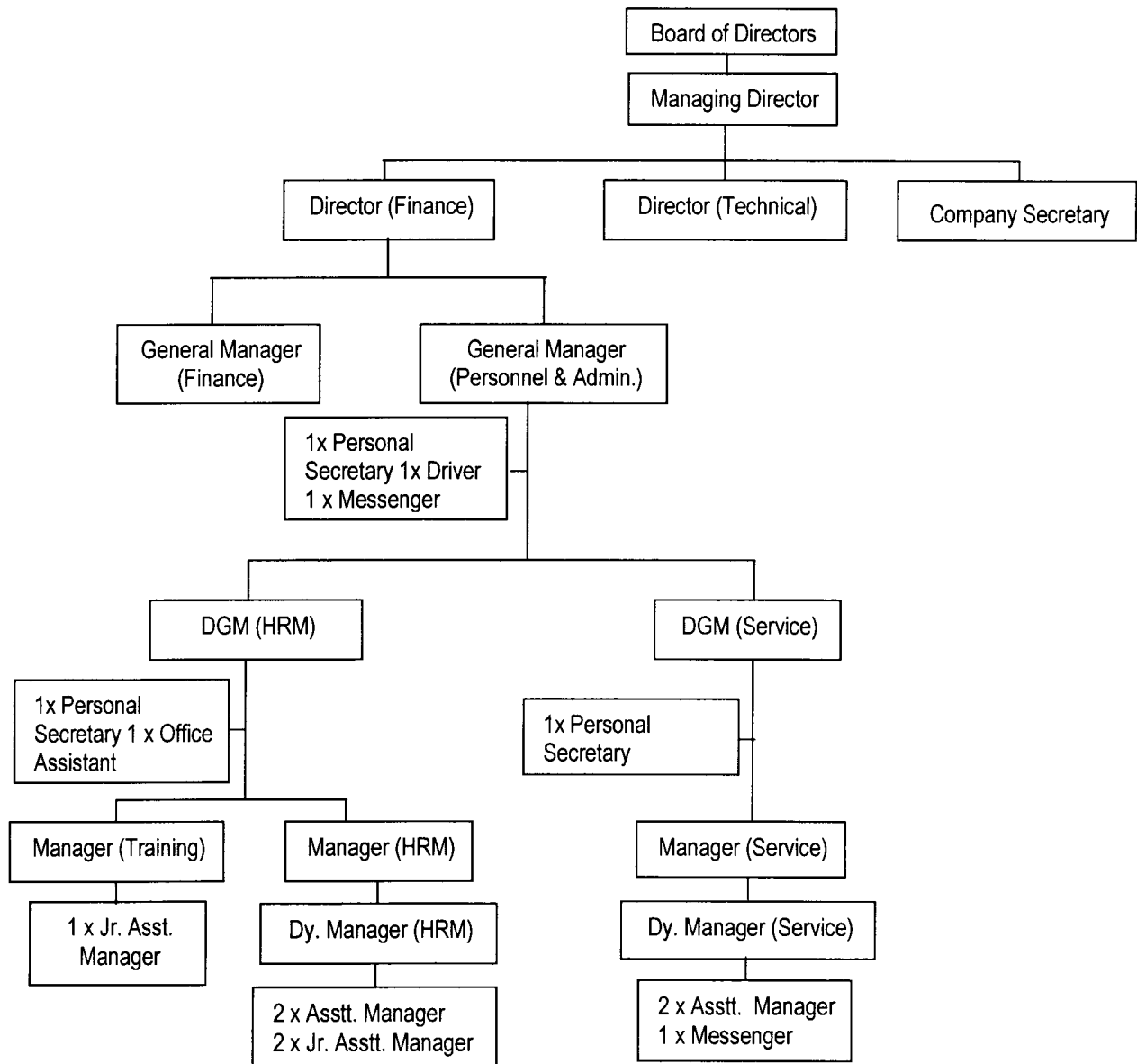
14. CONCLUSION

It will be the responsibility of all PGCB staff to implement this training policy as required and stipulated in relevant clauses.

List of Appendices

Appendix-1	Training Wing Organisation
Appendix-2	Format for Curriculum Development
Appendix-3	Annual Training Plan (Sample)
Appendix-4	Induction/Orientation Training Course (Sample)
Appendix-5	Senior Staff Course
Appendix-6	Action Plan to Implement the Training Policy (Example)

Training Wing Organisation



Format for Outlining Training Courses

1. Code No
2. Title of the Course
3. Background/ Introduction
4. Objectives of the Course
5. Target Group/ Participants
6. Date
7. Time
8. Venue
9. Outline of Topics
10. Methodology to be used
11. Audio Visual Aids
12. Name of the Course Coordinator
13. Course Fee (where applicable)

Annual Training Programme for PGCB personnel

Year : July '05-June '06

(Sample)

No.	Name of Course	Level of Participants	Duration (Days)	No. of Participants	No. of Course	Training Location
1.	Sub-Station Operation	JAM	5	20	4x5	Circle Head Quarters
2.	Power Transformer/ Instrument Transformer Maintenance & Testing	DM/AM	4	15	4	Central Training Centre, Dhaka
3.	Sub-Station Equipment Operation & Maintenance	DM/AM	5	15	1x5	Circle Head Quarters
4.	Protection of Equipment & Relay Functions	M/ DM/ AM	3	15	1x5	Circle Head Quarters
5.	System Protection (Advanced)	M/DM/ AM	3	15	2	Central Training Centre, Dhaka
6.	Metering, Wheeling, Billing & MIS	DM/AM	3	20	2	Central Training Centre, Dhaka
7.	Transmission Line Maintenance	DM/AM	2	15	1x5	Circle Head Quarters
8.	Transmission Line Maintenance (Local)	JAM/Lineman	3	15	2x5	Circle Head Quarters
9.	Grid Code Safety Practices Fire Fighting & System Grounding	DM/AM	3	20	2	Central Training Centre, Dhaka
10.	Computer Training (Basic)	JAM	5	15	2x5	Circle Head Quarters
11.	Computer Training (Advanced)	DM/AM	5	15	2	Central Training Centre, Dhaka
12.	Computer Training (Advanced Networking)	DM/AM	30	6	1	Central Training Centre, Dhaka
13.	Computer Training (Advance Data base)	DM/AM	30	6	1	Central Training Centre, Dhaka
14.	Load Management System Operation & Reactive Power Compensation	DGM/M/ DM/AM	3	15	2	Central Training Centre, Dhaka
15.	Re-Orientation Course (Local)	Tech/ Nontechnical Staffs	2	15	2 per Division	Divisional Head Quarter
16.	Technical Course for Lineman/ Electrician (Local)	Technical Staffs	3	15	2per Division.	Divisional Head Quarter
17.	Human Resource Management & TQM	GM/DGM/ M/DM/AM	3	20	2 x 5	Circle Head Quarters
18.	Accounts & Financial Management	GM/DGM/ M/DM/AM	4	15	3	Central Training Centre, Dhaka
19.	Maintenance Management	DGM/M/ DM/AM	4	15	3	Central Training Centre, Dhaka
20.	Training of Trainers	GM/DGM/ M/DM	3	15	3	Central Training Centre, Dhaka

Annual Training Programme for PGCB personnel
Year : July '05-June '06

No.	Name of Course	Level of Participants	Duration (Days)	No. of Participants	No. of Course	Training Location
21.	Sub-Station Operation	JAM	5	20	4x5	Circle Head Quarters
22.	Power Transformer/ Instrument Transformer Maintenance & Testing	DM/AM	4	15	4	Central Training Centre, Dhaka
23.	Sub-Station Equipment Operation & Maintenance	DM/AM	5	15	1x5	Circle Head Quarters
24.	Protection of Equipment & Relay Functions	M/ DM/ AM	3	15	1x5	Circle Head Quarters
25.	System Protection (Advanced)	M/DM/ AM	3	15	2	Central Training Centre, Dhaka
26.	Metering, Wheeling, Billing & MIS	DM/AM	3	20	2	Central Training Centre, Dhaka
27.	Transmission Line Maintenance	DM/AM	2	15	1x5	Circle Head Quarters
28.	Transmission Line Maintenance (Local)	JAM/Lineman	3	15	2x5	Circle Head Quarters
29.	Grid Code Safety Practices Fire Fighting & System Grounding	DM/AM	3	20	2	Central Training Centre, Dhaka
30.	Computer Training (Basic)	JAM	5	15	2x5	Circle Head Quarters
31.	Computer Training (Advanced)	DM/AM	5	15	2	Central Training Centre, Dhaka
32.	Computer Training (Web page Design and Web site Maintenance)	DM/AM	60		1	Central Training Centre, Dhaka
33.	Computer Training (Advanced Networking)	DM/AM	30	6	1	Central Training Centre, Dhaka
34.	Computer Training (Advance Data base)	DM/AM	30	6	1	Central Training Centre, Dhaka
35.	Computer Training (Advanced Programming)	DM/AM	60		1	Central Training Centre, Dhaka
36.	Computer Training (Basic Hardware, Software and Networking)	DM/AM	30		1	Central Training Centre, Dhaka
37.	Computer Training (Basic Programming)	DM/AM	60		1	Central Training Centre, Dhaka
38.	Load Management System Operation & Reactive Power Compensation	DGM/M/ DM/AM	3	15	2	Central Training Centre, Dhaka
39.	Orientation Course (Local)	Tech/ Nontechnical Staffs	2 / 3	15	As required	Central Training Centre, Dhaka
40.	Technical Course for LineM/ Electrician (Local)	Technical Staffs	3	15	2 per Division	Divisional Head Quarter
41.	Factory Acts & Industrial Relations	DGM/M/DM	5	20	5	Central Training Centre, Dhaka
42.	Human Relation & Record Management	DGM/M/DM	3	20	5	Central Training Centre, Dhaka
43.	Industrial Safety, Security & Hygiene	DGM/M/DM	4	20	5	Central Training Centre, Dhaka
44.	Re-orientation Course (Local)	Tech/ Nontechnical Staffs	2 / 3	15	2	Central Training Centre, Dhaka

Induction/Orientation Training Courses (Sample)

(Induction / Orientation Training Courses shall be conducted for all entry posts and new recruits. Placement/ posting shall not be given to any one not completing induction program. Induction program for personnel of different cadres may be held together in a batch.)

1. Code No.:

2. Title of the Course: Induction / Orientation Training Course

3. Background/ Introduction

PGCB is a specialised organisation in the power sector. All staff of PBCB needs to be familiarized with the organisation before the commencement of their services in order to induce / orient them to the organisational system.

4. Objectives of the Course

At the end of the course the participants will be able to

- a. identify the vision of the future role PGCB and its legal standing and relationship with the government, PDB and other agencies,
- b. identify objectives, responsibilities and functions of PGCB,
- c. identify the organizational system of PGCB and delegation of admin. & financial powers in PGCB,
- d. identify various aspects of service rules including applicable discipline and conduct rules, and admissible service benefits etc.
- e. identify important issues relating to industrial relations.
- f. motivate and handle grievances (for Offices course only)

5. Target Group/ Participants

- a. all officers on recruitment
- b. all staff on recruitment

6. Date

Type of Course	Duration in days	Remarks
Officers	3-Full day Course	MD and Directors should be present at least in a session during the program
Staff	2-Full Day Course	MD and Directors should be present at least in a session during the program

7. Time: 9:00 am To 5:00 pm (including break for lunch, Morning & afternoon tea)

8. Venue: Suitable venue to be decided as required

9. Outline of Topics:

Sl. No	Broad outline of subjects	For	
		Officers	Staff
2	Vision and Policies of the Power Sector. Vision, role, objectives of PGCB.	√	√
3	Formation of PGCB. Its organisational system and functions of various department and offices of PGCB.	√	√
6	PGCB Service Rules	√	√
7	Financial rules and delegation of administrative & financial powers of PGBB	√	
8	Salient feature of Industrial Relations Ordinance	√	√
9	Striving for Continuous Improvement: KAIZEN & '5-S'		
10	Motivating People	√	
11	Handling Grievances	√	

10. Methodology to be used

- Instructional Talk
- Discussion/ Group Work
- Case Study

11. Audio Visual Aids

- multimedia
- overhead projector

Senior Staff Course

(Undertaking Senior Staff Course is mandatory for promotion to all positions above Superintending Engineer and equivalent. It is a common course for all cadres. This will be a residential course. A training manual should be prepared to administer this training course.)

1. Code No

2. Title of the Course

Senior Staff Course

3. Background/ Introduction

To achieve excellence Senior Officers in PGCB should be converted to future corporate leaders. This will make them capable to guide the organisation effectively. Superintending Engineers and equivalent officers who are likely to occupy top positions must participate in this course.

4. Objectives of the Course

The ultimate aim of this training course is to develop future top executives of PGCB, to lead the organisation to achieve the desired goal. On completion of the course, the participants will be able to

- a. identify the future role of PGCB
- b. carryout their responsibilities as corporate leaders,
- c. demonstrate their abilities in strategic management,
- d. promote congenial organisational climate and culture for improved performance.

5. Target Group/ Participants

Superintending Engineers and equivalent belonging to all cadres.

6. Date

Total 4 weeks.

Item	Contact Hour/ Period	Remarks
Instructional Talk	60 hours/ 2 weeks	The Program is residential supported by co-curricula and extra-curricula activities
Investigative Assignment in an Organisation	3 days	
Visit	3 days	
Preparation of special policy reports	1 Week	

7. Outline of Topics

Topics for this course should be developed through proper need assessment. However, an indicative outline is given below.

- Role of the top management, Role of the CEO's,
- Policies of the government
- Future role of PGCB
- Strategic Management
- Management By Objectives
- Leadership and Team Building
- Behaviour Modification for Improved Performance
- Total Quality Management
- Mission, Strategy and Policy Formulation, Strategic Positioning of PGCB
- Characteristics of World Class Organisations
- Company Law

8. Methodology to be used

- a. Instructional Talk
- b. Discussion/ Group Work
- c. Case Study
- d. Assignment of different types
- e. Report Presentation
- f. Visits

9. Audio Visual Aids

- a. multimedia
- b. overhead projector
- c. white/black board

ACTION PLAN TO IMPLEMENT TRAINING POLICY

(Example)

Sl. No	Activity	Responsibility	Target Completion Date	Remarks
1.	Assessment/Evaluation of Facilities at the Academy and Centres by a committee formed for this purpose			
2.	Staffing at Training Academy			
3.	Identification of Potential Officers to be developed as trainers			
4.	Conducting Training Needs Assessment:			
5.	Preparation Short term training plan & budget (Annual)			
6.	Prep. Of long term Plan(5-year Plan)			
7.				
8.				