

Thesis Report

on

Training and Development Practice of Printing Industry in Bangladesh : A Case Study on Robin Printing and Packages Limited.

Submitted to

Department of Business Administration

Faculty of Business

Sonargaon University (SU)

Submitted by

Name: Munshi Faisal Mahmud

ID:MBA2203027006

Program: MBA (Major in HRM)

Semester: Summer-2023

Submitted for the partial fulfillment of the degree of

Masters of Business Administration

Date of Submission: 5th September 2023



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Training and Development Practice of Printing Industry in Bangladesh : A Case Study on Robin Printing and Packages Limited.

Supervised By

Ashik Das

Lecturer

Department of Business Administration

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Letter of Transmittal

Date:

Ashik Das
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Subject: Submission of Thesis Report.

Dear sir,

With humble honor and respect, I am submitting my Thesis report on "**Training and Development Practices of Printing Industry in Bangladesh :A Case Study on Robin Printing and Packages Limited.**". As per partial accomplishment of the requirements for the MBA degree, I have completed Thesis from "**Robin Printing and Packages Limited.**" under the supervision of you.

This report is an integral part of our academic courses in completion of the MBA program which has given me the opportunity to have an insight into the **Training and Development Practices of Printing Industry in Bangladesh :A Case Study on Robin Printing and Packages Limited.** I hope this report reflects on the contemporary issues on the **Corporate Branch** that are being practiced by organizations in our country.

In completing the report I tried my best to blend all my knowledge and imparted every available detail and also attempted to avoid unnecessary amplification of the report.

I humbly request you to accept this report for your kind evaluation.

Sincerely,

_____

Munshi Faisal Mahmud

ID: MBA2203027006
Department of Business Administration
Sonargaon University (SU)

Certificate of Supervisor

This is to certify that the thesis report "**Training and Development Practices of Printing Industry in Bangladesh :A Case Study on Robin Printing and Packages Limited.**" has been prepared as a part of completion of the MBA program from Department of Business Administration, Sonargaon University (SU), carried out by Munshi Faisal Mahmud, bearing ID: MBA2203027006 under my supervision. The report or the information will not be used for any other purposes.

……

Ashik Das
Lecturer
Department of Business Administration
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Student Declaration

I am Munshi Faisal Mahmud, a student of Master of Business Administration, ID: MBA2203027006 from Sonargaon University would like to solemnly declare here that this report on "**Training and Development Practices of Printing Industry in Bangladesh :A Case Study on Robin Printing and Packages Limited.**" has been authentically prepared by me. While preparing this report, I didn't breach any copyright act internationally. I am further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate.

Sincerely Yours

Munshi Faisal Mahmud
ID: MBA2203027006
Program: MBA
Major: Human Resource Management
Semester: Summer-23

Letter of Authorization

Certified that this Thesis report titled "**Training and Development Practices of Printing Industry in Bangladesh :A Case Study on Robin Printing and Packages Limited.**" is the bonafide work of Munshi Faisal Mahmud, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other Thesis report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

……

Ashik Das
Lecturer
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Abstract

The Thesis report was created in order to fulfill a part of the requirements for my Master of Business Administration (MBA) degree. I received useful real-world banking experience while working as an intern at Robin Printing Limited, which I have described in my report.

This study is the demonstration of the recruitment and selection process that the Robin Printing Limited applies to recruit, select and develop a strong manpower in the organization. RPPL allocate the appropriate kind of qualified individuals to the right job post with the support of a proper recruitment and selection process from its human resource department. The appropriate distribution of human resources by the RPPL, across various functional banking areas ensures effective organizational performance.

This qualitative study includes the employee recruitment process, employee selection processes, problems related to employee recruitment and selection process and set of recommendations for the RPPL. The collection of qualitative data from both primary and secondary sources is explained in the findings of the report.

The study's goal is to pinpoint Robin Printing Limited's most popular recruiting channels, methods of selection, and established selection model. RPPL Human Resource Department makes sure that the proper procedures for hiring, training, development, evaluation and performance management have been established.

The approach of Recruitment Process from both internal and external sources of RPPL includes manpower planning based on the job analysis, job description, job specification, job evaluation, recruitment survey and requirements of candidates. The manpower Selection Process of RPPL completes with the interview, form fill-up, background check, medical examination and final job offer. RPPL uses distinct recruitment and selection process for different level posts.

Lastly, this study includes best possible recommendations based on the key findings and problems related with the recruitment and selection process of RPPL. This report also summarizes the efficient recruitment and selection processes, human resources-practicing and future recruitment and selection studies for RPPL.

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Chapter One

Introduction

1.1 Introduction

This report is made to accomplish MBA Program from Sonargaon University . Every student from Sonargaon University must do Thesis or Project to finish their graduation. I have completed my thesis of 4 months in Robin Group Started from June 21, 2023, to August 4, 2023.My topic is "Training and Development process of Robin Printing and Packages limited and based on the topic I have prepared this report and I have gathered knowledge regarding training and development process during this pandemic time from Robin Printing and Packages Limited.

The report is the analysis of Robin Group's training and development process, their leadership style, their working environment and their management style and my prime focus is on Training and development process which is one the essential part of HR practice in the organization.

The study portrays how Robin Group set up their training development to develop theirEmployees as well achieve their organization goal during in this time. The study will provide knowledge about the training and development issues as well as its importance, how to cope with modern technologies like zoom, Google meet to conduct training program. Not only that the report will learn more regarding effective training models and evaluation techniques and outcomes of the training by a leading group of companies.

1.2 Origin of the Report

As a student of MBA, it is mandatory to engage in an organization as intern to know more about the corporate world in order to increase business knowledge. In this Thesis program, I got the opportunity to do my Thesis at Human Resource Division, Robin Printing and Packages Limited, head office, Dhaka. During this Thesis program, I have to prepare a report on a specific topic related to the organization, which is assigned by my supervisor. My honorable supervisor has assigned me the topic **Training and Development Practices at Robin Printing and Packages**

Limited. This report and Thesis program have familiarized me with the practical implementation of the knowledge which I have learnt during my MBA program. In this report I have written the HRM practices which are followed by Prime Printing and on the basis of my theoretical knowledge and practical observation I have written the findings.

1.3 Objective of theReport

The objective of the study can be broadly be classified into two branches as General objectives and specific objectives. Achievement of the specific objectives will automatically lead to the achievement of general objectives.

GeneralObjective

The main objective of the report is to study about the process and effectiveness of training and development that take place in Robin group of Industries during in this situation.

SpecificObjectives

- To study the impact of training and development on employee's performance.
- To assess how online training benefiting the employee's performance.
- To determine how HR prepare themselves before conducting the training both Online and offline
- To gather the knowledge regarding pretest and posttest of participants.
- To Study How the **TRAINING NEEDS ANALYSIS**has been done before Training program.

1.4 Scope of theReport

This study is about the training and development process of Group HR of Robin group of industries. However, there are plenty of existing study on Group HR of RPPL, they study did not analyze different issues of the organization. This study will

provide more knowledge about most recent HR practices in the company as well as it will assist future researcher to study more regarding training and developments process of the company.

1.5 Methodology

The report is prepared based on primary and secondary data resources. Primary data will be collected by observing organization's training and development process, interviewing employees while working as intern in Human Resource Division at Robin Group of Industries. Secondary data was collected using the organizations' website, and relevant documents and journals and websites.

The primary source:

- Face to face contact with line managers and other staff
- Face to face conversation with participants
- Practical desk work

Secondary data source:

- Documents regarding Training and development of RPPL
- Official websites
- Research journals

1.6 Limitation of theStudy

The major difficulties that I faced during my thesis period and preparation of this report are as follows:

Employees are not allowed to give confidential information regarding their financial statements and salary structure of their employees, The main constraint of the study was insufficient access to information which has significantly disturbed the scope of the analysis that is required for the study. As the employees were busy with their own duty, they could give me little time for consultation. Time restriction is another important for limitation of study. Some published information is not up to date.

- The main obstacle while preparing this report was time. As the tenure of the Thesis program was only three months, it was not possible to highlight everythingdeeply.

- As, I had more dependence on the primary sources, so there might be some level of inaccuracy with those collectedinformation.
- Confidentiality of information was another important barrier that was faced during the conduct of this study. Every organization has their own secrecy that cannot be revealed in publics.
- Preparing this report required lots of work. After doing fulltime office, it was toughtodothereport.Thatwasanotherlimitationofthereport.

Chapter Two

Industry Overview

2.1 Meaning ofPrinting Industry

Flexography is a modern version of letterpress printing. This traditional method of printing can be used on almost any type of substrate, including corrugated cardboard, cellophane, plastic, label stock, fabric, and metallic film. The flexographic printing process uses quick-drying, semi liquid inks. In this age of digital printing, flexography holds its own in the areas of large orders and long print runs, particularly of packaging products and labeling. Flexographic printing uses flexible photopolymer printing plates wrapped around rotating cylinders on a web press.

The inked plates have a slightly raised image and rotate at high speeds to transfer the image to the substrate. Flexography inks can print on many types of absorbent and nonabsorbent materials. Flexography is well-suited to print continuous patterns, such as for gift wrap and wallpaper. Flexographic printing is a popular method for printing large orders of custom labels at rapid speeds by transferring ink onto the paper or film material using flexible printing plates mounted on fast-rotating cylinders. Flexographic printing plates allow customization options that aren't possible with some other types of presses.

A variety of products can be printed on flexographic presses like pressure-sensitive labels, shrink sleeve labels, flexible packets, multi-ply labels, double-sided printed labels, and more. Flexographic printing, or flexography, is a type of printing process that uses a flexible relief plate. This type of printing is mostly used for non-porous materials like food service paper, plastic, foil, brown paper, and packaging materials. Flexographic printing is unique because it adapts well to different materials and can use a wider range of inks, like water based rather than oil based inks. Because the type of printing holds up and is adaptable, it is used for flexible plastics, retail bags, and wallpaper and beverage cartons.

In addition, flexographic printing usually uses low viscosity inks to allow faster drying time and speedier production for lower costs. Flexographic printing is used widely for the best printing of bold designs and extremely attractive effects can be achieved using 3 or 45 colors. Printing also depends on the printing inks properties. It

is used widely for printing on paper, laminated Aluminum Foil, Cellophane Film, Polypropylene, and Polyethylene.

2.2 History of Printing Industry in Bangladesh

The first Flexo type printing presses were patented in the late 19th century. Originally, flexographic printing was rudimentary in quality with its limitations in ink control and rubber printing plates. Commercial print applications were open to all but the most basic of print & packaging products. As the consumer industry grew, packaging & labels requiring high-quality print were generally being produced using the offset & letterpress processes until more recently.

Since 1990, great advances have been made to the quality of flexographic printing presses, printing plates, printing units, drying systems & inks. These advances have combined to rival offset quality with improved practicality, higher production speeds, and lower capital investment. The greatest advances in flexographic printing have been in the area of photopolymer printing plates, the plate material and the method of plate creation. Companies like Asahi Photoproducts, AV Flexologic, DuPont, MacDermid, BASF & TOK have pioneered the latest technologies, with advances in faster processing, washout and the latest reprographic screening techniques to reproduce high tonal values .

This has allowed Flexo to grow & dominate production in the many print sectors such as labels & packaging and even move into new applications such as cartons.Recently, digital direct to plate systems support greater improvements in image reproduction, reducing the turnaround time from a computer to proofing, to press.Laser-etched ceramic anilox rolls also play a part in the improvement of print quality through the ability to control Ink volume transfer.

Full-color picture printing is now possible, and some of the finer presses available today, in combination with a skilled operator, allow quality that rivals the lithographic process. One ongoing improvement has been the increasing ability to reproduce highlight tonal values, thereby providing a workaround for the very high dot gain

associated with flexographic printing. Printing Presses have evolved alongside those advances already discussed in other areas of the process. A modern press today should offer a stable platform with servo or precision gearbox mechanical drives and digital control systems. Automated functions & closed loop digital controls mean that print quality provided is less dependent on a highly skilled machine operator. Press manufacturers are ensuring their machines are easier to set up & run, reducing waste and improving production capacity. Even a combination of print processes such as flexo,offset, foiling & digital is allowing the print packaging designer a wealth of new opportunities to stand out from the crowd.

2.3 Printing Industry beforeIndependence

Robin Printing & Packages Ltd, established in the mid sixties, now offers a wide range of services – focusing on the printing & packaging of cigarette cartons for British American Tobacco (BAT) Bangladesh, it also caters to the various printing requirements of major Multinational Companies, Local Printings, International Agencies and notable Corporate Houses. Our initial plant investment at Tongi, Gazipur started off by focusing on Letterpress and with time shifting to Offset Lithography and eventually to Gravure technology to ensure quality and offer true operational flexibility. Due to increased capacity and customer requirement of a contingency plan, Robin has invested in setting up a second unit at Joydevpur, Gazipur. The benefits of having two units enabled us to have two state of the art Roto-Gravure Machines under one unit and Offset capability at completely in a different unit thus deploying proper adequate resources to ensure absolute capability to supply risk free materials to our valued customers.

2.4 Printing Industry afterIndependence

Robin has been a major player in Paper & Board printing for British American Tobacco; the Gravure printed products include Star, Benson & Hedges, Gold Leaf, Pall Mall, Capstan, Scissors, Pilot, Derby, Hollywood, Kings etc. With a current volume of around 150 million packs a month both under Gravure and Offset process, and with one of the biggest Offset unit in Bangladesh, the company has also

strengthened its foothold into Flexible Materials division since May 2013 with a current capacity of being able to produce 350 tons a month. The flexible division currently produces food packaging, detergent packs, tea pouches, pharmaceutical foils, pesticides & insecticides, toiletries packaging, beverage labels etc and hence we have invested latest project consists of the state-of-the-art machineries with the printing unit manufactured by Boobst, Rotomec Italia, which also happens to be the first of its kind in Bangladesh with the Electronic Line Shaft technology.

2.5 List of Printing in Bangladesh

The printing and packaging industry in Bangladesh exports $6 billion worth of products every year. The 7,000 printing and packaging companies in Bangladesh, where approximately 300,000 people are employed, are continuously working towards developing this industry as well as the country's economy.

However, some of these companies are leading the rise of the printing and packaging industry in Bangladesh with their outstanding services and products. And today, we want to celebrate these organizations for their relentless effort to contribute to the economic growth of Bangladesh.

1. Kashpia Printing & Packaging Industry
2. Robin Printing & Packages Limited
3. Famous Printing & Packages Limited
4. Kalian Printing & Packages Limited
5. Metro Foils Limited
6. Arbab Printing & Packaging Limited
7. Brac Printing & Packaging Limited
8. Fresh Pack Printing & Packaging Limited
9. Tampaco Foils Limited
10. AkijPrinting & Packaging Limited
11. Chittagong Foils
12. Bangla Foils
13. Magpie Foils

2.7 Function of Printing Industry in Bangladesh

Some of these companies are leading the rise of the printing and packaging industry in Bangladesh with their outstanding services and products. And today, we want to celebrate these organizations for their relentless effort to contribute to the economic growth of Bangladesh.

Film

A film is usually characterized as a thin synthetic resin layer. There are many types of films and their use depends on their physical and chemical properties, which make them especially suitable for a given application. The most commonly used plastic films are low density polyethylene (LDPE), Polypropylene (PP), bi-oriented polypropylene (BOPP), and polyester (PET). Printed film is used for packaging, display materials, stickers, seals, and a wide range of other graphic applications. Films are generally characterized by their basis weight, expressed in g/m²; and thickness, expressed in microns. For some films it is also useful to know their density, expressed in g/cm3. The increasing awareness of environmental issues is intensifying research into film substrates derived from renewable sources that are compostable.

Aluminium foil

Aluminum is produced from bauxite, an ore abundant in nature. From the rolling mill, aluminum foils emerge with a natural shiny finish, almost as bright as a mirror, but also can be produced with an as-rolled, satin-like finish called matte. Aluminum foil has all of the unique functional characteristics of the aluminum alloy from which it is made. Because of its exceptional barrier properties, aluminum foil is used across a wide range of flexible and other packaging applications to protect foods, drugs, cosmetics, and a lengthy list of other items, most often in combination with other packaging materials.

Laminates

A laminate is a material that can be constructed by bringing two or more layers of material together. This can include different material combinations from a wide spectrum of flexible substrates including thin aluminum foil, film, and paper. These materials have different physical properties and varying thicknesses that combine to provide the required barrier performance. Converted single- or multi-layer webs are used in a number of industries, from the packaging of food and non food products to

industrial applications including the photovoltaic industry

Paper

Paper is a fibre-based material produced from wood, rags or organic material. The types of paper used in the packaging and graphic arts industries typically use wood and/or recycled paper and board, which is then chemically or mechanically processed to produce cellulose pulp. This pulp is bleached and processed in a paper making machine to produce reels of paper which may optionally be coated or finished to provide a better surface and/or improved visual appearance. Paper may be between 0.07 mm and 0.18mm thick, with paper for printing and packaging applications generally being in a range between 60 and 120 gsm. The crossover point between paper and board is normally considered to be around 160 grams per square meter (gsm), as it is only at this level that a fibrous material is likely to be stiff and rigid enough to make a container. Paper has a wide range of industrial applications including use for the packaging of products as diverse as confectionery and cigarettes, as a component in packaging laminates, and for many commercial print uses.

Carton board

Carton board (also called cardboard, paperboard or solid board) is the name for a range of paper based materials that includes folding box board (FBB, GC or UC), solid bleached board (SBB, SBS, or GZ), solid unbleached board (SUB or SUS), white lined chipboards (WLC, GD, GT, or UD), some unlined chipboards, and certain laminated boards. To manufacture carton board, fibrous material, either from trees, recycled paper, or a mixture of the two, is turned into pulp. It is then bleached and processed in a board making machine to create a board consisting of one or more layers, which may optionally be coated to provide a better surface and/or improved visual appearance. The crossover point between paper and board is normally considered to be around 160 grams per square meter (gsm), as it is only at this level that a fibrous material is likely to be stiff and rigid enough to make a container. Cartonboard is primarily used in the packaging industry to produce all types of folding cartons, but may also be used for graphics applications. For folding cartons the board used will normally be in the range 200 to 600gsm, or 350 to 800 microns.

Chapter Three

Organizational Overview

3.1 OrganizationalOrientation

Company has also strengthened its foothold into Flexible Materials division since May' 2013 with a current capacity of being able to produce 350 tons a month. The flexible division currently produces food packaging, detergent packs, tea pouches, pharmaceutical foils, pesticides & insecticides, toiletries packaging, beverage labels etc. and hence we have invested latest project consists of the state-of-the-art machineries with the printing unit manufactured by Bobst Rotomec Italia, which also happens to be the first of its kind in Bangladesh with the Electronic Line Shaft technology.

3.2 Corporate profile of RPPL

Features	Particulars
Name	Robin Printing and Packages Limited
Registered Address	42/43 Purana Palton Dhaka
Legal Status	Private Limited Company
Chairman	GM Fahim Hussain
CEO& Managing Director	GM Shaheen Hussain
Vice Chairman	GM Shameem Hussain
Date of Commencement	17 April, 2003
Authorized Capital	5,000.00 Million (BDT)
Paid up Capital	7,130.00 Million (BDT)
Number of Branches	3
Phone	+880-2-223388007
Websites	www.robinpp.com.bd
E-mail	robinpp@gmail.com

3.3 Vision, Mission & Core Values of RPPL

Vision

Maximize long-term value per share by being the most valuable and respected printing companyin the world.

Mission

To passionately create innovation for our stakeholders at the intersection of Safe Environment, Safe Material & Material Source, Safe Working Process, Safe Customer and overall social welfare.

Slogan of RPPL— "A Print above the rest."

3.4 Core Values

- **Quality**. The company shall always be quality driven in all its activities and operations.
- **Team work**. The company shall maintain a culture of teamwork to ensure synergy in the conduct of its activities.
- **Transparency**. The company will maintain a culture of transparency in dealing with staff, customer, supplier and all its stakeholders.
- **Accountability**. The company shall on a continuous basis enhance its accountability systems and practices.
- **Professionalism**. ROBIN shall put emphasis on expertise and professionalism in the conduct of its activities and provision of service to all stakeholders.

Innovativeness. The company shall endeavor to utilize the latest, up-to-date and

- most appropriate technology in achieving its objectives.
- **Integrity**. The company shall be honest, truthful and reliable in the provision of services to its customers.
- **Dynamism**. The company shall be responsive and adjust its programs and services to the changing national and global development needs.

3.5 Forward Looking Statement of RPPL

- RPPL is creating a responsible business that will always meet customers' needs and a culture where its employees put customers first. This is the key to their long-term success and to fulfill their aim to retain their position as the best private commercial Printing for customers, colleagues and shareholders.
- The transformation in the form of centralization recently undertaken will ensure them maintain the core values of the past while equipping them to succeed in the future.
- To keep pace with the rapid change in technology to bring new opportunities to improve their service to customers with faster, more convenient and more extensive propositions tailored to meet theirneeds.
- They aim to treat all their customers fairly and inclusively, making it easy for them to find, understand and access products that are right for them, whatever theircircumstances.
- They are working to build a "strong balance sheet" by maintaining capital adequacy, asset quality, strengthening liquidity position, and adopting risk mitigation measures against marketrisk.
- Cost management has been a strategic priority and they like to remain focused on maintaining their competitive advantage in cost leadership aligned with their centralized businessmodel.
- They are strong supporters of comprehensive regulatory reform. They support
- many of the steps that have been taken to protect consumers in the financial servicessector.
- Their approach to reward aims to provide a clear link between remuneration and delivery of the Printings key strategic objectives, namely, becoming the best Printingfor customers while delivering long-term, superior and sustainable returns toshareholder.
- Maintaining corporate sustainability will always remain to be an issue of critical importance to them. They recognize their responsibility to take actions supporting environmental issues and to use their businessresources.

3.6 Corporate Milestones of RPPL

Flexible packaging in Bangladesh

Robin installs first Bobst Rotomec 888 in Dhaka

Bobst recently completed the commissioning of a 9-colour Rotomec 888 gravure press at Robin Printing & Packages, in Dhaka. Robin's new Rotomec 888 press is the first of its type to be installed in Bangladesh. Established in the mid-sixties in Dhaka, Robin has grown to become a leading packaging company in the country with its main production being cigarette cartons. With its capabilities for high-end printing Robin has become the leading supplier to British American Tobacco (BAT) in Bangladesh. From its modern production facilities, the company also offers its large and diversified domestic and international client base a wide range of printing services in a variety of other industry segments.

Privately-owned and run since its inception by the Hussain family with a strategy that includes the ability to foster product innovation and market diversification the company decided to enter the flexible packaging segment in 2011. It zeroed in on Bobst equipment to fulfil their production requirements in terms of printing quality and operational efficiency, with full confidence in Bobst's capability of providing local support.

Robin's new press is a second generation ELS Bobst Rotomec 888 machine. Significant waste and operating cost savings result from the Rotomec 888's key features such as a short web path, integration of the ELS with the register control system for faster correction during press speed variation, optimized inking and drying and ventilation systems.

With their new press in commercial production for the past few months, Robin Printing and Packages is confident they will achieve their objectives to be a market leader in the Bangladesh flexible packaging market and to rapidly be able to supply the export markets as well, as they build their experience in this segment of the packaging industry.

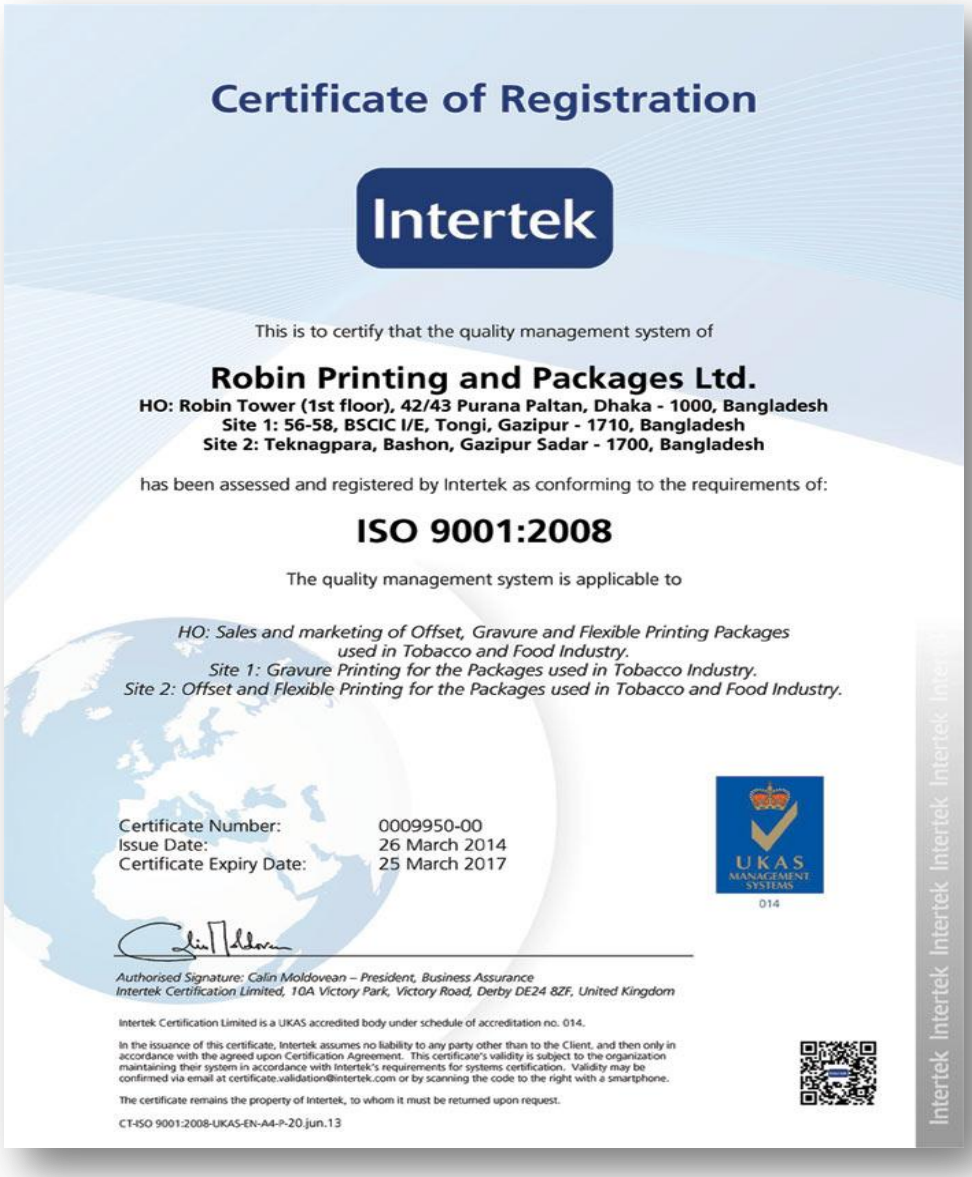
Along with the new gravure press, Robin's new flexible division houses solvent-based and solventless laminators, a high output three-layer blown film line, high-speed slitter-rewinders and pouching machines. The factory also includes a state-of-the-art QC laboratory, captive power production facilities supported by a full UPS system. Gearing up for various international quality certifications, the production facility is one of the most modern in the Bangladesh packaging industry.

Shameem Hussain, director of Robin Printing & Packages comments, "After looking at various Asian options we decided to go for the Bobst Rotomec 888 simply due to the fact that this press not only has a proven leadership record in this region but is acknowledged to be the press which helps in cost reduction on all production cost parameters like raw materials wastage, electricity, labour and maintenance. Also this will provide us easy entry to the large MNCs operating in Bangladesh."



L-R: Shameem Hussain, director of Robin Printing & Packages, Alfred Ulli, marketing and sales director WFS, Avra Mitra, senior manager, key accounts, BU Web-fed Bobst India in front of the Bobst Rotomec 888 gravure press in Robin's production plant near Dhaka in Bangladesh

To eMail this article to yourself or friends SMS IPP1462 <your eMail ID> to 56677



Certificate of Registration

Intertek

This is to certify that the quality management system of

Robin Printing and Packages Ltd.

HO: Robin Tower (1st floor), 42/43 Purana Paltan, Dhaka - 1000, Bangladesh
Site 1: 56-58, BSCIC I/E, Tongi, Gazipur - 1710, Bangladesh
Site 2: Teknagpara, Bashon, Gazipur Sadar - 1700, Bangladesh

has been assessed and registered by Intertek as conforming to the requirements of:

ISO 9001:2008

The quality management system is applicable to

HO: Sales and marketing of Offset, Gravure and Flexible Printing Packages used in Tobacco and Food Industry.
Site 1: Gravure Printing for the Packages used in Tobacco Industry.
Site 2: Offset and Flexible Printing for the Packages used in Tobacco and Food Industry.

Certificate Number: 0009950-00
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UKAS MANAGEMENT SYSTEMS 014

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3.7 Corporate Philosophy of RPPL

For Customers

- To provide the most courteous and efficient service in every aspect of its business.
- To be innovative in the development of new Printing products andservices.

ForEmployees

- By promoting their well-being through attractive remuneration and fringe benefits.
- By promoting good staff morale through proper staff training and development, and provision of opportunities for careerdevelopment.

For Shareholders

- By for going ahead and consolidating its position as a stable and progressive financialinstitution.
- By generating profits and fair return on theirinvestment.

For Community

- By assuming their role as a socially responsible corporate citizen in a tangible manner.
- By adhering closely to national policies and objectives thereby contributing towards the progress of thenation.
- By upholding ethical values and best practices constantly seeking to improve performance by aligning their goals with stake holders' expectations because they valuethem.

3.8 Divisions of RPPL

- Flexible Division
- FOIL Division
- Paper Board
- Roller Unit

Chapter Four

Literature Review

4.1 Human ResourceManagement

“HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques.” (Stirey, 2007). “HRM is a managerial perspective which argues the need to establish an integrated series of personnel policies to support organizational strategy.” (Buchanan & Huczynski, 2004). “HRM is a strategic approach to managing employment relations which emphasizes that leveraging people’s capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, program and practices.” (Bratton & Gold, 2012).

Parameswari & Yugandhar (2015) defined, “Human Resource Management can be defined as a strategic approach to acquiring, developing, managing, motivating and gaining the commitment of the organization’s key resource – the people who work in and for it.” DeCenzo & Robbins (2004) defined, “Human Resource Management is concerned with the people dimension.” Flippo (1980) defined, (planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.” Graham (1978) defined, “The purpose of HRM is to ensure that the employees of an organization are used in such a way that the employer obtains the greatest possible benefit from their abilities and the employees obtain both material and psychological rewards from their work.” Mathis & Jackson (2011) defined, “Human Resource Management as the design of formal system in an organization to ensure the effective and efficient use of human talent to accomplish organizational goal.” Dessler (2005) defined, “Human resource Management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns.” Jucious (1959) stated that, “The field of HRM involves planning, organization, directing and controlling functions of procuring, developing, maintaining and utilizing a labor force.” Yoder (1944) defined, “HRM is the provision of leadership and direction of people in their working or employmentrelationship.”

Griffin & Fleet (2013) defined, “Human Resource Management is the set of organizational activities directed at attracting, developing and maintaining an effective workforce.” Milkovich & Boudreau (1994) defined, “Human Resource Management is a series of decision that affect the relationship between employee and employer: it affects many constituencies and is intended to influences the effectiveness of employee and employer.”

4.2 Major Functions of Human ResourceManagement

DeCenzo & Robbins (2004) pointed out that, Human Resource Management is made of four activities. These are-

(1) staffing,

(2) Training and Development,

(3) Motivation, and

(4) Maintainance. Flippo (1980) defined that,

the function of Human Resource Management is divided into two part. These are-

(1) Managerial functions, and

(2) operative functions.

The managerial functions are:

(a) Planning,

(b) Organizing,

(c) staffing,

(d) Directing, and

(e) Controlling.

The operative functions are:

(a) Procurement,

(b) Development,

(c) Compensation,

(d) Maintenance,

(e) Motivation, and

(f) Integration.

Dessler (2005) pointed out the major functions of Human Resource Management are-

(1) Job analysis

(2) Personal planning and Recruiting,

(3) Employee testing and Selection,

(4) Training and Development,

(5) Performance management, and

(6) Compensation.

4.3 Importance of Human ResourceManagement

Parameswari & Yugandhar (2015) stated that, the need for Human Resource Management are-

(a) To provide, create, utilize and motivate employees to accomplish organizational goals.

(b) To create opportunities, to provide facilities, necessary motivation to individual and group for their growth with the growth of the organization by training and development, compensation etc.

(c) To employ the skills and ability of the workforce efficiently, i.e., to utilize human resources effectively.

(d) To create a sense and feeling of belongingness team-spirit and encourage suggestions from employees.

(e) To help maintain ethical policies and behavior inside and outside the organization.

(f) To maintain high moral and good human relation within the organization.

(g) To secure integration of individual and groups insecuringorganizational effectiveness.

(h) To manage change to the mutual advantage of individuals, groups, the organization and the society.

(i) To ensure that, there is no threat of unemployment, inequalities, adopting a policy recognizing merit and employee contribution, and condition for stability of employment.

(j) To increase to the fullest the employee‘s job satisfaction and self-actualization; it tries to prompt and stimulate every employee to realize his potential. They also pointed out 10 reasons for which Human Resource Department is important. These are:

(1) Human Capital Value,

(2) Conflict Resolution,

(3) Budget Control,

(4) Training and Development,

(5) Employee Satisfaction,
(6) Performance Improvement,
(7) Cost Savings,
(8) Sustaining Business,
(9) Corporate Image, and
(10) Reliability.

4.4 Human Resource Planning

Dessler &Varkkey (2009) affirmed that, 'Personnel planning embrace all future positions and planning flows from the firm's strategic plan.' Cascio (2003) defined, 'Workforce planning as a process in which an organization attempts to estimate the demand for labor and evaluate the size, nature and source of supply which will be required to meet the demand.' Walker (2002) affirmed that, "Human Resource Planning is the process of identifying and responding to the issue of workers and charting new policies, systems and programs that will ensure effective human resource management under changing conditions." Beach (1980) defined that, "Human Resource Management is a process of determining and assuring that the organization will have an adequate number of qualified persons available at the proper times, performing jobs which meet the needs of the enterprise and which provide satisfaction for the individuals involved." Megginson (1985) defined, "Human Resource Planning is an integrated approach to performing the planning aspects of the personnel function in order to have a sufficient supply of adequately developed and motivated people to perform the duties and tasks required to meet organizational objectives and satisfy the individual's needs and goals of organizational members." Flippo (1980) defined that, 'Human resource planning involves making an inventory of current human resources in order to determine the human resourcestatus.'

4.5 Recruitment

DeCenzo, Robbins, & Verhulst (2013) defined that, "Recruitment is the process of discovering potential candidates for actual or anticipated organizational vacancies. Or from another perspective, it is a linking activity—bringing together those with jobs to fill and those seeking jobs." Denerley&Plumbley (1968) defined, "Recruitment is a

matching process and the capacities and inclinations of the candidates have to be matched against the demand and rewards inherent in a given job or career pattern." Flippo (1980) defined, "Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization." Yoder (1944) defined, "Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that the manpower in adequate numbers to facilitate effective selection of an efficient workforce."

4.6 Selection

Yoder (1944) defined, "Selection is the process by which candidates for employment are divided into two classes those who will be offered employment and those who will not." Jucious (1959) has defined**,** "The selection procedure is the system of functions and devices adopted in a given company for the purpose of ascertaining whether or not candidate possess the qualifications called for by, a specific job." Koontz, Donnell, &Weihrich (1980) have defined, "Selection is the process of choosing form the candidates, from within the organization or from outside, the most suitable person for the current position or for the future positions." Decenzo& Robbins (2004) have defined "Selection activities follow a standard pattern, beginning with an initial screening interview and concluding with final employment decision." Flippo (1980) said, 'The selection is the process of choosing the most suitable candidate for the vacant position in the organization. In other words, selection means weeding out unsuitable applicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in theorganization.'

4.7 Training &Development

Jucius (1959) defined training as, "A process by which the aptitudes, skills and abilities of employees to perform specific jobs, are increased." Flippo (1980) said, "Training is the act of increasing the knowledge and skills of an employee for doing a particular job." Beach (1980) referred that, "Training is the organized procedure by which people learn knowledge and/or skills for a definite purpose." Saiyadain (2009) defined, "Training is an activity aimed to improve the performance of the existing staff to meet the future needs of the organization." Decenzo& Robbins (2004) stated

training as, “A learning experience in that it seeks a relatively permanent change in an individual that will improve his or her ability to perform on thejob.”

Graham (1978) has described three elements of training such as purpose, place and time. Mathis & Jackson (2011) stated that, ‘Training is related to improving upon the present job experience.’ Chris (2011) stated that, “Training is a process through which the skills, talent and knowledge of an employee is enhanced and increased. He argues that training should take place only when the need and objectives for such training have been identified.” Asha (2007) defined that, “The need for training and development can be emphasized in various work situations, such as in harnessing skills for existing jobs, planning out one’s future job profile, elevating employee’s performance and so on. The training and development function in an organization has gained a lot of importance due to advancement in technology and changes in market force.” Bates & Davis (2010) stated that, ‘Usefulness of training program is possible only when the trainee is able to practice the theoretical aspects learned in training program in actual work environment. They highlighted the use of role playing, cases, simulation, mediated exercises and computer-based learning to provide exposure to a current and relevant body of knowledge and real-world situations.’ Graham (1978) described training by graphical representation, training cost and business benefits are drawn on X and Y axis respectively. Four quadrants were identified to highlight (i) strategic (Lower training cost and higher business benefits), (ii)Payback (Higher training cost and higher business benefits) (iii) Think (Lower training cost and lower business benefits) (iv)Drop (Higher training cost and higher business benefits).

4.8 Performance Appraisal

Dessler (2005) defined “Performance appraisal as means of evaluating an employee’s current and or past performance relative to his or he performance standards.” Weather & Davis (1989) defined “Performance appraisal is the process by which organization evaluate individual job performance.” Beach (1980) defined, “Performance appraisal is systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development.” Huber & Schuler (1993) stated that, “Performance appraisal is a formal, structured system of measuring and evaluating an employee job, related behavior and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, organization, and society all benefit.”

Heyel (2012) defined that, “It is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed, for purposes of administration including placement, selection for promotions, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all membersequally.”

Yoder (1944) defined, “Performance appraisal includes all formal procedures used to evaluated personalities and contributions and potentials of group members in a working organization. It is a continuous process to secure information necessary for making correct and objective decisions on employees.” Dessler &Varkkey (2009) pointed out several method of performance appraisals. These are: (a) Graphic rating scale method, (b) Alternation rating method, (c) Paired comparison method, (d) Forced distribution method, (e) Critical incident method, (f) Narrative forms, (g) Behaviorally anchored rating scale, (h) Mixed standard scale, (i) Management by objectives, (j) Computerized and web-based performance appraisal, and (k) Electronic performance monitoring. Megginson (1985) defined, “Performance appraisal is the process an employer uses to determine whether an employee is performing the job as intended.” Cascio (2003) defined, “Performance appraisal as the systematic description of an employee’s job-relevant strengths andweaknesses.”

4.9 Compensation

Flippo (1980) defines “The function of compensation is defined as the adequate and equitable remuneration of personnel for their contributions to the organizational objectives.” Yoder (1944) defines “Compensation is paying people for work.” Dessler (2005) defined employee compensation as “All forms of pay or rewards going to employees and arising from their employment.” Decenzo& Robbins (2004) stated, ‘Employee benefits as a whole have no direct effect on employee performance, however, inadequate benefits do contribute to low satisfaction level and increase absenteeism and turnover in employees.’ Cascio (2003) stated that, ‘Compensation provides competitive base salary levels necessary to attract and retain talent and compensates for day-to-day responsibilities performed at fully acceptable level and above.’ Milkovich & Boudreau (1994) stated that, “Compensation” is based on the symbols for logs and water; compensation provides the necessities in life.”

Chapter Five

Learning from Thesis

5.1 My Job at HR Division in Robin Printing and PackagesLimited

I have started my Thesis at HR Division in Robin Printing and Packages Limited, dated on May 5, 2023 and it will continue up to August 14, 2023. I glad to work with HR Division of Robin Printing and Packages Limited, which helps me to get familiar with corporate culture and the Training and Development Practices. This practical experience helps me to develop and prepare myself for the job market. During my Thesis I have learned followingthings:

- Meaning ofresponsibility
- Necessity ofcommitment
- Punctuality andregularity
- Communication withpeople
- How to face criticalsituation
- How to handlepressure
- How to follow the chain ofcommand
- How to adopt with corporateculture

5.2 Responsibility

Being assigned for the separation team of Robin Printing and Packages Limited, my core job was to complete the separation process of an employee. I have worked under my supervisor and assisted him to complete the separation process of resigned employee, terminate employee, retired employee and so on. I have tried my level best to assist my supervisor as well as to gather some practical knowledge about the task. Moreover, whenever I have enough time, I am assigned some task from the recruitment team. During this three month I have performed some other clerical work from several teams like promotion and up-gradation, disciplinary action, leave management etc. some time I have to communicate with several branches for collecting information regarding particular employees. Moreover, they are cordial to support me at any inquiry. I have tried to accomplish all the tasks with full of responsibility and accountability.

Chapter Six
Training and Development Practice of Robin Printing and Packages Limited

6.1 HR Department of Robin Printing and Packages Limited

Because of the working interdependence, employers and employees should be treated fairly in all interactions, according to RPPL's Human Resources Department (HRD). The RPPL HRD hopes to be able to carry out some special duties in order to accomplish their goal such as contribute to the creation and maintenance of regulations that permit RPPL to offer a variety of employment opportunities, including job postings, compensation and benefits, transfers, training and career progression. Participation in these policies should be open to everyone, regardless of gender, age, nationality, or religious beliefs. Promote an environment of trust and support throughout the industry that motivates employees to work together as a team while also supporting their capacity to adapt to changing conditions. RPPL make sure there are enough workers with the necessary knowledge and abilities to meet both the short-term and long-term demands of the industry and the proper procedures for hiring, training, development, evaluation, and performance management have been established. HR managers supervise the process for all senior management succession in the sector and guarantee that all relevant corporate and governmental regulations regarding workplace safety, healthcare, and cleanliness are carefully followed. A flowchart of RPPLL HR activity:

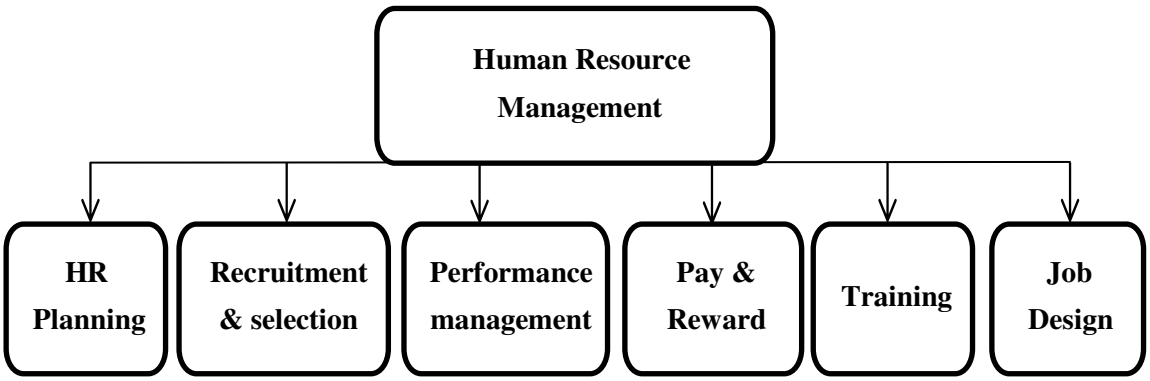


Figure 5: Human Resource Management of Robin Printing and Packages Limited

Unique HR Planning of Robin Printing and Packages Limited

The most precious resource that Robin Printing and Packages Limited owns is its human capital and this capital is helping the Printing realize its goals for ongoing development. One of the most crucial duties of their human resource department is to help the company achieve long-term success with engaged employees by placing the best people in the best positions and developing andmaintaining the skills of its employees. The FLORA-designed human resource data computers (also known as Core Printing Software) are situated in the human resources department of the Printing, and all employees and executives are welcome to use them. When a branch employee from any RobinPrinting location has a question about a leave

request, discharge order, transfer order, training and development, pay and benefits, or anything else, they can use the HRD system to randomly contact that employee in the Printings corporate office. In order to achieve competitive goals in a successful community, the RobinPrintings Human Resource Department recruits, trains, and rewards operationally strong individuals. This is done with the goal of boosting organizational performance and competitive advantage.

The Human Resources Department usually performs the following actions in order to fulfill

the objectives of the Robin Printing and Packages Limited:

- Everything comes down to hiring the most competent person for the best job at the right moment.
- Reduce the rate of job turnover.
- Encourage and inspire workers to put effort and passion.
- Workplace discrimination must be prohibited.
- Develop strong moral and interpersonal relationships inside the firm.
- Focus on maintain order within the institution.
- Acquire and hold onto highly qualified workers for the Printing.
- Recognize and accommodate the requirements and preferences of their staff.

Robin Printing and Packages Limited HR department's Training and Development

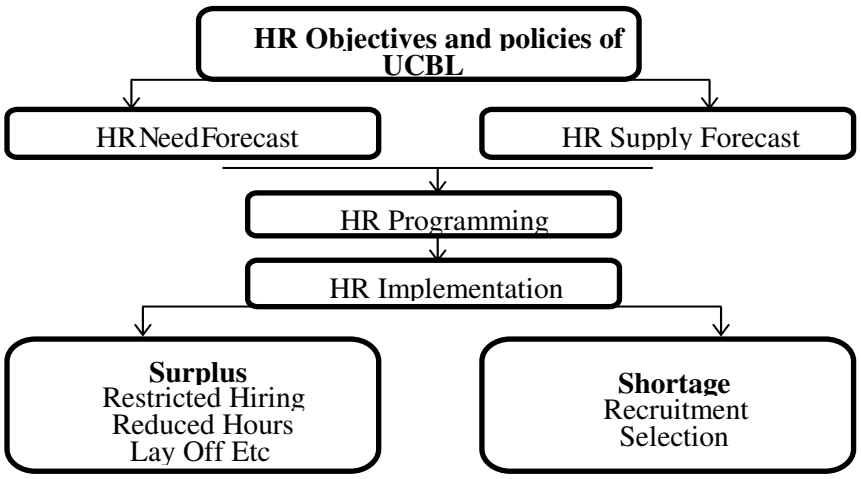


Figure 5.1: HR department's recruiting and selection process of Robin Printing and Packages Limited

6.2 Concept and theoretical foundation:

Training refers to the methods used to give new or present employees the skills they need to perform their jobs. Training is a hallmark of good management. Having high potential employees does not guarantee they will succeed. Instead, they must know what the organization want them to do and how. If they do not, they will do the jobs their way and do nothing productive at all. Good training is vital to achieve any company' objectives, qualified personnel are needed to be ensured at all level in an organization.

It has been proved over and over again that for a company the most important resource is human resource. As explained in the 'Study of Organizational Behavior' each human is different and is valuable treasure. These qualities of the human resource are unveiled through Training and Development process. Without having a systematic and well-organized training and development procedure, a company cannot get the best performance.

Definition

Training is a learning experience that seeks a relatively permanent change in an individual to improve the ability to perform the job. Training is mainly present-day oriented and it focuses on individuals' current jobs, enhancing those specific skills and abilities to immediately perform their jobs.

Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization to acquire and apply the knowledge, skills, abilities, and attitudes needed by that organization. Training is the act of increasing knowledge and skill of an employee for doing a particular job. Employee training tries to improve skill or add to the existing level of knowledge so that the employee is better equipped to do the present job or prepare him/her for a higher position with increased responsibility.

Purpose: The purpose of Training is to:

- Increase the effectiveness of the employee.
- Make individual employee more efficient in his/her work.
- Bring consistency in job execution.

- Help the employees in their career development. In other words it paves the path of individual growth.
- Increase overall organizational effectiveness.

Scope:

This Specification provides guideline for training program at Robin Printing and Packages Division focusing on the following areas:

- Process for Training Requisition
- Training Resources
- Types of Training
- Training Method
- Training Evaluation and Certification
- Training Document Management

6.3 Training process

Training Need Identification and Training Plan

Each department identifies their minimum and maximum number of trained personnel needed for various levels of certificate; this number may vary time to time depending on the production volume and the required headcount of the area. Department identifies the training gaps based on their current certification status and the required number of certified personnel needed to effectively run the area.

Objective of the Training Plan has two folds:

- To ensure training program is implemented in all the units under BTD as and when required.
- To optimize the utilization of training resources which in turn reduces costs and increases operational efficiency?

Training Requisition

Once a new Worker is recruited a training need is identified by the department and a Training Requisition Form, is signed by the Department Head is to be filled out and forwarded to the Training Department within 15 days of his joining date. Requester

specifies the tentative training start date and the trainer to be appointed for the training though it all depends on the trainer availability. A Trainee cannot be the requester of the training.

6.4 Training Resource

Trainers

Robin Printing and Packages Division utilizes mainly Peer Trainers as the training resource. However, in some technical areas like Quality Assurance or Maintenance, executive trainers are utilized. The Trainers are the identified training experts within the area who are knowledgeable, skilled, and are trained as a Trainer through a 'Train the Trainers' workshop. Basic understanding of human psychology and relevant communication methods are taught in this workshop. They follow specific methods of training required to train the trainee considering their learning styles. After successful completion of the Trainer's workshop, Peer Trainers are awarded with certificate which in turn authorizes them to train the trainees.

Training is to be conducted one on one, meaning one Trainer trains only one trainee at a time. Though if needed, dual training (2 trainees with 1 trainer) might be conducted or any other exception should be done upon approval of the Department In-Charge and the Head of the Training Department.

Training Materials

Beximco Textile Division primarily depends on “On the Job Training” to develop skills for their manpower. To facilitate this training process each area of Training follows a Training Task Checklist (TTCL). Specifications are also used as supporting document to train a trainee since it is considered to be the Standard Operating Procedure (SOP) that must be followed to do the job.

Training materials may vary from area to area depending on their training process. Each department or area of training may identify their training process and specify on the TTCL. Additional materials used for training might be as following:

- Training Videos
- Written or Verbal test materials
- Process Technology Handbook
- Equipment Manual

Training Class

Beside on job training, relevant theoretical knowledge is provided through classroom sessions. These sessions actually stimulates the technical knowhow learned during the on job training. Training department arranges rooms for these class sessions required for on job training according to the shifts and nature of the training needed.

Training Coordination

Training Department's primary task is 'training coordination' to ensure quality training and accelerated skills development through proper resource allocation and planning.

On the basis of the Training Requisition Form forwarded by the department head, Training Department starts its planning process. The Training Coordinator, representative of the Training Department looks at the present training schedule for the area and identifies Trainer availability. Training Coordinator, Section head and the Peer Trainer agrees on a training schedule that is placed on a Planning Sheet by the Training Coordinator. This Training Planning Sheet (TPS) is then distributed to the training affected area for their information. Training Department is responsible for distributing the TPS for any changes of the training plan for the affected department's acknowledgement as well as the acknowledgement of the trainee.

Types of Training and Certification

Robin Printing and Packages Division has standardized their Training & Certification types or levels in order to maintain consistency yet being flexible to the specific needs of the departments or the areas of training.

The following types of Training & Certification process have been identified by the organization:

Full Certification

The following are the different certification levels maintained by the specified departments:

Operation:

1. Level 1 Certification
2. Level 2 Certification
3. Level 3 Certification

4. Certified Helper
5. Dye/Chemical Mixer

Maintenance/Utilities/ETP/Others:

1. Level 1 Certification :
2. Level 2 Certification :
3. Level 3 Certification :

Quality control (Q.C.):

1. Level 1 Certification
2. Level 2 Certification
3. Level 3 Certification

Conditional Certification

In order to bring flexibility to accelerate manpower utilization and to provide time to develop proficiency, a Conditional Certificate may be given for a particular level of certification if it is determined by the individual department, and mentioned on the Training Task Checklist (TTCL). This means that an individual can be certified to do a particular job, which is part of a complete Certification (Level 1/2/3), and specified on the TTCL as a cluster of skills. For example, if level 1 on a particular operation, say 'Scour& Bleaching' involves the following 3 skills:

1. Chemical Preparation
2. Machine Set up
3. Daily Machine Cleaning

Then if approved and specified by the department, a Conditional Certification on "Chemical Preparation" may be given to an individual if s/he is trained to do this particular job without completing the full training. In this case, certificate will be issued as "Conditionally Certified".

6.5 Training Method

Job Skills Training

The following steps are followed to train an individual at different units under Robin Printing and Packages Division.

Safety Tour and Guidelines

The trainee is given a tour of his/her primary work area. Trainer shows all the hazards associated with the area such as fire, thermal, mechanical, and electrical hazards. He/ she are given tips on what to do in case of an emergency. Trainer must review the Health & Safety manual for BTD (Document No. 10-202) with the trainee. Apart from this, each trainee must be informed about the dress code and code of conduct of BTD in general.

Factory Overview and Tour

The trainee is given a brief overview of the factory specifying when it was built, current production capability, and its management structure. Trainer then introduces the trainee with the key individuals that s/he will be interfacing to conduct the job. A factory tour is given showing different departments, offices, and production areas.

Note: Once determined, the trainer will review the Beximco Philosophy, Vision of the Industry, Goal of the factory, and Area goals with the trainee.

Job Knowledge Transfer

At this stage, the trainer and the trainee prepare themselves to focus on the specific job skills that should be acquired by the trainee. To ensure that this happens, trainer does the following:

1. Reviews all related area specifications with the trainee.
2. Explains the job thoroughly.
3. Transfers all theories that are required to do the job.
4. Provides any job aides, drawings or any other materials available.
5. Checks understanding to ensure knowledge are transferred.

Trainer has the option to do the following:

1. Let the trainee go through any available classes associated with the job.
2. Review of related manuals and technical resources.

Job Observations

Next the trainer selects tasks from the Training Task Checklist (primarily one task at a time for effectiveness), and performs the job while the trainee observes. Trainer demonstrates each steps of the task and explains thoroughly to the trainee. Trainer may demonstrate the same task more than once depending on the trainee's learning ability.

Skills Practice

Once trainer feels that the trainee has grasped the knowledge and is able to perform the job, then trainer allows the trainee to perform the same task under his/her (trainer's) guidance. Trainer must take full responsibility for the task that the trainee is performing. The number of times trainee practices a skill under observation depends on the trainer's discretion.

Proficiency

Developing proficiency to perform a task or a job depends on the nature of the job/task and on the ability of the person's adeptness. Once the trainee feels comfortable performing a task and also when the trainer has the confidence on the trainee's ability to perform the task without any mistake, trainee signs on the Training Progress Report (TPR). This does not mean that the trainee is certified to perform the task independently without the guidance of the trainer.

Each area or department may wish to define proficiency period on their TTCL for each task but the ultimate decision lies on the trainer's judgment based on the trainee's confidence and comfort level for performing the task(s).

Ad hoc Training

Whenever any change is made or some new tasks are included in the TTCL based on the new process or a part of the Standard Operating Procedure (SOP) is changed then Ad hoc training is arranged upon the request of change initiator. The change initiator specifies it on the Change Notification Form (F10-101-02). Objective of this training is to facilitate the changes in different processes immediately and effectively by educating the employees involved in that particular area.

Whenever a need is identified for ad hoc training the Training Requisition Form is filled out as specified in section 2.2 of this manual. The Training department takes the initiative to arrange an ad hoc training session by consulting with Trainers and relevant Section Head.

To continuously monitor the progress of trainee a training progress report viz. Ad hoc Training Progress Report (ATPR), (Form No. F20-501-04) is maintained by the Trainers after completion of the tasks introduced in that particular area where the change has been made.

6.6 Training monitoring and follow-up:

Peer Trainer

Assigned peer trainer is the primary person responsible for monitoring the progress of the training. The trainer is to submit a progress report to the Training Coordinator and to the section head every week or as it is agreed by the Training Department and the Section head prior to the training. Any issues regarding the trainee or the training must be communicated to the Training Coordinator promptly for quick resolution. Besides this to ensure task by task monitoring, trainee uses a Training Progress Report (TPR) Form, which includes all the levels and tasks. Peer Trainer's responsibility is to collect signature of trainees for each of the task after successful transfer of knowledge related to a particular task. Peer Trainer bears the ultimate responsibility for the training performance.

Training Program Coordinator

Training Program Coordinator (TPC) maintains good communication with the Peer Trainer and follows up with the training progress. Training coordinator ensures all barriers are removed in order to create an environment for effective training. TPC is responsible for upward communication ensuring stakeholders are well informed of the factory Training and Certification status.

Training Evaluation & Development Coordinator

Training Evaluation & Development Coordinators (TEDC) are responsible for monitoring the training progress, evaluation, accepting feedback for any training or training related improvements, development of training resources, etc.

6.7 Training Evaluation and Certification:

Evaluation Process

When training is complete, Peer Trainer informs Training Evaluation & Development Coordinator (TEDC). For wrapping up the training, the TEDC sets up a meeting with the Trainee and the Trainer with prior approval of the Section Head. During this meeting the trainee is evaluated based on the criteria stated on the Training Evaluation

Form, (Form No. F20-501-03). After evaluation, the team recommends either to continue training or authorizes to certify the trainee. If authorized for certification, TPC processes the paper work as per section 7.2 of this specification.

Certification

Issuance of Certificate

Once the Evaluation Team (consist of TEDC and Trainer) recommends to issue a Certificate or a Conditional Certificate, TEDC documents training information on Training Department's file. Training history including Peer Trainer's name, training period, and tasks on the TPR that had been signed are entered into the Training Database.

After completion of all documentation, Training Program Coordinator (TPC) issues a Certificate or documents to support Conditional Certificate.

The following is done by the TPC for **full certification:**

1. Updates Training Department's documents.
2. A certificate is issued to the Section Head for department filing.
3. Trainee is notified of the effective certification date.

Training Program Coordinator (TPC) does the following for **Conditional**

Certification:

1. Updates Training Department's document.
2. Issues a document to the Area In-Charge to support Conditional Certification.
3. Informs the Trainee on the Conditional Certification and the specific task/ tasks that the trainee is certified to perform.

Certificate Validity

A certificate is valid as long as an individual continues to do the job with satisfactory performance. If performance slips, Area In-Charge and Training Evaluation & Development Coordinator (TEDC) may decide to pull the certificate and de-certify the individual. It may be required to re-train the individual for re-certification.

An individual is to be de-certified if s/he does not perform the job longer than the time period specified below. Area In-Charge must inform the Training Coordinator to de-

certify the person for such cases. Once the person returns to the job, s/he is retrained and re-certified before the individual independently performs the job. During the re-training, Peer Trainer must observe the trainee performing each task and also update the individual on any new changes or revision of Standard Operating Procedures (SOP).

De-Certification Criteria

The following are the area specific de-certification criteria:

Area	Decertified if
All Operations Certification	Performance is poor. Area In-charge discretion or Job break > 3 months
All Maintenance Certification	Performance is poor. Area In-charge discretion or Job break > 6 months

6.8 Training Improvement:

Scope

Since Training Department of Robin Printing and Packages Division introduced a new and unique training system in different units under BTD, it will be going through a continuous improvement path. As the Department matures and employee's concept of training and its importance flourishes, new and advanced ideas will lead this effort to be the most needed business partner at our job. For this continuous improvement, input and helping effort is needed from each department.

Systems Improvement

Because this concept of Training and Certification is new to this industry, intention is to develop a fairly simple system to support this effort. As we go along, Training System will be improved based on the feedback from the system users and other experts. Training Program Coordinator (TPC) is to collect the feedback and take necessary actions for improving the current conditions.

Resource Materials Improvement

Materials Development

Robin Printing and Packages Division has adopted the simplest process for training the manpower. The present process will be enhanced as we develop new training materials and curriculum based on area- specific needs. Each area of training is to give cognitive thinking and work with the Training Department for the training materials improvement. Training Evaluation & Development Coordinators (TEDC) will ensure continuous improvement of the resource materials.

The Trainers Program

Besides materials development, Training department also concentrates on improving the training skill and knowledge of the trainers. To ensure continuous improvement of the Trainers, Training department arranges "Train the Trainers" workshops, meetings, discussion on Training System Improvement and other technical and management related subject.

Training document Management:

Documentation

Training Department is responsible to maintain information regarding Training and Certification for all employees.

A database by area is managed by the Training Department where information on Training and Certification, De-certification, Correction (if any) on the issued certificate etc. Is kept. Record of Training Requisition, Training Evaluation, and Certification issue dates and all other required documents are maintained for each area.

As noted in Section 7.2 of this specification, one copy of certificate is issued to the Area In-Charge for their record. A photocopy of the Certificate is kept in the Training Department's Area-specific file. If the Area/Department looses their issued certificate, then the Area In-Charge requests for issuance of another certificate using the Duplicate Certificate Request Form (F20-501-05) and Training Department honors their request by issuing another certificate or providing a photocopy of the old certificate and documents they issued.

All necessary forms and documents such as Requisition Form, TPR, Training Task

Checklists or Training Materials required are to be available at the Training Department to facilitate Training and Certification.

Training Database

To maintain details record of training program and generate reports for top management as and when required different need specific Training database(s) are developed using Ms Access and MS Excel. These databases help Training Department to monitor continuously different training programs which increases operational efficiency. The TEDC and TPC are responsible to update on time data, modify or design different reports or develop new database as and when required.

6.9 Applicable Forms & Documents

Forms & Documents Used

Following forms and documents are used to ensure smooth performance of Training System at different units under BTD:

1. Training Requisition Form (TRF) (Form No. F20-501-01)
2. Training Progress Report (TPR) (Form No. F20-501-02)
3. Training Evaluation Form (TEF) (Form No. F20-501-03)
4. Ad Hoc Training Progress Report (ATPR) (Form No. F20-501-04)
5. Duplicate Certificate Request Form (DCRF) (Form No. F20-501-05)
6. Error Rectification Form (ERF) (Form No. F20-501-06)
7. Training Task Checklist (TTCL)
8. Training Materials (TR)
9. Standard Operating Procedures (SOP)
10. Manuals, Handouts, and other Technical documents (e.g. Drawings, Operating Manuals, etc)

Document Flow

Document flow of the above mentioned documents are as follows:

The Training Requisition Form (TRF), (Form No. F20-501-01), signed by department head is submitted by concerned department to Training Department. This form is submitted prior to the training start date.

During Training, Training Progress Report (TPR) (Form No. F20-501-02) is used by

the Trainers to get the acknowledgement of specific job knowledge transfer. This form is supplied to the Trainees along with the training materials and they are instructed to put their signature upon completion of each task satisfactorily. At the end of the Training program, this form is submitted to the TEDC for evaluation scheduling. Based on this report, TEDC updates the Training database.

When the training session is over, the evaluation team evaluates the trainee by using the Training Evaluation Form (TEF), (Form No. F20-501-03) and sends it to the Training department. This form also acts as a Certificate Requisition Form.

Based on the Training Evaluation Form (TEF), Training Department issues certificates to the Area-In- Charge. A photocopy of the same is kept in the Training department.

Ad hoc Training Progress Report (ATPR), (Form No. F20-501-04) is maintained by the Trainers after successful completion of transferring the knowledge of newly introduced/changed task(s) in TTCL or area specific SOP.

In case of any loss or damage to the original certificate the concerned Area-In-Charge can request for a duplicate copy by filling up and submitting the Duplicate Certificate Request Form (DCRF), (Form No. F20-501-05) to the Training department. Training department issues a duplicate copy or a photocopy of the original certificate based on this request form. Correction (if required) on any issued certificate is done by Training department using Error Rectification Form (ERF), (Form No. F20-501-06).

Apart from the above mentioned forms, different documents like, Training Task Checklist (TTCL), Training Materials (TR), Standard Operating Procedure (SOP), Manuals, Handouts, Technical documents (e.g. Drawings, Operating Manuals, etc.) Are used to ensure proper job knowledge transfer. All these documents are available with the Training department and can be obtained with prior requisition.

Chapter Seven
Major Findings, Recommendation and Conclusion

7.1 Findings of recruitment and selection process of Robin Printing Limited

a) Robin Printing and Packages Limited (RPPL) Human Resource Department follows a structured recruitment process and selection steps in their organization.

b) HRM uses manpower planning and the environmental analysis internally by doing few steps before they go for recruitment and selection process.

c) During the recruitment procedure the department develops job analysis, job description and job specification to identify the need of recruitment.

d) They also do a well-done job evaluation procedure and they conduct survey before they do recruitment

e) They uses top down approaches or projection methods for recruitment.

f) The Printing uses different sources for recruitment including internal and external sources.

g) For internal recruitment sources they prefer who are currently working, reference system, job posting

h) For external sources they go to former employees or they make a walk-in interview session or they go to the universities for campus recruitment.

i) RPPL begins the selection process with a preliminary evaluation of prospective suitable applicants.

j) In the selection process, HR also calls for application from the candidates to test the job eligibility and arrange comprehensive interview.

k) Considering all the steps the management goes through very details of reference checking and health check.

l) RPPL does not use any online platform or online portal for recruitment and selection process.

m) RPPL priorities move on internal sources rather than external sources.

n) There is no feedback system from the HR department to find out the efficiency of the recruitment and selection system and correct its drawbacks.

o) It is hard for Robin Printing and Packages Limited assessing the efficacy of the general interview and test of candidates during the recruitment and selection process.

7.2 **Recommendations**

Like every other Printing Robin Printing and Packages Limited (RPPL) has barriers to overcome. Some recommendations to overcome the barriers of Robin Printing and Packages Limited are discussed below:

a) Digitalize the current manual recruitment and selection process or online recruitment process will make the process faster and cost effective.

b) Even though the organization practices internal sources which give advantages, the organization also need to consider external sources to bring new talents in the organization.

c) Setting a structured feedback system from the HR department to find out the efficiency of the recruitment and selection system and correct its drawbacks.

d) Robin Printing and Packages Limited should verify references before short listing to avoid a grave problem for the organization.

e) RPPL should include assessment-based interviews and tests to ensure effective recruitment and selection process.

7.3 Conclusion

Effective organizational performance requires that human resources be distributed effectively across multiple functional areas. With the help of a suitable recruiting and selection procedure, a business may assign the correct kind of qualified personnel to the relevant job post, ensuring organizational effectiveness. Robin Printing and Packages Limited plays a crucial role in Bangladesh's economic development by providing employment opportunities and hiring a large number of people each year. The main outcomes of the study suggest that Robin Printing and Packages Limited will favor different recruitment channels and selection procedures to variable degrees. They employ several selection procedures for jobs at various levels. Other notable similarities include identifying the largest issues and adopting solutions for effective recruitment and selection procedures. Line managers and human resource managers are given primary and ultimate decision-making responsibility for hiring. It has been attempted to develop a comprehensive selection model for the various level roles. The data was gathered using a combination of primary and secondary sources. The department of human resources served as the main source for the information. This report's conclusions include a number of suggestions that will benefit Printings, firms that use human resources, and next studies.

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