

ROLE OF PROFESSIONAL TRAINING FOR HUMAN RESOURCE DEVELOPMENT-A STUDY ON BANGLADESH ACADEMY FOR RURAL DEVELOPMENT (BARD)***Dr. Husne Jahan Chowdhry**

Department of Management Studies, Comilla University, Cumilla -3506, Bangladesh

Received 27th May 2022; Accepted 20th June 2022; Published online 30th July 2022

Abstract

The aim of this paper is to introduce need of professional training, its availability and effective human resources development (HRD). Training helps to employees for gaining particular skill, development, the positive changes of his tasks, reawaken the potentiality, helps in culture changes and encourages improving the adaptability. The paper intends to the essential for professional training for result based out coming. Training is always supportive for both employer and employee. This paper emphasizes on find out the role of professional training in HRD, study on Bangladesh academy for rural development (BARD), analysis and evaluation of its training activities and revealing its articulate problems. This paper provides some recommendation for minimized the problems and most of all the benefited by professional training.

Keywords: Training, Trainees, Professional, Employee, Productivity.

INTRODUCTION

Human resource development is an important part of any development plan that has been emphasized in long –term plan of the government of Bangladesh both in ‘Vision 2021’ and ‘Seventh Five Year Plan’. It is important not only for our economic growth and employment generation but also important for total development of a country. For successful implementation of various development programs of both government and non-government organization human resources should be developed through suitable training on different aspects. Training helps employees gaining particular job skill and build up employees for future changes for their job. In the short, the training is a process of acquiring the essential skills required for a certain job. All organizations want to attract the most qualified persons and match them to jobs for ensuring their effective performance. Training helps to concentrate on identifying and overcoming employee’s weakness, improving quality of products and services, developing employee’s performance, reducing cost of outputs and supervision. Training increases employee’s improvement in terms of his attitudes, skills, knowledge and behavior. When it is applied to lower and middle management staff for upgrading their trade related skills, it is called as training and for senior level it is designed to improve present and future potential of manager, it is called managerial development program or development program. People within many professions and occupations many refer to training as professional development. This paper will draw attention on the role of training institute like Bangladesh Academy for Rural Development (BARD) that is playing significant role in country’s professional human resource development. The Academy for Rural Development (BARD) was established as training institute on 27 May 1959 and started its trip to train different stakeholders of agricultural and Industrial Development (V-AID) programmed in order to increase productivity and employment creation.

BARD undertakes various professional training programmed for increasing skills and competencies of their employees, the officials of government, non-government and local government institutions. For effective training, BARD organized training related research and action research program. So, research and action research were integrated as components of BARD activities. Dr. Akter Hameed Khan, who was the pioneer of BARD and a great reformer in the field of social science, internalized this inventive process. BARD continues its training activities of different Stakeholders involved the rural development as well as professional development in order to enhance development of human resources of the country. From 1959 to June 2020, BARD organized a total of 8,524 courses for a total of 2, 88,864 participants (Annual report 2019-2020). Since July 1988, BARD has been offering self-initiated training courses for the officials of government and non-government organizations and universities on different issues of the professional skilled development and rural development to fulfill the demand of modern age. The focus of training has been shifted in different areas due to the changing global issues and country perspective. Therefore, BARD has engaged in designing of several courses and also updating the previous courses considering the changing national and global priority areas with special reference to institutional mandate, national priority, and multi-disciplinary expertise of its faculty member, changing demand, administrative and political consideration and aspiration of clientele.

Objectives of the Study

The major objectives of this study are as follows:

1. To highlight the need of professional training for HRD.
2. To find out the availability of professional training in BARD and it introduces.
3. To find out the problems which are faced by trainee in study area.

4. To shows some recommendation for minimized the finding problems.

METHODOLOGY

The study has been conducted by both primary and secondary data. Primary data have been collected through a questionnaire of trainee and personal discussion with expert and trainer. The questionnaire (1) consists of ten items to measure the types of training in BARD. The questionnaire (2) consists of ten items to measure the result of training from trainee or employee who trained from BARD. Secondary data have been collected from various books, articles, training booklet, research studies, occasional publication, annual planning report and websites. Both collected data have been organized and analyses for determining the actual and experimental role of professional training like BARD. The primary data have been collected from March 2022 to June 2022.

Statement of the problem

Business world is very dynamic. It's changing a trend always high which is advancing with new technology and scientific development. Every day an employee has to handle new technology. In order to adopt with new version this make the workforces more supportive and increasing productivity, imparting training is essential for the trainees and organization. Training also contributes to change the attitude and behavior of employees as well as increasing satisfaction of toward their job and organization. Trainings provided to human resource, before and after joining the organization, have a significant influence over the industrial relations of an organization (Taub, 2009).

LITERATURE REVIEW

Human resource is the backbone of all organization and also the main resource of the organization. So organizations use huge amount on the human resource funds because the performance of human resource will ultimately increase the performance of the organization (Ghafoor, Ahmed and Aslam, 2011). Improvement of Professional performance of employees is essential for organizational goal achievement. But the question is how an employee can work more capably and successfully to increase the growth and the productivity of an organization (Qaiser Abbas and Sara yaqoob, 2009 cited in Ghafoor, Ahmed and Aslam, 2011). There is various factors contribute to increase employee performance. Among this training is the most important factors to boast the employee performance. Training is the device or technique which increases the employee efficiency and productivity. Training helps bridging the gap between actual performance and standard performance. Effectual training must be need based and related to the requirements of job. It also depends on nature of inputs (i.e. trainees), course content, methods used for providing training, positive environment of the work place. Vbkn, (1975) defined management training as the procedure of increasing managers' knowledge, skills and attitudes through instruction, demonstration, practice and planned experience to meet up the present and future requirements of the organization. Training is the procedure of giving lessons to employees the basic skills they need to carry out their jobs (Hossain 2002). Training is necessary to avoid personal obsolescence, to build up new skills and to promote high job

performance levels (yoder, 1968). Training is a method by which persons modify their skills, knowledge, attitudes, or behavior (Robbins and DeCenzo, 2003). In these circumstances, training involves designing and supporting learning activities that affect on a desired level of performance. Training is awareness and planned efforts aim to help, promote and inspire human resources to get knowledge, skills, capabilities, attitudes and new behavior to apply during the work in the present and in the future (Noe *et al.*, 2011). Trainings is the planned program that is deliberate to enhance the determinant of person job performance (Chiabura and Teklab, 2005). Training and Development is a means of promoting employee development and acquiring a high capable work force (Kennedy, 2009). Sometimes a large portion of employee could not properly discharge their responsibility because of their lack of sufficient knowledge about their institutional or departmental and individual responsibilities. It is also evident that most of the employees were not known about the different provisions mentioned in the government policies, notification and the Charter of duties, and rules and regulation (Quddus, 1995). So in this situation training is the most effective tools to increase their knowledge.

The demand for well-developed and skilled human resources is shifting more quickly than the human resources themselves. Therefore, it is essential develop a new strategy for human resource development. Only high-quality human resources with adequate knowledge may overcome these challenges and ensure sustainable competitive advantage. Such human resources can follow the current business operations characterized by fast, dynamical, and unpredictable changes (Jelena, Vemic Durkovic, 2009). Training is a procedure that can help organizations to build a more committed and dynamic work forc (Sali A. Jaradat, 2015). Successful international organizations are paying more attention on education and development of their employees in order to utilize their knowledge and skills for achieving organization strategic goals (Jelena, Vemic Durkovic, 2009). International organizations also want to produce the product, in a cheaper, better and faster way. So that they can be improve productivity to stay in competitive (Kaizen, Consulting Group, 2004). Work related training improves productivity. When an employee trained up properly, they have positively influence on job satisfaction and employee commitment. They also try to increase their productivity and produce best quality of product (Gyes, 2010). Technical training are needed in every business sector for providing better service this can ensured by human resource development through training (Kasim and Guha, 2000). Training is not a panacea for improving performance level and efficiency but it helps to improve the existing condition (Kabir, 2003).

FINDINGS

Changing the training thoughts and curriculum at BARD

BARD is a renowned national training institute. It provides training and development opportunity for executive officer, professional personnel, fresh graduate and unskilled farmer or local authorities. Professional personnel are comprised of civil servants, officers of national building department; international participants form NGO and MNCs. BARD concentrated on imparting training to the official V-AID, the ever first community development program in this region at the initial stage. During 1959to 1961, it emphasized was laid on various

theories of social science disciplines for the circle officers, village AID supervisors and other functionaries working for implementing the program. Since 1962, there was an expansion in the training contents and curricula. Beside, Academy was delegated with the course of action of a foundation training course on Rural Development for the civil servants. The government took initiatives to expand the field experimentation of BARD on a wider scale through creating scope for imparting training to project directors and others project officials. This endeavor continued up to 1969. The unique combination of training, research and action research helps the BARD to become one of the major institutions in the field of development, rural development in particular, in south and Southeast Asia.

In the sixties and seventies, BARD's training contents and curricula were determined mostly on the needs and demands created by the nation-wide replication of the 'Cumilla Model'. Most of the training courses were designed on the basis of job description and job specifications of the official in during this period. Academy was very much busy in seventies, organizing training for orienting the organizational and management view of several components of the Cumilla model to government and non-government officials. In the eighties, training programs were concentrated on orientation of the officials and the people's representatives whom were involved in the process of administration activities under the 'Upazila system'; from 1987-88 onward, it was entrusted with the responsibility of organizing "Foundation training courses" for officials of BCS (Health and PWD) cadres and specials courses of LGED cadres. BARD also initiated some certificate training courses and foundation training course for the government and non-government officials on synchronous issues of expansion. So, in the eighties it was observed that BARD move from cluster group trainees to a mixed group of trainees. One more change was also seeing in the nineties by organizing Foundation Training Course for the scientist of National Agricultural Research System (NARS) and Administrative and Management course for the senior scientist of NARS. Through the help of Commonwealth Secretariat, BARD furthermore ongoing training course on rural poverty for the officials of Commonwealth countries and SAARC officials under the helps of SAARC countries. In the nineties, BARD searched new areas of training for rural development. At 1998 a foundation training course started for agricultural scientist of different research organizations in favor of Bangladesh Agricultural research council (BARC).

In the 21st century, BARD thrusts on training have included HRD, Gender awareness development, Communication development, Management development, Environment development, Good governances, Sustainable development, Climate change and Micro- credit etc. Recently BARD introduces a foundation course for different cadres under Ministry of Public Administration (MoPA). Already 1st batch (BA-61) successfully completed their training and 2nd batch are continuing. Next 3rd batch will be continuing November 2016. BARD also organized regional training courses for the participants of the Asia-Pacific and Asia-African countries with the funding of the Commonwealth Secretariat and African Asian Rural Development Organization (AARDO) respectively. In 2006 BARD organized training courses for UP Chairman, Member and Service Providers as per requirement of LGRD and C. In 2007-08 organized a serious of training courses on preparation of Poverty reduction plan for water

management cooperatives under small scale water recourse development sector project (SSWRDSP) and capacity building of the field functionaries of Sunamganj community based resource management project (SCDRMP) of LGED. A series of training courses organized for Upazila resource team members under Local Governance. Support Project-II as per request of LGED and C in 2011-12. In 2013-2014 BARD started a training course like Fast Truck Future Leaders (FTFLs) with the support of LICT project of Bangladesh Computer Council for the fresh graduates on soft and hard skill developing human resources in the field of ICTs to achieve vision 2021, the Digital Bangladesh. BARD will use the full potential of ICTs to disseminate the rural development and over all Human Resources Development Knowledge to national and international clientele. So, the above discussion that the emphasis of the training syllabus has changed more and most of the time flea market demand, government policy, national precedence, the capability of Faculty Members, etc. played a vital role in bringing alterations in program.

Training methods

The effectiveness and efficiency of any training course depends on the systematic and appropriate methods of implementation. BARD is continuously updating its training methods, materials, techniques in order to meet the changing needs of rural development and trainees. Different methods like lecture cum discussions, group discussions, brain storming, syndicate exercise, visualization in participatory planning (VIPP), field study, book review, case study, games and simulation techniques.

Training Performance during 2019-20

The Academy organized a total of 225 courses against a target of 263 and the actual number of participants of those courses was 9175 against the target of 9550 in 2019-20. The achievement of courses organization in terms of the number of courses was 86% and for the number of participants, the achievement was 96%. (Source: Detailed Achievement of Courses, Participants and Man days against the Plan in the Year 2019-202

Different Training courses as per target basis (2019-2020)

Generally, three types of trainings are provided by BARD like international, national and special programs for different professionals which are following table:

From the analysis of above table, it is observed that the percentage of achievement in respect of courses, attendance of participants and man days are 20%, 73.33% and 92.27% respectively. Due to Covid-19, BARD had to adjourn its planned courses during the 4th quarter of the financial year 2019-20. As a result, it could not achieve its plan in terms of the number of courses but Participants and Man days are satisfactory is 73.33% and 92.27% respectively. From the analysis of above table, it is observed that the percentage of achievement in respect of courses, attendance of participants and man days are 88.14 percent, 96.40 percent and 78.35 percent respectively. This indicates that the achievement is satisfactory and it is more than Seventy-five percent in national training programs conducted during 2019-2020. From the analysis of above table, it is observed that the percentage of achievement in respect of courses, attendance of participants and man days are 48390.

Table 1. International training program (2019-2020)

Sl. No	Nature of course	Target			Achievement			% of achievement against the target		
		Course no	Participants	Man days	Course no	Participants	Man days	Course no	Participants	Man days
01	International Training Workshop on Achieving Sustainable Development Goals: Financial Inclusion & Rural Transformation	01	20	240	01	18	216	100	90	90
02	6 th International Integrative Research Conference on Development, Governance and Transformation	01	100	200	01	95	190	100	95	95
03	Orientation Program	01	To be determined	-	-	-	-	-	-	-
04	CIRDAP Planning Workshop for National Coordinator	01	To be determined	-	-	-	-	-	-	-
05	International Forum on Wisdom Driven Rural Development Approach	01	To be determined	-	-	-	-	-	-	-
06	Orientation Program	05	30	-	-	-	-	-	-	-
	Total	10	150	440	02	113	406	20%	75.33%	92.27%

Source: Detailed Achievement of Courses, Participants and Man days against the Plan in the Year 2019-2020

Table 2. National training program (2019-2020)

Sl. No	Nature of course	Target			Achievement			% of achievement against the target		
		Course no	Participants	Man days	Course no	Participants	Man days	Course no	Participants	Man days
01	Special Foundation Training course for BCS (Health) Cadre Officials	05	200	1200	01	42	2520	20	21	0
02	Foundation Training course for BCS Cadre Officials	01	100	18000	01	62	9300	100	62	51.67
3	Attachment Program for BCS Cadre Officials	03	300	1500	07	585	2925	233.33	195	195
04	Attachment Program for University Students	05	350	1500	05	418	1814	100	119.43	120.93
05	Self-initiated Training Course	16	400	3000	02	31	93	12.50	7.75	3.10
06	Professional Training courses Sponsored by Other Organization	14	400	3000	40	1573	5740	285.71	393.25	191.33
07	Workshop/Seminar/Conference	05	600	600	14	886	886	280	147.67	147.67
08	Project level Training Course for project Beneficiaries of BARD	130	3900	11700	94	2783	8801	72.31	71.36	75.22
09	Project level Training Course for project Beneficiaries of Amar Bari Amar Khamar Project	50	2000	6000	29	1111	3333	58	55.55	55.55
10	Orientation Program on Various Organization	20	1000	1000	21	1234	1268	105.00	123.40	126.8
11	In-house Training Course	04	150	450	09	337	891	225.00	224.67	198
	Total	253	9400	47950	223	9062	37571	88.14	96.40	78.35

Source: BARD Annual Report on Training 2019-20

Table 3. Achievement of Training against Plan during (2019-2020)

Sl. No	Nature of course	Plan		Achievement		% of achievement	
		Course no	Participants	Course no	Participants	Course no	Participants
01	International course/ Orientation	10	150	02	113	20	75.33
02	National						
2.1	SFTC	05	200	1	42	20.00	21.00
2.2	FTC	01	100	1	62	100.00	62.00
2.3	Attachment Program	08	650	12	1003	150.00	154.31
2.4	Professional courses	30	800	42	1604	140.00	200.50
2.5	Project level course	180	5900	123	3894	68.33	66.00
2.6	Seminar/Conference	05	600	14	886	280.00	147.67
2.7	Orientation	20	1000	21	1234	105.00	123.40
2.8	In-house Training Course	04	150	9	337	225.00	224.67
	Subtotal National	253	9400	223	9062	88.14	96.40
	Grand Total	263	9550	225	9175	85.55	96.07

Source: Annual Report 2019-20, BARD

The achievement of course organization in terms of the number of courses was 86% and for the number of participants, the achievement was 96%. The female constitutes 45% of the total participants. Because of COVID-19, BARD had to postpone its designed courses during the 4th quarter of the financial year 2019-20. As a result, it could not reach its plan in terms of the number of courses, participants, and man days.

Resources and infrastructural facilities available at BARD

BARD is enriched by its resources like sufficient scholars and expert of faculty members, wide space class room, rich library, modern lab, comfortable accommodations, hygienic cafeteria, auditoriums, Conference hall, School and others. These are following:

Faculty members: Last year, the lowest and the highest number of training courses organized by each faculty member were 01 to 04. The mean number of courses organized by them was 02. The average number of training sessions conducted by faculty members in the year was 24. 10 faculty members participated in international courses (training/workshop/seminar) in seven countries. These are Vietnam, Malaysia, South Korea, India, Sri Lanka, China and Egypt. 15 faculty members attended different national level training/workshop/seminar at BPATC, NAPD, BARC, BSTD, CDMP, Bangladesh Scouts and RDCD.

Wide space class room: There are five air conditioned classrooms; with accommodation facilities of 100 seats. These are equipped with large projector, sound system and internet facilities.

Library: The library facilities available for the trainees are adequate. About 65,000 remarkable books, a good number of national and international journals, magazines, and periodicals are also available in the BARD library.

Lab: A fully air- conditioned lab equipped with the latest state of the microcomputers numbering over 50 within these 40 PCs have net connection also LAN. The trainer and trainee can use the lab.

Cafeteria: There are three cafés available at BARD, one is international and one for special guest and another for all participate.

Auditorium: There are two air conditioned auditoriums. Both gallery system seating and wide space stage for program performing are available.

Conference hall: There are four conference halls out of them two like conformance hall-1, and conference hall-2 are equipped with air conditioned and virtual screens for windows. Astandard conversational sound system is also available there.

Others: Besides these other facilities like bank, a post office, telephone exchange, a cooperative store, laundry, haircutting saloon, 2 mosques, a medical center, a development communities unite with modern equipment's, a school, a refreshable park and a sports complex with a variety of sports facilities are also available to provide service to the trainees. Adequate residential quarters have been built for the faculty and other employees.

International assist

BARD is internationally recognized training institution. They have got a number of internal awards for this training program. Every year they provide international training opportunity, as such different foreign organizations provide supports and assistance to BARD directly or indirectly. Among them intuitions like CIRDAP, UNDP, AARDO and USAID are mentionable.

Scenario of training expenditure

Sl. No	Name of the Training Course	Duration (working Days)	Course Fee	Responsible Divisions
01	Development project Planning and Management (DPPM)	05	5000.00	Project
02	Monitoring and Evaluation of Development Project	05	5000.00	
03	Gender, Nutrition and reproductive Health	05	5000.00	
04	Standard Teaching Methods & School Management Development Technique	04	3500.00	Rural Education and Social Development
05	Survey of Healthy Nutrition and role of medicine tree for environment development	05	5000.00	
06	Training of Trainers	05	5000.00	
07	Research Methodology for social Science Researchers	21	15000.00	Training
08	Development Communication	05	5000.00	Research
09	Irrigation Management and Land Use Development Planning	05	5000.00	Administration
10	Climate Change Issues and its Adaption	05	5000.00	
11	Food Adulteration and way out	05	5000.00	
12	Dairy Development	05	5000.00	Agriculture & Environment
13	Development of Micro –Entrepreneurship Development	05	5000.00	
14	Development Management	05	5000.00	
15	Rural Development for Bank Officials	05	5000.00	Rural Economics and Management
16	Participatory Rural Development and Management	05	5000.00	
17	Team Building, Leadership Development and mind –Set Change	05	5000.00	
18	Governance, Sustainable Development and Poverty Reduction	05	5000.00	Rural Sociology and Demography
				Rural Administration and Local Government

Source: Annual Planning conference (APC) 2020-21, BARD

Accommodation and Communication

There are seven hostels including one for ladies as well as various types of guest house with a total capacity of 390 seats and about 225 independent rooms. There are available air conditioned rooms and also VIP guest room which eco-friendly and highly secured. It's stayed beside the Cumilla Cantonment and BGB sector head quarter. Communication is very easy like that Highway from Dhaka –Chattogram only 02 km differ and 24 hours available local transport. Hence more notable that Cumilla cadet college, teacher training college, technical training college, Cumilla polytechnic college, Maynamati tourism spot and Comilla University all are within 01 km around the BARD.

Comparative Study

BARD was established and organized training programmed in 1959. But we are finding last five years (2011-2012 to 2015-2016) comparative achievements which are following

From the analysis of the last five years international training program organized by BARD from the period of 2011-12 to 2015-2016 respectively it is observed that the number of training courses increases / decreases by 0 percent, 25percent, (60) percent and 0 percent respectively followed by. No of participants in the training courses increases / decreases by 49 percent, 25 percent, 24 percent and 283 percent respectively and man days increase /decrease 22 percent, 44 percent, 18 percent and 6 percent respectively in terms of their immediate previous year's performance. This table also indicates that the percentage of course number is the lowest2014-15, percentage of participant number is the lowest2014-15, and percentage of man days is the lowest 2015-16 respectively. The percentage of course number is the highest 2013-14,a percentage of participant number is the highest 2015-16, and a percentage of man days is the highest 2013-14 respectively. From the analysis of the last five years national training program organized by BARD from the period of 2011-12 to 2015-2016 respectively it is observed that the number of training courses

Table 4. International training program (2015-2020)

Year	Course No.	Participants No.	Man days	% of variation between the year		
				Course No.	Participants No.	Man days
2015-2016	02	119	374	100	100	100
2016-2017	08	215	870	300	81	133
2017-2018	7	220	840	(13)	2	(3)
2018-2019	3	135	515	(57)	(63)	(39)
2019-2020	2	113	406	(33)	(16)	(21)

Source- Annual Training Report, BARD.

Table 5. National training program (2015-2020)

Year	Course No.	Participants No.	Man days	% of variation between the year		
				Course No.	Participants No.	Man days
2015-2016	19	1049	47349	100	100	100
2016-2017	19	1340	36400	0	28	(23)
2017-2018	22	1565	44950	16	17	23
2018-2019	13	900	20350	(41)	(42)	(55)
2019-2020	16	1138	16652	23	26	(18)

Source: Annual Training Report, BARD.

Table 6. Professional training program (2015-2020)

Years	Course No.	Participants No	Man days	% of variation between the year		
				Course No.	Participants no	Man days
2015-2016	66	3344	6667	100	100	100
2016-2017	135	3620	10310	105	8	55
2017-2018	160	5710	23010	19	58	123
2018-2019	176	6040	18000	10	6	(22)
2019-2020	209	7955	20919	19	32	16

Source: Annual Training Report, BARD.

increases / decreases by (20) percent, (10) percent, (5) percent and 19 percent respectively followed by. No of participants in the training courses increases / decreases by (12) percent, (7) percent, (24) percent and 21 percent respectively and man days increase / decrease (42) percent, 20 percent, 13 percent and 52 percent respectively in terms of their immediate previous year's performance. This table also indicates that the percentage of course number is the lowest 2012-13, percentage of participant number is the lowest 2014-15, and percentage of man days is the lowest 2012-13 respectively. The percentage of course number is the highest 2015-16, a percentage of participant number is the highest 2015-16, and a percentage of man days is the highest 2015-16 respectively. From the analysis of the last five years international training program organized by BARD from the period of 2015-16 to 2019-2020 respectively it is observed that the number of training courses increases / decreases by 9 percent, (2) percent, 15 percent and (6) percent respectively followed by. No of participants in the training courses increases / decreases by (18) percent, 14 percent, (7) percent and 21 percent respectively and man days increase / decrease 21 percent, (27) percent, 47 percent and (18) percent respectively in terms of their immediate previous year's performance. This table also indicates that the percentage of course number is the lowest 2015-16, percentage of participant number is the lowest 2012-13, and percentage of man days is the lowest 2013-14 respectively. The percentage of course number is the highest 2014-15, a percentage of participant number is the highest 2015-16, and a percentage of man days is the highest 2014-15 respectively.

Feedback from the Trainee

Bangladesh Academy of Rural Development (BARD) are provides a lot of professional training for HRD, especially govt. service holder as well as who positional service provider in different of our society.

Evaluation training program is based on qualitative. Finding aspects of training have positive and negative both sides which explore the following discussion.

a. Positive aspects of training of BARD

➤ Training opportunity for senior level personnel

Most of the trainees of BARD are executive in different level of society. BARD is one of the organizations to introduce the professional training for senior level personnel. To support the government, BARD is organized six months foundation training courses for all cadres of the Bangladesh Civil Service (BCS).

➤ Comfortable environment

Environment is a part of efficient and good training program. BARD is creating friendly environment for every trainer and trainees in the BARD campus. So everyone feels comfortable pleasure and enjoy the environment.

➤ Sufficient accommodation and class room

An adequate large scale training opportunity is not available in our country. The cost of training program organized abroad is also very expensive. In this content BARD provides training courses in a affordable expenditure. The meeting or conference room of BARD is enriched with facilities for training, but there is a room for further development of facilities to them up to international standards.

b. Negative aspects of training of BARD:

➤ Lack of insufficient scholar trainer

BARD has some trainers but is not well experienced to conduct professional training courses in the expertises. There are limited opportunities to arrange expert persons for the purpose.

➤ Lack of opportunity for private organization

Most of the trainees are government employees. Once upon a time various service offered by different department of government. But now-a-days same services are available from private sector like banking, insurance, transportation, telecommunications, internet, educations, remittances, couriers and certifications etc. BARD has limited opportunity for private enterprises.

➤ Lack of opportunity for continuity of specific training

BARD faces a lot of problems for lack of specific training. An employee needs to continue specific training which is not available in BARD's programs.

➤ Lack of opportunity for circulation

BARD does not take any step to make publicity of their training program in mass media's. As a result many participants are not aware about the nature of training programs offered by them.

➤ Lack of opportunity for long time training

Most of the training courses are short in nature. As a result, in training period most of the trainees can't concentrate to training goals.

➤ Lack of opportunity for technical training

BARD mainly provides a theoretical based training, general guide line for different prospectus and case study. Group discussions, simulations and game method are seldom used for technical training.

Execution done beside the comment of latest APC

- i. **Comment:** BARD should arrange one or two days long e-learning course

Execution done: BARD has herein before inseminate training by exhausting e-learning platform on research methodology. Further, BARD is cooperation with NIRDPR- NERC has accompanied international training on rural development project management.

- ii. **Comment:** Session on Income Tax and vat could be incorporated

Execution done: These sessions are included in two months and six month long foundation course.

- iii. **Comment:** APC could be organized before the target fixation at the APA

Execution done: Due to COVID -19, it was not probable to organize APC before target fixation of APA in this year. BARD will attempt to carry this suggestion in the coming year.

Some Observations

1. COVID-19 that affects all of us, all around the world. It has impacts on the individual and on society at large. There are no enormous explanations about the impact of COVID-19 on different aspects of development. Due to this uncertainty, many of schedule and regular programs may need to be shortened, rescheduled and in some cases canceled. The cancellation of classes will present a challenge to re-engage the trainees

2. Because of COVID-19 pandemic, BARD is tried to conduct the class smoothly, online training methodology is adopted. Learning management software and open-source digital learning solutions are adopted by BARD to run online training classes.
3. To conduct international training programs AARDO gave a proposal to BARD. BARD try to create some innovative ideas by this changes situation.
4. In order to manage the crisis in the near future, Bard will be arrange huge load of regular training programs to provide the need of sponsoring agency.

Recommendations

In order to improve the problems of training in future, some suggestion are following:

- When any training program arranged BARD should managed related expert from different relevant institution. So that all subject's expert have not available in one institution. So that higher is the best way of solve this problems.
- BARD should arrange some training program for private organization. It is the ultimate requirement for proper human resource development.
- Every person knows that any human development perform step by step. So training program should arrange in a continuous process.
- Every training program should be advertized in mass-media like news paper. As a result best candidate selected and attain may be possible.
- Training should arrange in a minimum period like 3 months, 6 months or 1 year more. So that trainers free from responsibility, duties and devoted in training program. As a result training goals achieve easily.
- BARD should arrange practical training where all relevant matters are available.

Future Study

The world is changed day by day. Organization documents are converting into digital. Employees should know-how with this concept and knowledge which support and easy way out by BABD training. Researcher would have opportunity the following study areas like digital implementation, co-worker comfortable environment, automation plan effectiveness; self motivated training requirement and training role for leadership skill.

Conclusion

To develop our economy, human resource development is essential. Government has been undertaking a number of steps for social change and development of skilled people. So the importance of imparting training to its officials hardly required any explanation. Training and development has positive impact on organization performance. In Bangladesh training institutions play the major role for human resources development. Bangladesh Academy for Rural Development, a training institute, is playing an important role in human resources development. But this study identified many institutional problems face by BARD and also has provided some potential ways to overcome these problems. BARD should made arrangement for more expert relevant to training,

design of training course, some long time training courses should be included and every training should be sequenced and modern technology base. All problems can't solve in overnight but step may be taken to minimize problem gradually. In comparison to other training institutions, BARD is not certainly maintaining the same standards. By overcoming the limitations, BARD can able to give their best services towards human resources development and boosting suitable and competencies in a human resources of the country or Bangladesh.

REFERENCES

- Annual Report 2019-20 and Annual plan 2020-21, *Bangladesh Academy for Rural Development (BARD)*, Ministry of Local Government, Rural Development and Co-operatives.
- Chowdhury M. Tayub and Hasan (2009), Role of Training Institutes in Human Resource Development-A Study on Bangladesh Institute of Management. *Asian Affairs*, Vol. 31, No. 3: 5-25, July-September.
- DeCenzo, D. A., and Robbins, S.P.(2003), *Human Resource Management*, Kundi, India: *Replika press Pvt. Ltd.*
- Dearden, Lorraine, Reed, Howard and Reenen, John van (2006). The Impact of Training on Productivity and Wages: Evidence from British Panel Data. *Oxford Bulletin of Economics and statistics*, Vo. 168, No.4, pp 397-421.
- Noe, R., Hollenbeck, J., Gerhart, B., and Wright, P. (2011). *Fundamental of human resources management*, New York megarow– Hill, p. 223.
- Hosain, Md. Z. and A. Faruq,2002, Training Needs Analysis practiced by the Multinational Corporation in Bangladesh: A Case Study, *Journal of business studies*, Vol. xxiii, No. 2, December2002.
- Jelena, V. D. (2009). Development of human resources as strategic factors of the companies advantage Ud 005. 96 , Facte university.
- Josep, Kennedy (2009). The Impact of Training and Development on Job Performance.
- Kaizen, Consulting Group.(2014), Becoming Cheaper, Better and Faster(CBF), from [http://www. Kcg.Com.sg/productivity-improvement.html](http://www.Kcg.Com.sg/productivity-improvement.html)>Accessed 22 July 2014
- Kashem and Guha (2000), Human Resource Development through Training: A Caseof CVDP.
- Kabir, Islam, Guha and Rahman (2003), Training Need Assessment of Some Selected Upazila Office.*published by Director General, BARD, Camilla.*
- Quddus, M. Abdul et. Al. "Training Needs of Thana Level officers,"*The Journal of Rural Development*, Vol.25, No.1, January 1995, BARD, Camilla.
- Salih A. Jaradad (2015), Impact of Training and Development Function on Enhancing Competitiveness capacity, *Business Management and Strategy*. Vol. 6. No.1
- Yoder, D. 1968. Management Policy and Dissidence, *Personnel Administration*, Vol. 31 (2), pp. 9-18.
