



Daffodil
International
University

**An Analysis of the Training and Development
Activities of Dhaka Electric Supply Company (DESCO) Limited**

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Date of Submission:

Letter of Transmittal

07th May, 2018

Dr. Mohammed Masum Iqbal

Dean (In Charge)

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Sub: Submission of the Internship Report.

Dear Sir,

As per requirement for the completion of the Internship program, this report has been prepared by me on Training and Development activities of Dhaka Electric Supply Company (DESCO) Ltd. To prepare this report I also try to focus on some of the key elements in Human Resource Management practice in Dhaka Electric Supply Company (DESCO) Ltd.

During the internship period, I tried to relate the theories that I taught in BBA program and understood how these theories are practiced in real life situations. I always tried to put my honest and sincere effort to give this report a presentable shape and make it as informative as possible considering the constraints. I believe this paper will give an actual scenario of the present Training and Development Activities of Dhaka Electric Supply Company (DESCO) Ltd.

To prepare this report, I tried to follow instructions given by you from time to time. I tried my level best to present this report in a presentable & easier manner. However, I could be very glad to you if you could kindly accept this report.

Thank you.

Yours sincerely,

.....

Tamanna Zerín

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Acknowledgement

First of all I would like to give my gratitude to almighty Allah who given me the strength & opportunity to prepare this report. Wholehearted thanks to my supervisor Mr. Mohammed Masum Iqbal, Dean In Charge, Faculty of Business & Economics, Daffodil International University for giving me his valuable time & instructions from time to time.

Special thanks to Dhaka Electric Supply Company (DESCO) Ltd. management for giving me the opportunity to complete my internship program at Dhaka Electric Supply Company (DESCO) Ltd. I am grateful to Mr. Mamunor Rashid, Deputy General Manager (Current Charge), Human Resource Management Division, Dhaka Electric Supply Company (DESCO) Ltd. for his valuable support and direction that leads me to the successful completion of my internship. I have done my whole internship period under his supervision and really grateful to him for helping me in my each and every step of work at office.

After that I would like give thanks to Mr. Mohiuddin Mostafa Kamal, Manager (Current Charge), Training & Development Department in Dhaka Electric Supply Company (DESCO) Ltd. and Mr. Golam Samdani, Assistant Manager (HR) for their kind assistance regarding the report. Without them it was impossible for me to complete this report. I got all necessary information, guidelines; cooperation and advice to complete this complicated task.

I would like to give thanks to those who directly or indirectly help me to prepare this report.

Letter of Approval

To whom it may concern

This is to certify that Ms. Tamanna Zerin (ID: 141-11-689), a student of BBA at Daffodil International University has successfully completed her internship program entitled “An Analysis of Training and Development Activities of Dhaka Electric Supply Company (DESCO) Ltd. as the partial fulfillment for the award of BBA degree.

This letter is to certify that, all the information mentioned in this report is true and not confidential to the company. She tried her best to make this report holistic and informative manner. So far I know she done all works with utmost sincerely and honesty.

She has tried his best to do this successfully. I think this program will help in the future to build up her career.

I wish her success and prosperity in life.

.....
Md. Mamunor Rashid

DGM (CC), HRM Division

Dhaka Electric Supply Company (DESCO) Limited

To Whom it May Concern

This is to certify that Ms. Tamanna Zerin (ID: 141-11-689), a student of BBA program at Daffodil International University has successfully completed her internship program entitled “An Analysis of the Training and Development Activities of Dhaka Electric Supply Company (DESCO) Limited as a partial fulfillment for the degree of BBA Program.

I wish every success in her life.

.....

Mohammed Masum Iqbal, PhD

Dean (In Charge)

Department of Business Administration

Faculty of Business & Economics

Daffodil International University

Student's Declaration

This is Tamanna Zerin hereby declared that the presented report of Internship titled “An Analysis of the Training & Development Activities of Dhaka Electric Supply Company (DESCO) Limited” is uniquely prepared by me. No part in this report has been previously submitted to any other university/college/institute/organization for any academic certificate/degree/qualification. I also confirm that, this report is only prepared to my academic requirement not for any other purpose. It might not be used with the interest of opposite party of the corporation.

.....

Tamanna Zerin

ID: 141-11-689

Department of Business Administration (BBA)

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Executive Summary

Dhaka Electric Supply Company Limited, commonly known as DESCO, is a Public Limited Company which distributes electricity at the Northern parts of Dhaka City and Tongi Town of Gazipur District.

The report is to provide an overview of the “Training and Development Dhaka Electric Supply Company (DESCO) Ltd. a study on head office branch for fulfilling the requirement of BBA Program.

The internship report has been prepared on the basis of “on the job” experience with the Dhaka Electric Supply Company (DESCO) Ltd., Head office branch, Dhaka. Working with the organization for a meager period of one month, the main aspect was to acquire data and information to evaluate the culture, working environment and similar sort of affairs of the organization.

Dhaka Electric Supply Company Limited, commonly known as DESCO, is a Public Limited Company which distributes electricity at the Northern parts of Dhaka City and Tongi Town of Gazipur District.

In the first chapter the general information like introduction and background of the study is collected. Information is gathered through the primary and secondary source. Also it contains the objective of the study which is to identify the activities and problems relating to the training and development activities of DESCO.

In the second chapter the report contains mission, vision and objectives of the company.

Chapter 3 includes the HR practices in DESCO Ltd. It also includes the recruitment and selection process of DESCO Ltd and the evaluation of their training activity.

Chapter 4 includes the analysis of training and development activities of DESCO Ltd. It contains the purpose of the training program and also all the preparation and implementation analysis of their training plan. Along with it the restrictions they face while implement the training program is also described.

Lastly, the report also contains my perceptions about the training and development activity of DESO and also some recommendations about how they can implement their training programs more effectively and efficiently.

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Chapter- 1

Introduction

1.1 Origin of the Study

Dhaka Electric Supply Company (DESCO) Ltd. commonly known as DESCO, is a Public Limited Company which distributes electricity at the Northern parts of Dhaka City and Tongi Town of Gazipur District. The company was created on November 1996 under the Companies Act 1994 as a Public Limited Company. The company is now under the Power Division of the Bangladesh Ministry of Power, Energy and Mineral Resources and serving a total number of 604,304 consumers as of 31.

1.2 Background of the Study

The internship program which is necessary to complete the BBA program exercise a significant importance as it enables a student to familiar with the practical business activities. The students work closely with the people to be familiar with the practical business activities. The student work closely with the people of an organization and learn about the function of that organization. This program enables a student to develop his/her analytical skill and scholastic attitude. This report is on the topic Training and Development in Dhaka Electric Supply Company (DESCO) Ltd. has been prepared during the internship period covering 3 months starting from November 15 to December 15. I was very fortunate that I could utilize the entire 3 months of internship for gaining experience in the very well- organized office environment in such a reputed organization Dhaka Electric Supply Company (DESCO) Ltd. Therefore, this report is the combined outcome of the knowledge gained from the books and lectures of the classroom and the practical experience of the internship period.

1.3 Objective of the Study:

- a. To identify the training & development activities of DESCO ;
- b. To analyze training & development activities of DESCO ;
- c. To identify the problems relating to the training & development activities of DESCO ;
- d. To make some recommendations to solve the problem ;

1.4 Scope of the Study

This report on HR activities of Dhaka Electric Supply Company (DESCO) Ltd. system mainly encompasses the performance of Dhaka Electric Supply Company (DESCO) Ltd. in comparison

the Training and Development. For the purpose of my internship program, I was assigned in head office of Dhaka Electric Supply Company (DESCO) Ltd. and this provided me the way to get myself familiarized with the environment. For the first time I had the opportunity to gather experience by working in different departments of the Branch.

The scopes of the study may be stated as under:

- The study would help top management in planning and deciding HR activity.
- The study would help management in identifying the key areas of weakness and strength.
- The study would aware the top management to take corrective and appropriate measure timely to improve the banks HR and other performance.

1.5 Methodology

The internship report has been prepared on the basis of “on the job” experience with the Dhaka Electric Supply Company (DESCO) Ltd., Head office branch, Dhaka. Working with the organization for a meager period of one month, the main aspect was to acquire data and information to evaluate the culture, working environment and similar sort of affairs of the organization.

Data have been collected from two sources. These are as under:

a. Primary Data: The primary sources of data include the followings:

- Face to face conversation with officers and staffs.
- Direct conversation with the participants.
- Taking initial lecture from senior officers.
- Practical work experienced in different desk.
- Study of different files of different sections of DESCO.
- Practical experience of DESCO
- Observation of classroom session of DESCO.

b. Secondary Data: The secondary sources of data include the followings:

- Annual report of different publications of DESCO
- Website of Dhaka Electronic Supply Company Limited

- Different procedure manual published by IBBL.
- Reports on Training and Development.

1.6 Significance of the Study

Dhaka Electric Supply Company (DESCO) Ltd. is an electricity supplier company of a country. It is an institute which is responsible for distributing the electricity stability of any country. In modern age the role of Dhaka Electric Supply Company (DESCO) Ltd. is very wide as well as comprehensive.

Any kinds of business small or big, inside or outside the country directly or indirectly involved with the Dhaka Electric Supply Company (DESCO) Ltd. Especially in industry and factory sector it is quite impossible to imagine that they will get sufficient electricity without the help of bank.

Nowadays Dhaka Electric Supply Company (DESCO) Ltd. is the leading government electricity supplier of Bangladesh and it plays a comprehensive role to develop urbanization as well as the economic development of the country.

1.7 Limitation

The main limitation of the study is the collection of information. Most of the information is confidential so they don't disclose them. Other limitations are as follows:

- The officers are very co-operative but they stay very busy because of their huge routine work;
- Human resource department maintain a very strict rule and regulation on their confidential activities and internal information;

So I was not able to show any forms of confidential information which they used in the time of my joining or we use to upgrade the files.

Chapter- 2

Background of the Organization

2.1 History of Dhaka Electric Supply Company (DESCO) Ltd.:

The electricity supply industry in South Asia started with the commissioning of the first power station in the 1890s. Although a number of small stations were constructed over the next 20 years, these stations were isolated, catering to small distribution networks serving the major urban centers.

The first effort to structure a legal framework for the industry came in 1910 with the enactment of the Indian Electricity Act, 1910. This Act sought to regulate the business of industry still based on the old concept of isolated privately owned distribution networks fed by small generation stations & essentially defined the rights & obligations of the supplier and the consumer.

In 1947, at the time of independence of India & Pakistan, the installed generating capacity in the then East Pakistan was only 21 MW. Electricity was available to only a small elite in the district and sub-divisional headquarters. The distribution networks in these cities were isolated and were fed by coal fired steam power plants or diesel generation. In an effort to expeditiously augment generation capacity to feed a development economy, the then Government of Pakistan issued an ordinance in 1959 creating the East Pakistan Water and Power Development Authority (EWAPDA). The Ordinance essentially provided for the Government's takeover of all generation, Transmission and distribution facilities from the private sector, thereby creating a total Government monopoly in the sector. During 1960 to 1970 the generation capacity of the then East Pakistan rose from 88MW to 475 MW, supplied largely by natural gas and oil fired, steam power and hydro plants. The networks of Dhaka and Chittagong had then been interconnected albeit with weak 132 KV links.

Shortly after the creation of an independent Bangladesh, in 1972, the first Government of Bangladesh, in an effort to speed up the investment in the sector issued an Ordinance creating the Bangladesh Power Development Board (BPDB) as the successor organization of the power side of EWAPDA. The Ordinance recognized the divergence of energy related issues in development. During 1972 to 1995, BPDB has increased the generating capacity in the country to 2818 MW, and the length of its 230 and 132 KV transmission networks to 419 KM and 2469 KM. For the

first time in December 1982, the eastern and western halves of the country were electrically connected through the commissioning of double circuit 230 KV transmission line across the Jamuna River energized at 132 KV between Ishurdi and Tongi called the first East-West Interconnector. Generation sources were diversified to include a 230 MW hydropower station at Kaptai on the Karnaphuli river and natural gas and imported fuel based, open and combined cycle power plants at different locations of Eastern and Western part of the country. The distribution networks of all major towns and cities had been linked through 230 KV and 132 KV inter-ties.

In order to intensify the pace of rural electrification, the Government issued as ordinance in 1977 establishing the Rural Electrification Board (REB), a semi-autonomous agency charged with the responsibility of planning, developing, financing and construction of rural distribution networks, promoting the establishment of Rural Electric Cooperatives (Palli Biddyt Samities), handing over the constructed rural networks to them, assisting the PBSs to operate and maintain the rural networks and monitoring their financial performance. The REB has so far constructed over 46,000 Km of distribution lines and provided over 950,000 consumers connections in the rural areas (As on June, 95).

In 1990, another ordinance was issued, which was subsequently enacted as an Act transferring the 132 kv, 33 kv Transmission and distribution system in the Greater Dhaka Area including the Metropolitan City to a newly created Government agency called the Dhaka Electric supply Authority (DESA). This was done to lessen the administrative burden on BPDB,s management by relieving it of the burden of managing about 50 percent of the energy distribution in the entire country.

Mission and Vision of Dhaka Electric Supply Company (DESCO) Ltd.

2.2 Mission

Bringing comfort to customers, supporting business and commerce and building strong communities. Achieving and maintaining the highest degree of efficiency, reliability and responsiveness for variety of customers.

2.3 Vision

To be an enabler of economic development and social progress by providing safe, reliable and sustainable electricity.

2.4 Objectives of Dhaka Electric Supply Company (DESCO) Ltd.

The primary objective of establishing **Dhaka Electric Supply Company (DESCO) Ltd.** all over the nation is to promote, foster and develop the application of electricity in the business sector. More specifically, the objectives of Dhaka Electric Supply Company (DESCO) Ltd. when viewed in the context of its role in the economy are listed as following:

- To offer contemporary electricity services in conformity with Govt. rules.
- To contribute towards economic development and prosperity within the principles of Govt. preview.
- To help ensure equitable distribution of electricity.

2.5 Strategic Objectives

Safety: Placing the safety of our communities, Customers and employee first;

Customer Focus: Providing superior service to more effectively manage their;

Community Focus: Being an integral part of the in which we live, work and serve;

Operational Excellence: Incorporating continuous improvement to delivery safe and dependable electricity at affordable prices;

Performance Driven Culture: Fostering a strong value and performance based culture designed and to attract, develop and retain best talents.

Footsteps toward progress of Dhaka Electric Supply Company (DESCO) Ltd.

1996

Journey Begins on November 3 through getting
Certificate of Incorporation
Held First Board Meeting

1998

Takeover of Wpm Circle from erstwhile DESA
and Commencement of operation

2003

Takeover of Gulshan Circle from erstwhile DESA

2004

Establishment of Sales and Distribution Divisions

2005

Establishment of Prepaid Meter production Unit
in collaboration with BUET
Inauguration of Prepaid Metering System

2006

Company Listed in Dhaka Stock Exchange Ltd.
and Chittagong Stock Exchange Ltd.

2007

Takeover of Tongi Pouroshava area from
erstwhile DESA
Obtained Distribution License from Bangladesh
Energy Regulatory Commission (BERG)

2008

Inauguration e-Governance System
Inauguration of data Acquisition System

2010

Introduction of electronic bill payment system

2012

Digitalization of New Electric Connection Procedures

2013

Successful completion of ADB funded
projects under SNAP; 462 MVA distribution capacity enhanced

2014

Inception of New ADB funded projects under
PSEEIP: 1200 MVA Grid Capacity & 1988 MVA Distribution Capacity will be enhance

2015

Introduction of foreign training of the employees of the company

2016

ISO 9001:2008 Certification of the Company for Quality Management system

Chapter-3

HRM practices of Dhaka Electric Supply Company (DESCO) Ltd.

3.1 Human Resource practice in Dhaka Electric Supply Company (DESCO) Ltd.

Human Resource division has the responsibility of developing, retaining and attracting talents and ensures the "Right Person in Right Place in Right Time with Right Position" which helps to insure the organizational long term growth by its effective employee's involvement. Their recruitment & selection process, compensation, training and development, performance appraisals are designed and controlled by the HR department. The HR department of **Dhaka Electric Supply Company (DESCO) Ltd.** is also highly equipped with the latest technological support which helps to enrich their knowledge and skills. The office employees can communicate within the HRD system for any kind of query leave application, discharge order, training, salary and other with the head office. The HR arranges different training programs for their employees. The organization has a planning and administrative department (under HRD) and this department is mainly responsible for overall planning process.

3.2 Recruitment and Selection Process of Dhaka Electric Supply Company (DESCO) Ltd.

Dhaka Electric Supply Company (DESCO) Ltd. provides an equal employment opportunity for all Bangladeshi citizens. In general the board of directors determines the recruitment policy of the organization from time to time. The minimum entry level qualification for any official position is a Bachelors degree after which a personal interview is conducted for the successful candidates by a panel of experts comprising of Managers of the Organization.

Recruitment and selection procedure for Entry level Position:

Job Analysis

Job analysis is the procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it. Job analysis produces information for writing job description and job specification. The purposes of the job analysis are-

- Recruitment and selection decision
- Compensation
- Training
- Performance Appraisal
- Discovering unassigned duties

Dhaka Electric Supply Company (DESCO) Ltd. always conduct the job analysis process effectively. With the help of job analysis they try to inform about the job's actual work activities. Dhaka Electric Supply Company (DESCO) Ltd. conduct their job analysis once a year. Actually it's a very time consuming process. It might take few days to interview five or six employees so their managers are involved and they explain the process and the reason for the analysis.

Job description

Job description is the process of general and written statement of a specific job, based on the findings of a job analysis. Dhaka Electric Supply Company (DESCO) Ltd. save a written statement which included with the activities one have to perform in the job, information about the duties and responsibilities; requirement working condition under job is performed.

Job Specification

A job specification describes the knowledge, skills, education, experience, and abilities are essential to performing a particular job. It provides detailed characteristics, knowledge, education, skills, and experience needed to perform the job, with an overview of the specific job requirements. Dhaka Electric Supply Company (DESCO) Ltd. tries to customize this process on the basis of vacancy.

Submission C.V

Candidates submit their form of application after seeing the job advertisement on the daily newspaper or online job portal like bdjobs.com

Preparation of preliminary list

Dhaka Electric Supply Company (DESCO) Ltd. selection committee shortens the number of application form by preparing a short list. Dhaka Electric Supply Company (DESCO) Ltd. follows their selected educational requirement for the selected posts which are given below:

Selection of eligible candidates for the Interview

Those who are selected by the selection panel call those qualified applicants by phone or mail for attaining Interview.

Employment interviews

The selection panel organizes an interview. The interviews are always held as written exam through third party like BUET or MIST. But the qualification marks for viva-voce will be determined by the Management committee.

IT Test

After completing interview candidates have to give a short IT test which helps to justify their computer and IT skill.

Appointment and placement

Management and selection committee has to issue the appointment letter for the deserving candidate. The appointed candidates join the organization to work for probationary period.

3.3 Training and Development

Training is the systematic process of providing an opportunity to learn KSA (knowledge, skills and ability) for current or future job. Training is not only for the newly recruited employee but also for the existing employee of the organization. Actually it can provide employee with knowledge and skills to perform more effectively and prepare them more productive. So, training helps to bridge the gap between theoretical knowledge and knowledge required for the profession.

Training process: Training is the process of teaching new employees about basic skills so that they can implement it on their jobsite. It is a process for providing employees with basic idea or basic background information about the firm that is called Training.

Training processes are:

1. Training needs analysis:

i) Organizational analysis: Identify training needs of the organization according to its long term goals- set the training goals.

ii) Job analysis: Identify training needs according to job description and jobs specification; specify skills/knowledge/behavior to be trained.

iii) People analysis: Identify people that need training and identify potential trainees.

2. Instructional design: Set training goals, determine what to train identifies trainee's and select trainers, choose training materials, determine training methods, develop training budget.

3. Validation: Validate the training program before implementation. For this, conduct the program with small number of trainees to tests its effect.

4. Implementation: Implementation means group-wise work. Appoint manager for the training program, develop managing guideline for the program, and provide logistic supply.

5. Evaluation: The whole training process is evaluated after the training.

Training Techniques followed by Dhaka Electric Supply Company (DESCO) Ltd.:

After analyzing the training needs, HRD of Dhaka Electric Supply Company (DESCO) Ltd. design a training program for their newly recruited and existing employees Training and development methods used by most of the organization can be two types:

- On the job training.
- Off the job training.

On the job training:

In this method the Dhaka Electric Supply Company (DESCO) Ltd. Head office assigned the newly recruited employee in actual work situation and develops their productivity. Apprenticeship, job rotation and special assignment are included in this training program.

Job Rotation

Job rotation is a horizontal process of rotating job responsibilities with the various departments in the organization. Dhaka Electric Supply Company (DESCO) Ltd. Practices job rotation among the managers so that they can have an overall understanding of the functioning of different departments.

Coach or Understudy

Managers are also mentored by supervisors and senior officer who educate them about the job. This not only ensures that the employees are learning the work from observing but also has access to immediate feedback on pressure points of executing the job. On the job training can also be called apprenticeship program where the trainee or the probationary officer put under the supervision of senior officers.

Off the job training:

Dhaka Electric Supply Company (DESCO) Ltd. applies off the job training for their newly recruited and existing officers. Experts from outside Dhaka Electric Supply Company (DESCO) Ltd. conduct different types of seminars and workshops for the employees.

Training Materials

Materials those are used by instructors, facilitators, and students in a training environment is called training materials. These materials store the information needed by the learner to perform

tasks and helps the trainers and the trainees to make the training more effective. The materials that Dhaka Electric Supply Company (DESCO) Ltd. uses for providing training are given below:

1. Training manuals
2. Training equipments

As we already know Dhaka Electric Supply Company (DESCO) Ltd. provides the employees with on the job, lecture based off the job training etc. For all kinds of training they use white board, projectors, training curriculum, software, handouts, lectures, computer, interne, power point remote, sound system and these general things.

3.4 Evaluation of Training

Training should be evaluated several times during the process. Employees are evaluated by comparing their newly acquired skills with the skills defined by the goals of the training program. Any discrepancies are noted and adjustments are made to the training program to enable it to meet specified goals. Many training programs fall short of their expectations simply because the administrator fails to evaluate its progress until it is too late. Timely evaluation prevents the training from straying from its goals. Training evaluation is a systematic method for collecting, analyzing, and using information to answer questions about projects, policies and particularly about the effectiveness and efficiency of those projects, policies or programs. Training evaluation can involve both quantitative and qualitative methods of social research.

3.5 Performance Appraisal system in Dhaka Electric Supply Company (DESCO) Ltd.

Performance appraisal is the process of determining and communicating to an employee how he /she is performing on the job and ideally, establishing a plan of improvement. It is very much critical because it helps the managers to take the administrative decisions effectively relating to promotions, payoffs and merit pay increases of the employees. So, performance appraisal is a must for all organizations. This report helps to evaluating the existing performance appraisal systems of Dhaka Electric Supply Company (DESCO) Ltd. So, there is an annual review of an employee's overall contributions to the organization by his/his manager. Dhaka Electric Supply Company (DESCO) Ltd. conducts a performance appraisal program to evaluate performance of executives, officers, and staffs. Regular employee's performances are evaluated annually. The newly recruited officers have to undergo a basic training course on both practical and theoretical for three months from their joining. Evaluation of training for officers contains evaluation criteria like direct functions and indirect functions. It includes knowledge, good presentation, hard work, dress sense, punctuality, attendance, manner, departments, behavior with senior colleagues, Behavior with Clients, communication skills, accuracy in work, eagerness to learn,

ability to match with new things, innovativeness, convincing Power, ability to perform under stress. The evaluation is done according to Avg. / Poor Average, Good, Very good and Excellent on criteria-wise performance of each trainee. Actually Dhaka Electric Supply Company (DESCO) Ltd. use a graphic rating scale method. A rater describe an employee as falling at 5 point on a performance scale, such as, poor, average, good, very good, excellent. The scale point is assigned (5 points for excellent to 1 for poor). Total score for an employee can be computed by summing the rating across all dimensions rated.

3.6 Compensation Policy

Dhaka Electric Supply Company (DESCO) Ltd. offer attractive compensation package for their employees which is divided into two parts:

I. Direct Compensation

Salaries: Dhaka Electric Supply Company (DESCO) Ltd. Compensation based on a longer time period, a month.

Incentives: They offer cash incentives which depend on revenue, target they fulfill.

II. Indirect Compensation

Dhaka Electric Supply Company (DESCO) Ltd. Provides extra facility and service for their employees which includes transport facility etc.

3.7 Bonus and Benefit

I. Performance Bonus

Dhaka Electric Supply Company (DESCO) Ltd. provides performance bonus based on their organization's profit, higher authority and management committee will declare a certain percentage of the pre-tax profit as Performance Bonus.

II. Festival Bonus

All permanent employees get two bonuses each year. One in Eid-ul-Fitr and another during Eid - ul-Azha only for Muslims and employees of different religion gets that bonus during the irrespective religious festivals. Dhaka Electric Supply Company (DESCO) Ltd. also give another festival bonus in Pohela Baishakh. The amount is usually dependent on the basic salary of the employee.

3.8 Leave Management:

1. Annual/Earned Leave

Dhaka Electric Supply Company (DESCO) Ltd. Provides 30 days of leave of which 10 days must be taken as consecutive leave each year.

2. Casual/Sick Leave

Usually Dhaka Electric Supply Company (DESCO) Ltd. employees can take 10 days of sick leave including non-working days. However, the time can be extended depending on the severity of the illness.

3. Maternity Leave

This leave is for female pregnant employees for a period of 6 months who have passed one or more than a year in the organization. This leave is given with pay and can be extended without payment of salary. Usually it is not given more than twice in an organization.

4. Extra Leave:

This type of leave given to employee for any kind of unavoidable and unusual situation for example, marriage and taking leave to pursue on medical treatment in abroad.

3.9 Career Development in Dhaka Electric Supply Company (DESCO) Ltd.

Career development is the process of an employee capability and potential for advancement and career change. So, it's a systematic process of guiding the movement of human resources of an organization through different hierarchical positions.

Dhaka Electric Supply Company (DESCO) Ltd. provides an attractive career development opportunity for their employees. Developing manpower, proper training method and restructured the job are the most important priorities of Dhaka Electric Supply Company (DESCO) Ltd.. Dhaka Electric Supply Company (DESCO) Ltd. treats every employee with dignity and respect in a supportive environment of trust and openness where people of different backgrounds can reach their full potential.

Chapter- 4

Analysis of Training & Development Activities

4.1 Background:

Dhaka Electric Supply Company (DESCO) Limited is engaged in the distribution of power in the area of about 250 square kilometers in the northern part of the capital Dhaka. Founded in 1998, the company started functioning with only a few officers/employees, but gradually the number of its activities and officials / employees increased. The data from the years 1999-2000 and the last 5 (five) year's manpower was reduced.

Sl	Year of Finance	No. of Manpower
1		233
2	2012-13	1360
3	2013-14	1499
4	2014-15	1497
5	2015-16	1502
6	2016-17	1517

Table 1: 1999 and the last 5 (five) years of manpower

In 2007, DESCO's training and development department started its mission to make these huge human resources program prosperous and workplace. The manpower was 835 in that year and the earned training was only 5536 hours, in contrast to 1,31,884 hours in 2015-16 and 1502 in total manpower. A large number of skilled and trained manpower will be required to implement the 'Vision 2021' in the power sector of the government, to provide quality power services to the customers and to maintain the efficient delivery system of DESCO. DESCO has been providing training on modern and sustainable technology, information and technology, financial management and ethics in the well-disciplined and planned way to meet future challenges on priority basis. The training program is being conducted through the training and development department of DESCO's management. In this report, the training and planning plan are given for evaluating the training of 2015-2016 and 2016-17 financial year organized by the Department of Training and Development and Human Resource Development.

4.2 The purpose of the training program:

The purpose of the annual training program of DESCO is to provide an average of 70 (seventy-two) hours of training per year in front of the Annual Performance Evaluation Agreement, which is made by the Ministry of Power, Energy and Mineral Resources, annual yearly cases. So the purpose of the training program is:

- To increase the quality and efficiency of the work of all the officers/employees for the improvement of customer service standards.
- To develop a proper role in the workplace and to develop the officials/employees efficiently in implementing the instructions of the authorities.
- To give an idea about the issues related to the era in order to increase the productivity of every official/employee of DESCO.
- Ensure that the people of the district face the challenges of the future.
- To implement the decisions and suggestions of electricity, lighting and mineral resources from time to time with utmost importance to the government's decision for the development of human resources.

4.3 Training methods of operation:

DESCO's training program is managed by the training and development department. Regularly, the training programs are conducted according to the advice of the ministry and the instructions of the higher authority. Classroom-based tactical (practical) and practical (intruder) training are taken. Regular workshops and inspections on various topics etc are also held.

1.7 A comparative picture of the last 5 (Five) years of training goals and achievements is given below:

Sl	Year of Finance	Yearly Target	Per Capital (hours)	Achievement (%)
1	2012-13	60	70.80	118.00%
2	2013-14	60	64.54	107.57%
3	2014-15	60	64.69	107.82%
4	2015-16	70	75.62	108.03%
5	2016-17	70	73.65	105.24%

Table 2: Training goals and achievements for the last 5 (five) years

The figure of the last 5 (five) year training goals and achievements

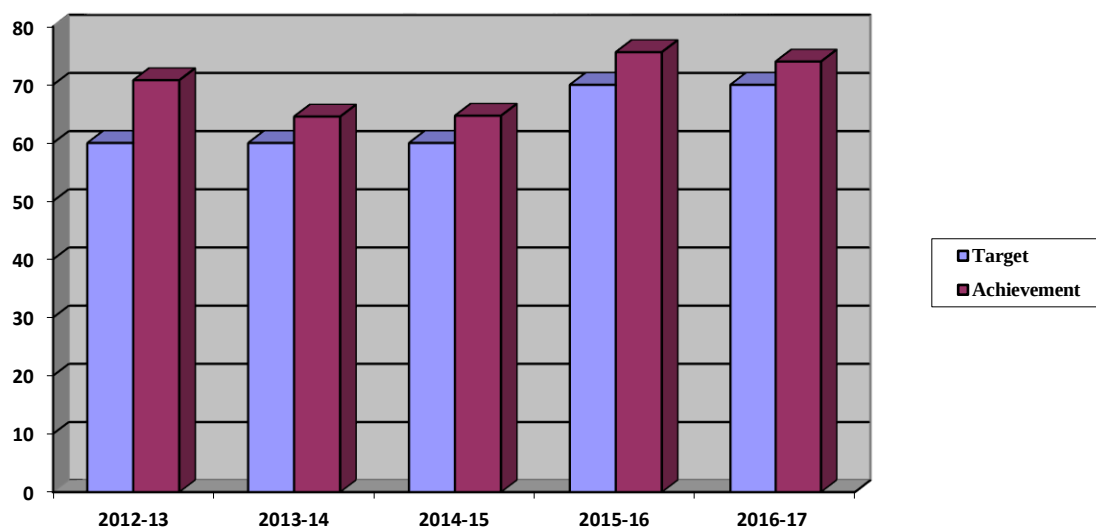


Chart 1: Training goals and achievements of the past 5 (five) year

4.4 Training related budget, expenditure and implementation:

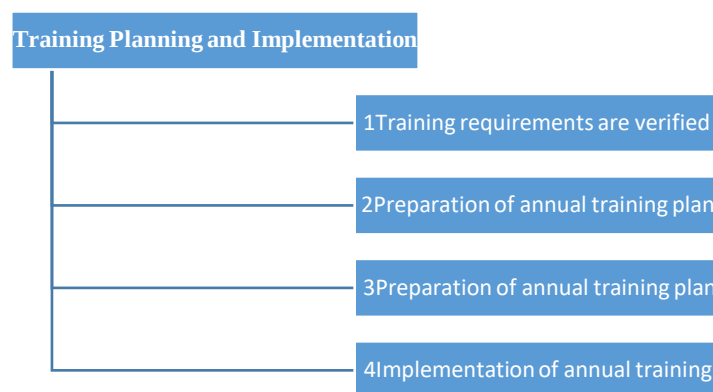
For the implementation of DESCO's annual training program, a comparative picture of the last 5 (five) year's annual budget and expenditure is highlighted in the table below:

	Year of Finance	Budget (Tk)	Expence (Tk)	Implementatio
1	2012-13	15,085,660	1,66,38,670	110.30%
2	2013-14	15,840,000	105,21,752	66.43%
3	2014-15	16,98,5610	17,56,6672	103.42%
4	2015-16	3,31,00,000	2,91,36,452	88.03%
5	2016-17	3,04,34181	2,81,55,473	92.51%

Table 3: Annual budget, expenditure and implementation of the last 5 (five) year

4.5 Training is one of the key drivers for the efficient and productive development of the officers/employees of any organization.

Development of human resources is not possible without training. At the beginning of every financial year at DESCO, a training plan is planned based on which training will be conducted throughout the year. In the training plan instructions from the Ministry of Training, Planning and Implementation Key Performance Indicator (KPI), increase in customer service quality, face challenges, innovative prospects, human resources development, training assessment, educational qualifications of trainees, trainers and trainees, Adoption Capacity, proper use of limited resources and Value for Money Confirmation issues are considered. Generally small steps are taken for training planning and implementation.



4.6 To prepare training Assessment and prepare annual training calendar generally, the issues which are emphasized in respect to training requirements for the preparation of annual training plan are given below:

Before the start of the financial year, the demand for new topics was taken in the prescribed format by considering the fields and skills of the officers/employees of each department. Three (three) committees have been formulated for technical, management and financial and ICT by convening executive directors for verification and rechecking the available information. Topics recommended by the committee are included in the training calendar of the year. Each training calendar is prepared for each year and sent to each office.

4.7 Preparation of annual training plan:

Designed by the Ministry to prepare annual training plan to implement Key Performance Indicator (KPI) the topics covered above are as follows:

Every year KPI Training calendars are prepared considering these targets. According to the ministry's instructions, training and workshops are organized on various new topics such as implementation of the National Purification Strategy, innovative capacity building, electronic filing, sustainable development, sustainable process of trimming etc. Training activities on the occasion of June and the holy month of Ramadan are limited to some for the purpose of strengthening customer service quality and arrears. Considering the above-mentioned issues, training schedules are prepared every month, mentoring teachers, trainees, dates, time, subject matter, course counseling and financial budget to implement the annual training plan.

4.8 Training implementation:

Providing timely training to all faculty/employees of DESCO, KPI. Three types of training programs that are being implemented in the implementation of the goals and guidelines of the ministry etc. are as follows:

- (1) Internal training
- (2) Foreign training

4.9 Implementation of Training Plan:

In view with the annual training target, the direction of the ministry and other various aspects of the project, a picture of the issues which will be emphasized in future are given below:

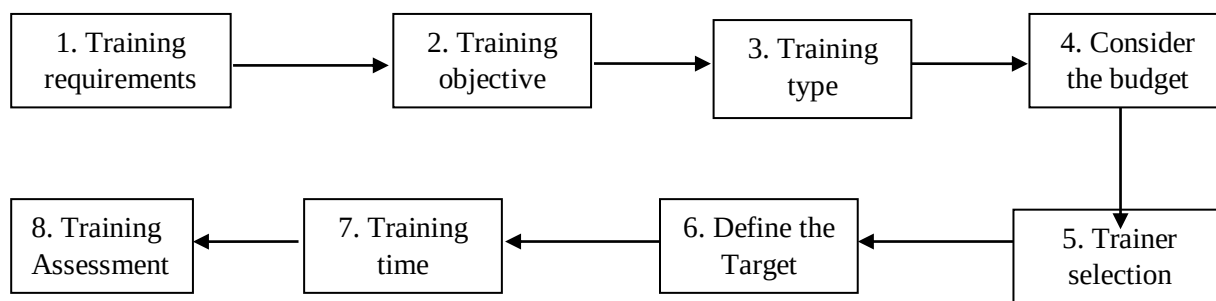
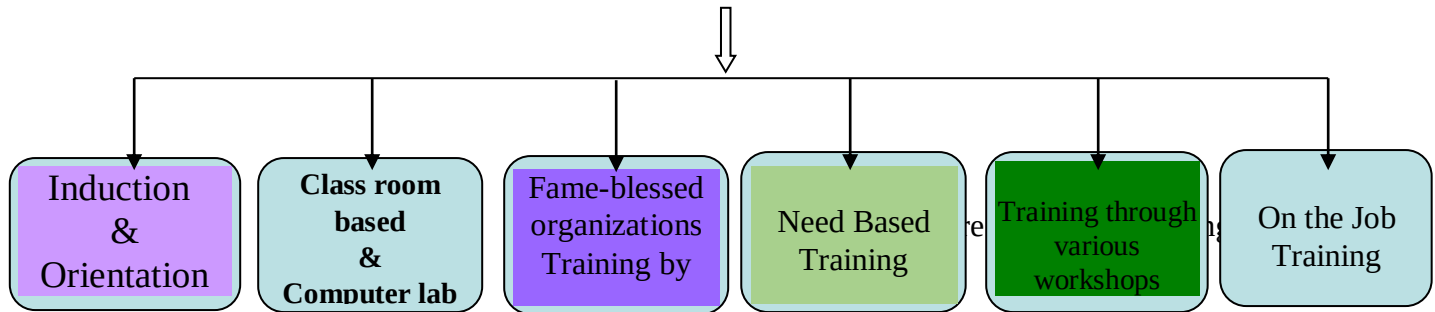


Chart -13: Implementation of training plan

4.10 Implementation of Internal Training:

Some of the important internal training programs in DESCO are as follows:



4.11 Summary of the Training Surge (2015-16 financial year)

In the year 2015-2016, a total of 1,13,884 hours of total training was achieved through a total of 637 training. In total 371 training was provided through DESCO's internal classrooms, which total 80,046 hours and 70% of total training. A total of 6769 hours were achieved through 20 training of internal outsourcing, which is 6% of total training. Overall training, pre-shift inspection and phase inspection, etc., generated 10,184 hours, which is 9% of total training. A total of 16,797 hours were achieved through a total of 206 on-the-job training, which is 14.75% of total training. Here is a picture of training in the following:

Type of Training	No of Training	Number of Trainees	Public-hour
In House Training	371	11,594	80,046
Outsource Training	20	165	6,769
Foreign training	40	132	10,184
On the Job Training	206	2,391	16,797
Total	637	14,282	1,13,884

Table-5 2015-16 financial year training

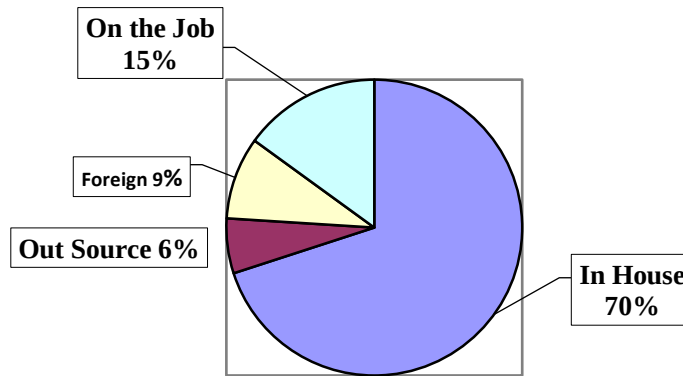
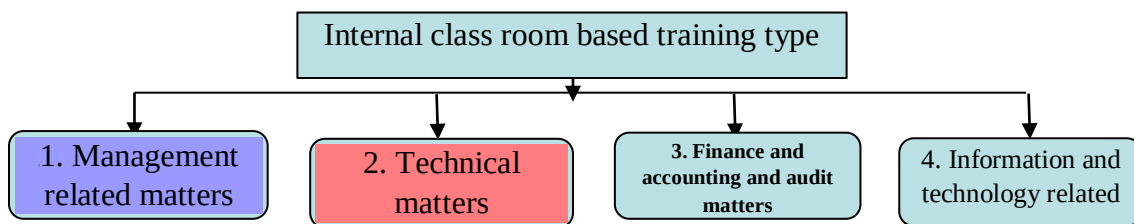


Chart 3: Training in the financial year 2015-16

4.12 Educational training:

Generally these 4 (four) types of training are held in the DESCO's internal training center.



Language Based Training (2015-15 financial year)

In the year 2015-2016, total 371 training related subjects for different posts/category officers / employees were organized by DESCO's Training and Development Department. Training is divided into 4 (four) categories. Subjects of these issues are given below:

Subject	No. of Training	No. of Trainer	Public-hour
Management issues	187	5820	39939
Technical matters	112	3543	24710
Finance and accounting and audit	44	1291	8871
Information and technology related	28	940	6526
Total	371	11,594	80,046

Table-8: 2015-16 yearly training based on the subject

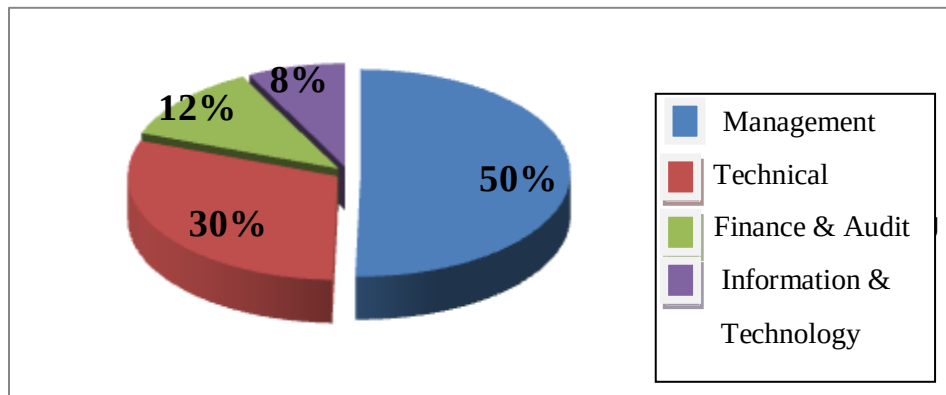


Chart 5: 2015-16 year-rounded subject-based training

4.13 On-the-job Training (2015-2016)

In order to increase the quality of work of officers/employees of any organization there is no alternative to training in the hands. On-the-job training activities are ongoing in DESCO to acquire knowledge on various technical and commercial issues. In the year 2015-2016, a total of 206 non-job-training programs have been held which is 32.33% of total training numbers. This is the total number of people receiving 16,797 hours, which is 14.75% of total training. Some unexplained subjects were given to the under-the-job training

SL	Some topics of On the Job Training
1	On Job Training on Transformer Construction, Basic Fault Trouble Shooting
2	On Job Training on DNP Activities Software Operation and Improvement
3	On Job Training on Digital Electrical Meter Reading & Inspection
4	On Job Training on Solving of Part Paid and Held up Clearance Certificate
5	On Job Training on Office Management & National Integrity Strategy
6	On Job Training on Solar Panels System and Post Inspection Reporting
7	On Job Training on ISO 9001 Form & Format Documentation
8	On Job Training on Clearance Certificate Processing Procedure
9	On Job Training on DNP Activities

4.14 Internal Out-Source Training (2015-2016)

Outsource training is being carried out within the country as well as training through DESCO's own training centers. Training is provided by various training institutions to make DESCO officials/employees more efficient and productive.

During the 2015-2016 fiscal year, 20 training programs were conducted through 13 reputed organizations within the country by which total 6,769 hours have been achieved, which is 6% of total training. In the 2015-2015 financial year, the name and the details of the organizations that have been trained through this year (attachment-1) are given.

Details about the name and topic of the organizations that have been trained through the year 2015-16

Institute	Topic	No. of Training	No. of Trainer	Training per Hour
Management, Finance, Accounts & Others				
Prime Minister's Office	Assimilation of SDGs in GPMS	1	4	64
National Academy for Planning and Development (NAPD)	Project Management	1	20	800
Bangladesh Institute of Management (BIM)	Human Resource Management	1	20	800
Bangladesh Institute of Management (BIM)	Total Quality Management	1	20	800
National Academy for Planning and Development (NAPD)	Total Quality Management	1	20	800
National Academy for Planning and Development (NAPD)	Human Resource Management	1	19	760
Dhaka Chamber of Commerce and Industries (DCCI)	Safe Future Now	1	7	56
ICMA	Income Tax, VAT & Customers	1	3	68
Palli Unnayan Academi	Environmental Safeguards and Compliance Measure	1	3	48
National Academy for Planning and Development (NAPD)	Monitoring & Reporting Procedure	1	2	80
LGED	Environmental Safeguards and Compliance Measure	1	1	16
Power Cell	Environmental Impact Assessment	1	1	24
Technical Training				
Unified Pre-payment Metering Project, Biddiut Bhaban	Pre-payment Metering System	3	15	1,205

Institute	Topic	No. of Training	No. of Trainer	Training per Hour
Center for Environmental and Geographic Information Services	Training on GIS & its Application for Enhancing the	1	10	400
Bangladesh Power Development Board (BPDB), Kaptai	Operation & Maintenance of Distribution Line & Sub-station	1	10	720
Power Cell, Power Division	Prepaid Metering System Way to Sustainable Solution for	1	7	56
Sonargaon	Stage Inspection	1	2	48
Environment Department, DU	Solar Energy	1	1	24
Total		20	165	6,769

4.15 Foreign Training:

With annual training of 10,184 hours in foreign countries, 9.5% of total training has been achieved through annual training in 2015-16. A total of 134 officers have been trained in various countries, out of which 54 officers were directly trained in foreign training and the rest 80 officers were trained in different pre-shipment inspections and stage inspection. Details about foreign training were given:

Institute/ Country	Topic	No.of Training	No. of Trainer	Training Hour
AIT, Thailand	Human Resource Management	2	24	2,280
AIT, Thailand	Electricity Distribution System & Consumer Services	1	12	1,152
Malaysia	Training Program on Oracle Database	1	5	480
Bangkok, Thailand	Underground Substation Layout Design	1	4	128
OMICRON, Austria	Training on Testing Equipment	1	3	504
China	11 KV HT Metering Work	1	2	128
Spain	Hybrid Renewable Energy Systems	1	1	96

Institute/ Country	Topic	No.of Training	No. of Trainer	Training Hour
India	Best Practices in Power Distribution System	1	1	264
South Korea	Top Management Forum with Focus on Smart Grids and Green Productivity	1	1	24
Vienna, Austria	Seminar on Transform 2015	1	1	48
Total		10	54	5104

Foreign-language training in Table-10 2015-16 financial year

4.16 Summary of Training Surge (2016-17 financial year):

A total of 1,11,733 hours of training were achieved through a total of 638 training programs in the year 2016-17. A total of 350 training has been provided by DESCO's internal class rooms. It has earned 68,997 hours, which is 61.75% of total training. A total of 20,974 hours have been achieved through 97 training in internal outsourcing, which is 18.77% of total training. Overall 7,050 hours have been achieved through overseas training, which is 6.31% of total training. A total of 14,713 hours have been received through 162 on-the-job training, which is 13.17% of total training. The picture of the above mentioned details was given below:

Training type	No. of Training	No. of Trainer	Public Hour
Internal Training	350	9407	68,997
Out source training	97	686	20,974
Foreign Training	29	101	7,050
On the job training	162	1973	14713
Total	638	12,167	1,11,733

Table 11: 2016-17 financial year training

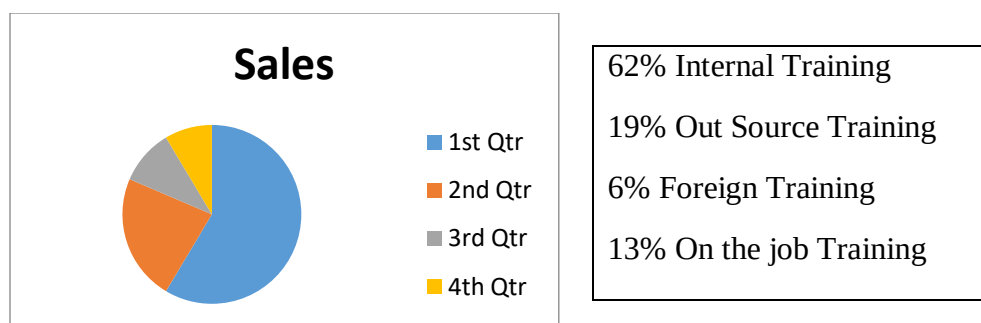


Chart 7: Training in financial year 2016-17

4.17 Educational Training (2016-17)

In the year 2016-17, a total of 350 training related subjects for different posts / category officials and employees were organized by DESCO's Training and Development Department. The training is divided into the following 4 (four) categories. The following topics are summarized:

Subject	No. of Training	No. of Trainer	Public Hour
Managent Issue	217	6038	43,976
Technical Matter	77	2113	15,601
Finance and accounting and audit matters	34	941	7,057
Information and technology related	22	315	2,363
Total	350	8646	68,997

Table 12: 2016 subject-based training

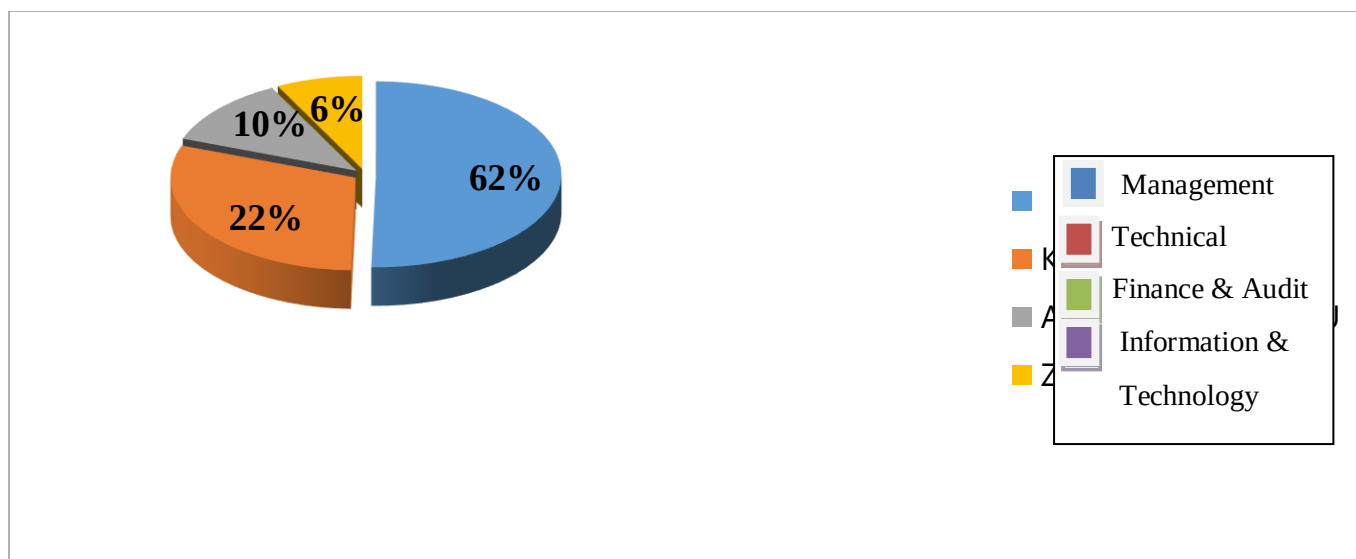


Chart 9: Educational training in the year 2016-17

4.18 On-the-job Training (2016-2017)

A total of 162 on-the-job training has been conducted in the year 2016-17 in the year other than the issues related to issues. Total of 14,137 hours has been achieved, which is 13 percent of total training hours. Some unaccountable topics are given in the online job training held in 2016-17:

SL	Some topics of On the Job Training
1	Training on Role of employee on reducing system loss and increase consumer satisfaction
2	Substation Operation Maintenance
3	E-Governance.MIS, E-Commerce/Office Automation
4	Monitoring Management of Substation
5	Fire Fighting
6	Office Management Discipline
7	Pre paid Meter customization
8	Commercial Activities &New Service Charge
9	Distribution Line & Substation: Crisis Management & preparation
10	Relay & Protection Basics

4.19 Internal Out-Source Training (2016-2017)

In the year 2016-17, 97 training programs were conducted through 27 reputed organizations within the country. Total of 20,974 hours has been achieved, which is 19% of total training. In the year 2016-17, the name and the details of the organizations that have been trained through this year (attachment-2) are given.

Details of the name and topic of the organizations that have been trained through the year 2016-17

Sl	Institute	No. of Training	No. of Trainer	Public Hour
1	ABB, Bangladesh Ltd	3	35	900
2	ADB	1	1	11
3	Armed Forces Division	3	12	288
4	BIAM	2	58	1,392
5	BPDB	10	74	6228
6	Engineering Academy Kaptai, Rangamati	1	20	1440
7	CBISP	30	114	2656
8	CPTU-IMED	12	27	3,192
9	CPTU-IMED, Gojaria, Munshigang	5	9	792
10	CYG Electric Co. Ltd, Bangladesh	1	22	33
11	Dhaka University	1	7	315
12	ERD, Ardor Lab	1	2	4
13	Genus Power Infrastructures Ltd.	1	20	60
14	ICMAB	1	3	72
15	ICSB	1	2	98
16	IEB	1	4	160
17	JICA Bangladesh Office	1	2	32
18	LEADS	11	184	551
19	NAPD	1	2	304
20	PM Office	1	3	96
21	Power Division	2	5	31
22	Radisson Blu Water Garden Hotel	1	10	80
23	SREDA	1	1	32
24	SREPGen	2	2	80
25	Simens, Bangladesh	1	20	428

Sl	Institute	No. of Training	No. of Trainer	Public Hour
26	Training Academy, Cox's Bazar	1	20	1,600
27	Yokogawa India Limited, Bangladesh	1	27	39
Total		97	686	20,974

Institute/Country	Subject	No. of Training	No. of Trainer	Training Hour
AIT, Thailand	Electricity Distribution System & Customer Services	2	11	1,000
China	Test, Stage & Pre-shipment Inspection	3	7	392
Germany	33 KV Gas Insulated Switchgear (GIS) Operation & Maintenance	1	4	440
Germany	33 KV Substation Automation System	2	8	880
Germany	Protection Scheme & Protective Devices	1	4	440
Japan	Dhaka Underground Substation Construction Project	1	5	480
Singapore	Introduction to International Arbitration	1	1	54
Singapore	Operation, Maintenance & Troubleshooting of the Offered	1	3	165
South Korea	Conference	2	4	192
Thailand	AIT	1	12	1152
Thailand	JICA Underground Substation Design Discussion	1	5	240
Thailand	Underground Substation Construction Project	1	3	168

4.20 Training Assessment:

The organizations that is as efficient as the human resources of the organization, the better. One of the conditions for human resources development is to provide proper training and acceptance. On one hand, without proper training, it is not possible to get the correct idea of timely issues, and it is also not possible to implement the organization's vision and perspective (trickling system).

Since the establishment of Dhaka Electric Supply Company (DESCO) Limited, its customer service has been focusing on the quality of human resources to improve the quality of services and to address future challenges. Since the establishment of DESCO, the number of its officers / employees, on the one hand, is increasing every year, on the other hand, the financial budgets for the annual training, training for the people is being increased and are now more competitive. A comparative picture of the last 5 (five) years, the number of trainers, annual training, the hourly budget, etc. is presented.

Sl	Financial	Year Budget	No. of Trainer	Training targets	Earned training
1	2012-13	15,085,660	1360	60	70.80
2	2013-14	15,840,000	1499	60	64.54
3	2014-15	16,98,5610	1497	60	64.69
4	2015-16	3,31,00,000	1502	70	75.62
5	2016-17	4,85,00,000	1517	70	73.65

Table-16: Number of last five (five) years of training, yearly training, hourly budget, annual budget

DESCO's importance in training for human resources development is increasing day by day. Keeping in view the importance of human resources for the development of the people of the People's Republic of Bangladesh, simultaneous decisions and suggestions of the Ministry of Power, Fire and Mineral Resources have played an important role in the development of DESCO's human resources.

The issues that are highlighted for the development of DESCO's training programs for the development of human resources are as follows:

- (1) Training Assessment Method
- (2) Trainee evaluation method
- (3) Trainer evaluation method

4.21 Training evaluation method

DESCO held 4 (four) types of training in the 2015-2016 fiscal year, keeping in view the annual training target and the schedule set by the ministry. The four types of training are as follows:

- (1) Classroom-based internal training
- (2) Internal (local) Out Source Training
- (3) On-the-job training
- (4) Foreign training

4.22 Some restrictions for the implementation of the training program

Although the training and development department of DESCO successfully managed to successfully implement the annual training targets mentioned above, in spite of limited manpower, there are opportunities for further development in this regard. Due to some restrictions, the quality of the training cannot be utilized. Here are some limitations:

- Since there is no separate training center in Dhaka, the training program is being run with two floors of Substation Building in Nikunj, which is being interrupted.
- Due to the efficient manpower crisis in the training and development department, training quality, training management and control activities are being interrupted.
- Due to lack of training room, it is not possible to maintain the quality of training in many cases.
- In the office order regarding honor and allowance, the quality of external trainers is not available as the quality of external trainers is not available.
- The trainees' target group is large (usually 30 to 40 people) and thus losing the environment of training class rooms.
- Yearly training is organized almost every day during the year to implement the goal so many times the training and development department obstructs the quality of the preparation of the next training.
- One of the limitations of the Training Department is not an internal master trainer.

Chapter-5

Problems, Recommendations & Conclusion

5.1 Problems Identified:

DESCO's training and development department is not sufficient to implement the annual training target with limited manpower.

Due to some limitations, the quality of the training cannot be utilized. Here are some problems:

1. Since there is no separate training center in Dhaka, the training program is being run with two floors of Substation Building in Nikunjo, which is being interrupted.
2. In the office order regarding honor and allowance, the quality of external trainers is not available as the quality of external trainers is not available.
3. Due to the efficient manpower crisis in the training and development department, training quality, training management and control activities are being interrupted.
4. Due to lack of training room, it is not possible to maintain the quality of training in many cases.
5. The trainees' target group is large (usually 30 to 40 people) are losing the environment of training class rooms.
6. Yearly Key Performance Indicator shows since its training aims at training almost every day of the month, training and development departments often obstruct quality in preparing for the next training.
7. One of the limitations of the Training Department is not an internal master trainer.

5.2 Recommendations:

Some recommendations have been given to improve the quality of training in the development of human resources and to implement the future training action plan.

1. Organize weekly / fortnightly training by reducing the number of one-day training to facilitate the training and evaluation of the training and after the evaluation, the incentives for the first, second and third position officers / employees to arrange incentive prizes.
2. Enhancement and evaluation of quality of training:
Enhancing skilled manpower in the training and development department of DESCO for formulation and implementation of modern training plan.
3. Provide more training for the day's workforce and the average annual training of the people is increased.
4. Arrange rooms for prayer for separate dining and female trainers outside the training room.
5. Arrange separate training centers in order to make DESCO's training program more sophisticated.

6. Provide an annual training notebook and pen in the case of trainers with daily 1 (one) pad and pen.
7. Organize internal and external training for training related officers in order to increase the quality of training and make the training more participative.
8. Organize internal and external training to create an internal master trainer.
9. To facilitate further training of technical training, arrangements for the installation of a room on the basis of electrical distribution related facilities like Transformer, Cable, Circuit breaker, Relay, Fitting, Meter etc. in Training and Development Department.
10. To increase its activities and coverage by collecting relevant and practical books related to administrative, business, technical matters, financial affairs, information and communication technology at the library located in the training and development department.
11. Key Performance Indicator shows although the annual training program successfully works to implement the target, there are opportunities for further development in this regard.

Conclusion:

By providing timely training to the people by utilizing existing infrastructure and limited opportunities of Dhaka Electric Supply Company (DESCO) Limited Value for Money Trying to make sure. Moreover, yearly Key Performance Indicator Its targets and Annual Performance Agreement Keeping in view the efficiency of all the employees / employees of DESCO, providing quality and quality education based on the development and quality of the development. Through trained skilled human resources, DESCO will be able to contribute its "vision and mission" by tackling the challenges of next day, as well as ensuring improved customer service and quality power, while on the other hand it will be able to contribute as a key partner in national development.

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