Internship Report On

Training Needs Analysis Practice in the Workforce at Eastern Bank Limited

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of
Bachelor of Business Administration

BRAC Business School
Brac University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Saria Tanjim
Student ID: 20304026

Supervisor's Full Name & Signature:

Mr. Zaheed Husein Mohammad Al-Din
Senior Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

Mr. Zaheed Husein Mohammad Al-Din

Senior Lecturer,

BRAC Business School

BRAC University

Kha 224 Pragati Sarani, Merul Badda, Dhaka 1212, Bangladesh

Subject: Submission on Internship report on "Training Needs Analysis Practice in the Workforce at Eastern Bank Limited"

Dear Sir,

I am happy to submit my internship report as a requirement for my BRAC University Bachelor's degree as an undergraduate student at BRAC Business School, where I worked and completed my internship at Eastern Bank Limited. Throughout the internship I have get so many opportunities to experience how banks conduct training need analysis for their bank employees. Which has impact on overall human resource management of banking industry. Rather than this internship experience in EBL gives me the chance to acquire real life knowledge on EBL training need analysis.

Therefore, I sincerely hope and pray that every mistake in my report will be resolved. Also, I would want to express my gratitude to you because of your guidance, inspiration, and support.

This paper would not have come to a clear conclusion without your help and support.

Sincerely yours,

____

Saria Tanjim

Student ID: 20304026

BRAC Business School

BRAC University

Date: February 3, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Eastern Bank Limited and the undersigned student at Brac University Saria Tanjim.

I, Saria Tanjim, clearly agree that I will show my professionalism and I will not disclose any confidential information of the Bank and this report will be use only academic purposes.

Acknowledgement

This internship report is a prerequisite for a bachelor’s degree in BUS400 at BRAC University. I want to express my sincere gratitude and respect to everyone who helped me finish this report successfully. Firstly, I would like to thanks my academic supervisor, Mr. Zaheed Husein Mohammad Al-Din Sir, has given me valuable guidance and support throughout the internship, and for that I am grateful to him. His direction and instructions were very clear and easy to understand, which was important to finishing this project.

After that,

Executive Summary

This report examines the Training Needs Analysis (TNA) practice at Eastern Bank Limited (EBL), focusing on how the bank assesses and addresses training requirements for its workforce. EBL follows a systematic TNA approach, utilizing three primary components: task analysis, performance analysis, and strategic analysis. These methods are applied across different employee levels, from entry-level to senior management, with an emphasis on aligning training with the bank's overall goals and performance standards. The annual training plan is designed with input from department heads and adjusted to ensure alignment with organizational objectives.

EBL's yearly training process involves collecting training requirements through an annual form filled out by employees and their supervisors. The bank also conducts several soft skills and leadership training programs, with a focus on upper-level and mid-level employees. The process is flexible, incorporating pilot tests before final execution and ensuring that the training is aligned with the bank's strategic vision. However, challenges such as employee concerns about job security and underreporting of training needs are encountered, which can undermine the effectiveness of the TNA process

To enhance the existing TNA system, the report suggests several recommendations, including increasing the frequency of training assessments, integrating performance appraisals more closely with training needs, and leveraging technology to deliver more accessible training. Additionally, a more robust post-training evaluation process and greater engagement of line managers are recommended. These improvements will help ensure that EBL's workforce development remains agile and aligned with evolving business goals.

Keywords: Training Needs Analysis (TNA), Employee Development, Performance Appraisal, Strategic Alignment, Soft Skills Training, Workforce Development

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EBL	Eastern Bank Limited

Chapter 1

Internship Overview

1.1 Information of Student

Name: Saria Tanjim

ID: 20304026

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management

Minor: Marketing

1.2 Internship Information

1.2.1 Internship Period, Company Name, Department, Address

Period: Four Months

Company Name: Eastern Bank Limited

Department: Credit Administration Department

Address: 100 Gulshan Avenue, Dhaka-1212, Bangladesh.

1.2.2 Internship Company Supervisor's Information

Supervisor Name: Syed Mohammad Maaz Saleheen

Head, SME Credit Documentation

Credit Administration Department

Credit Risk Management

1.2.3 Job Scope

As an intern in the credit administration department EBL, my role was to accomplish variety of tasks related bank's credit operations. Firstly, I assist my other colleague to prepare and management of loan documentation for both secured and unsecured credit products. I verified necessary documents regarding loan task. Drafting sanction letters, no objection certificate and other related documents I handled. Also, I did loan information into bank's system for keep the record of every transaction. Also, I verified loan documents to ensure that those bank documents meet the bank's policies and necessary requirements. Rather than that I have sometimes collaborated with other department like credit risk management and operations to facilitate the smooth processing and disbursement of loans.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

During my internship period, I have contributed to the bank by fulfilling the assigned tasks timely and properly. I have Completed several tasks regarding loans. Help my colleague to documentation and process the loan. I have written drafting sanction letters and no objection certificate. By doing this I have got the chance to know about the how credit department of any banks work and what is the impact that bank have because of credit risk department.

1.3.2 Benefits to the Student

While I was working in Eastern Bank limited, I was able to develop my skill and knowledge through real life work. Because of working in bank, it helps me to improve my communication and time management skills a lot. Rather than that, Eastern Bank has a good learning and welcoming atmosphere which give me opportunity to take part in multiple programs. Also, I got the opportunity to work with different teams within same department which open better learning opportunity. Overall, Eastern Bank help me to gain first hand learning experience of banking industry as well as help me to improve my academic knowledge.

1.3.3 Difficulties faced during the Internship

Throughout the internship I have faced some difficulties but I try to learn from those difficulties to overcome those. Rather than that in the first month task completed time was higher. I try to manage the time and reduce task completed time.

Chapter 2: Organizational Part

2.1 Introduction to Eastern Bank Limited

The operation of this bank was closed in Bangladesh in 1991, when BCCI collapsed internationally. After a lengthy discussion with the BCCI employees and keeping in view the depositor's interest, Bangladesh Bank permitted forming of Eastern Bank Limited with effect from 16 August 1992 taking all the assets, cash and liabilities of erstwhile BCCI in Bangladesh. Thus, it can mutually be stated that BCCI is a predecessor to EBL. Principal Branch, Dhaka; Motijheel Branch, Dhaka; Agrabad Branch, Chittagong and Khulna Branch were the four branches where EBL began its business as a scheduled bank. The motto of EBL's business was to grow as a leader in the banking arena of Bangladesh through better counseling of the business and service to clients. EBL started its operation initially with authorized capital of Tk. 1000 million, equal to 10 million shares of Tk. 100 each and paid-up capital of Tk. 310 million. The new bank was owned by the NCBs and by various govt. agencies and some depositors who agreed to take into their place shares in the new bank, in lieu of their deposits. The EBL was Constituted by 7 directors from different business and profession in the first Board of Directors constituted by Govt. of Bangladesh. Until the end of 2000, Eastern bank Limited was under govt. control so it had a lot of irregularities at the bank. In 2001 the Board of Directors brought in new professional management from various foreign banks who took over their job from time to time since.

2.1.1 EBL's Vision

"EBL's vision is to emerge as the bank of choice through transformation in the way we perform business and create a true financial institution to achieve superior growth leading to higher financial performance and be recognized as the most well known in the financial services in Bangladesh. As a bank of choice to the general public consisting of both consumer and the corporate clients, EBL dreams to be in the business of lending with a swift growth in scale and system acceptance. What they want to give out is such an image that whenever a person thinks of a bank, the first person he will think of is Eastern Bank. The logo looks very dynamic and is attractive in its colours, it has adopted a new logo. It is represented by the blue, gold and green colors of the logo that reflect all the changes taking place in EBL. As said in the promotional literatures of EBL, 'The vibrancy of the source of the earth, a blue sky with wealth of possibilities and a yellow shinning sun of hope combined together in form of a new face of EBL."

2.1.2 EBL's Mission

- We will provide internal and external customers with service excellence.
- We promise to add value to the shareholders.
- Our team will thoroughly challenge our systems, procedures and training in order to achieve service excellence and a cohesive professional team.
- We will create an enabling environment and team-based culture that will provide people to excel.

2.1.3 EBL's Values

1. Service Excellence

2. Commitment

3. Openness

4. Integrity

5. Trust

6. Responsible corporate citizen

2.1.4 Core Business unit of EBL

- **Consumer Banking:** EBL Consumer Banking handles its customers' daily financial needs and services. Consumer banking products are created with the clients' financial needs and affordability in mind. EBL's new IT platform has made it possible for its consumer banking to provide a wide range of top-notch financial services and products. With committed Relationship Managers contacting clients to ensure that the work is completed in an organized way within the client's time limit, they have been designed to satisfy the clients' banking demands. Also, clients may now access their accounts and services with just a mouse click thanks to the Internet banking service.

- **Corporate Banking:** One of the top private commercial banks in Bangladesh, Eastern Bank Limited (EBL) is renowned for offering strong corporate banking services. A wide range of financial solutions, such as working capital financing, term loans, trade finance, treasury services, and structured finance, are provided by EBL's corporate banking section. The bank provides specialized financial solutions to local and international businesses in a variety of industries. EBL has established an excellent track record for creativity, effectiveness, and consumer-focused services by utilizing digital banking technologies to improve customer satisfaction. Specialized services like cash management, supply chain finance, and project financing are part of its corporate banking portfolio, which guarantees that companies may get the funding they want for development and expansion.

- **SME Banking:** Through its specialist SME banking services, Eastern Bank Limited (EBL), a well-known financial institution in Bangladesh, actively assists small and medium-sized businesses (SMEs). Working capital loans, term loans, trade finance, and cash management services are just a few of the many financial options that EBL provides that are specifically designed to meet the needs of SMEs. In order to enable entrepreneurs to grow their firms, the bank focuses on offering simple access to financing with adjustable payback terms. Also, EBL incorporates digital banking technologies, which improves loan applications, account administration, and transactions for SME clients. EBL is dedicated to financial inclusion and works with development groups and regulators to provide affordable financing choices, especially for female entrepreneurs.

- **Treasury:** With its modern technology and consistently increasing market activity, EBL's treasury unit and currency dealing desks have solidified its standing as a reputable and well-established opponent in the recently changed the free-floating rate and dealt with a large number of bank and non-bank clients every day throughout Bangladesh. Our daily operations center on our significant volume of participation in the money and foreign exchange markets.

2.1.5 Major Achievements of EBL

Kiosk

In March 2006, EBL introduced the Kiosk, which essentially provides mini branch banking services such 24-hour ATM service, customer bill paying, and internet banking. Currently, 194 ATMs are operational and available to consumers around-the-clock. To manage the business finding portion, some direct sales people are also equipped with kiosks.

Internet Banking

By offering internet banking in Bangladesh for the first time, EBL achieved a significant milestone in the banking industry. The needs of small, individual, and corporate bank account holders are met by the internet banking application. The majority of the customer's financial needs can be satisfied online thanks to the extensive range of banking services this application offers. Account operations and inquiries, fund transfers and payments, utility bill payment, deposits, loans, inquiries, and other services are among the transactions that can be completed online.

ZIP

Credit cards have the option to convert retail purchase transactions at specific outlets into an installment plan using EBL ZIP, a non-interest-bearing equal installment plan. The client repays the money over a period of three to twenty-four months, interest-free.

Chapter 3

Project Part

3.1 Introduction

Business is changing day by day because of technological improvement. It is important for every business to adopt the changes as early as possible, to sustain in the industry or to get competitive advantage from competitors. Eastern bank realized that. So, they start adopt changing and start training their skilled workforce so that employees can adopt upcoming technological skills and work efficiently. Training is a useful tool to improve employee performance. Which is eventually lead to company's growth.

Determining what kind of training is needed for which employees and how they will help the organization to achieve their long-term goal is very important. Training Needs Analysis or Training Needs Assessment is a method for organization to identify what kind of knowledge, skill, abilities their workforce is lacking. Training Needs Analysis (TNA) is an important component of Human resource management division. Training analysis of requirements must be used within the guidelines of this strategy in order to support the improvement of organizational performance.

This internship report paper aims to analysis the training Needs Analysis (TNA) processes that will be on Eastern bank limited. This paper will identify EBL approach to training needs analysis by taking interview of Head of HR and some key HR personnel. Also, for supporting information regarding TNA will be read from journals and articles. By analyzing the strategic results of TNA procedures of eastern bank, this paper main aims to provide recommendation for increasing training needs analysis methodologies and align them with the organization 's long-term goals.

3.2 Literature review

According to (Asmaa & Shamma , 2024) Training Needs Analysis (TNA) is a vital process in human resource management aimed at identifying skill gaps and development areas within an organization's workforce. As businesses navigate dynamic markets to maintain competitiveness, understanding and addressing employee training needs has become increasingly crucial. For Eastern Bank, a prominent player in Bangladesh's financial sector, effective TNA practices can significantly enhance employee performance, productivity, and overall organizational success. This literature review delves into the theoretical foundations of TNA, explores its application across various industries, and evaluates its role in building a skilled and competent workforce, with a specific focus on its relevance to Eastern Bank. By analyzing existing research, this study aims to provide insights into best practices and challenges associated with implementing TNA in large-scale organizations.

The existing research article by (Puspita & Nurhalim, 2021) also shares how the functionality of this management is changing with technology. The study further reinforces the value of inspecting the kinds of training that will raise employee performance. Advanced HR can improve organizational effectiveness by invoking processes like recruitment, training and development and performance appraisal. TNA helps businesses systematically identify training needs and address skill gaps to increase overall productivity by enhancing job performance through the entire workforce in the business. Also highlighted by the study is positive correlation of employee performance with well-designed training programs. Moreover, it identifies other factors such as motivation and job satisfaction that affect employee performance; and finally, bringing this home, it asserts that for employee development and organizational success, there must be thorough training needs analysis that drives the development of employee.

A second study by (Jha & Sunita, 2010) only confirms that human resource is more crucial factor influencing innovation through motivation and job satisfaction rather than technology or capital investment. In order to improve employees’ skills, tools, knowledge and competencies, organizations can propose targeted training and development programs. Training is geared towards strengthening current skills toward immediate objectives while development is to increase knowledge and capabilities possible in future roles with additional practices aimed at changing the behavior in the workplace. TNA helps organizations follow the periodization of training needs, efficient utilization of resources and minimizing the training tasks. This involves analyzing the needs at different levels (organizational level, departmental level and individual level) but in a way to achieve the best overall results and efficiency of the staff.

One more research study (Manna, Singh, & Sharma, 2016) explored the effectiveness of TNA in enhancing the caliber of government employees training particularly that of school principals. The study pointed to problems in the present training programs, including lack of matching the content of training with actual needs. The researchers developed a competency-oriented TNA model through observations, interviews, discussions and document analysis. Findings of this study showed that TNA was vital for identifying important training attributes and filling in learning and implementation material gaps. There were a few barriers that were not considered during the analysis like age of the participants and low computer proficiency, but the study also identified them. Overall, the research pointed out that a good TNA can aid in strengthening training quality.

The literature in a wider context, analyzes in depth, the process of Training Needs Analysis (TNA) in organizational management; its evolution, models, approaches and challenges. The first point to be noticed is that organizations face increased pressure to achieve results in a competitive, socially aware environment. It documents TNA's origins in the early 20th century and the ways in which it was developed to aid performance problem identification, resource need identification, and intervention requirement identification at the organization, department, and individual levels. TNA is defined as a multi-dimensional process that includes organizational, job related, and individual assessments. Other theoretical models of TNA proposed in the literature are also explored by the scholars, showing different viewpoints about the data collection, analysis and application. In addition, it addresses main implementation problems of TNA in the form of data reliability and data accuracy.

A final study by (Turwelis & Kurniady, 2019) discussed the basics of training needs analysis, as well as theoretical aspects of the training needs analysis for organizations conducting an operational analysis. The emphasis given was on the requirement of employee training in today's intricate and fast changing environment, with the objectives discussed being productive increase, better quality, readied for future demand, and health and safety. It also concluded that such a gap needed to be closed by a training needs assessment. It also provided the basis for such assessments, explaining why such assessments are needed (i.e., they were necessary to determine if training was needed, where the root causes of performance gaps were, and what the scope and content of the training program should be). It also detailed the process of needs assessment, which is a complete framework of following for organizations.

Finally, this literature review highlights the major effect of Training Needs Analysis on employee performance and organizational success for Eastern Bank. The use of effective TNA can help the bank tackle skill gaps; optimize allocation of resources; foster a culture of continuous learning and development; and develop and manage human capital.

3.3 Objectives of the report

Board Objective: To find out the training needs analysis practice at Eastern Bank Limited

Specific Objectives:

1. To understand the methods for training needs analysis process at Eastern Bank Limited.
2. To recognize the differences between all the needs analysis methods at Eastern Bank Limited.
3. To understand challenges faced during training needs analysis practice.
4. To make some recommendations regarding their training needs analysis practice

3.4 Methodology of the report

In This internship report paper researcher used **"Qualitative Research method"** research. Both Primary and secondary data were used to write this internship report.

3.3.1 Source of Data

Primary Data: For collecting primary data researcher interviewing Human resource management managers and some executives of human resource management department of EBL.

Secondary Data: For secondary data collection for this internship report different journals and articles by used. Also, some books of human resource management and newspaper article also used here as a secondary data source.

Descriptive Research

Descriptive research is a systematic method of analyzing and investigating any phenomena or problems. Descriptive Analysis mainly focus on giving an accurate scenario of events, characteristic or situations. Descriptive research method widely uses on different fields like social science, business, education to describe data comprehensively.

Characteristic of descriptive Research

Descriptive research design as non-experimental research. Descriptive research does not manipulate variables rather it observes and records information which was occur naturally. This research method focuses on "what" and "How". Descriptive research method can use both quantitative and qualitative data. The main goal of descriptive method is to provide a clear and details information of a particular topic without bias or interpretation.

3.5 Scope of the Study

The Scope of this internship report is not only limited to Human resource management rather the analysis will provide an information regarding eastern bank present condition of training and development function. How EBL can develop their training needs analysis and identify the possible growth area that will also examine in this study. It will also give a clear plan of action for improving activities related to training and employee skills that are required for the company as a whole.

3.6 Limitation of the Study

While preparing this thesis paper, I have faced some limitations. I am mentioning those limitation below:

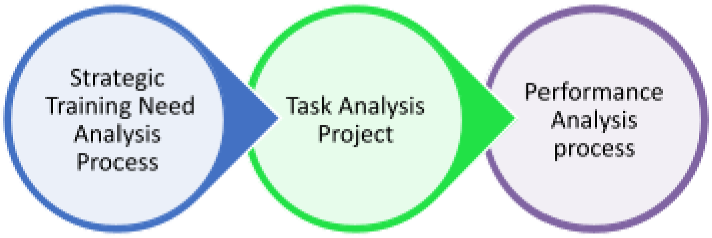
1. Interview with three HR employees of EBL may not give the perspectives of all of the employees of EBL.
2. This study is doing on One branch only. So, the conclusion of this will not be applicable to other branches who have different structures, sizes or sectors.
3. The scope of the study is limited to Training Needs Analysis process of EBL and may not give a wide view of other activities of HRM department.

4. Some of desired information was not possible to collect because of Confidentiality of the EBL.
5. It was hard to prepare an internship within the specific timeframe. Time was barrier for in depth analysis.

3.7 HRM & Training of Eastern Bank Limited

Training Need Analysis

Analyzing training needs is the first step in the training process. Evaluation is essential for determining whether training is required and for identifying any performance problems or gaps that training could resolve. Training Needs Assessment (TNA) methods are important because they provide precise guidance on which professional competency gaps need to be filled and what the qualities of future trainees should be. Training demands are caused by inadequate knowledge, unsuitable employee attitudes, or underdeveloped abilities. Organizations use a range of techniques and protocols to assess training needs. Members of eastern bank employee TNA, a systematic process, to collect, look into, and evaluate data regarding organizational, group, and/or individual skill gaps. Requirement’s analysis is an approach to TNA that assesses an organization's knowledge, skills, and abilities. After that, the appropriate actions are planned to organize the organization's issues and constraints while enhancing its strengths and skills. The eastern bank Training Needs Analysis (TNA) process employs three different techniques:



Strategic Training Need Analysis Process:

The strategic training needs analysis process is an organized approach to identify an organization's training needs that align with its strategic goals and objectives. Determining the exact training requirements required to prepare employees for these new roles is also made easier by analyzing strategic training needs. By carefully planning and executing training initiatives based on predicting the skills needed for future job vacancies organizations can make sure that their workforce is prepared to support the company's development and expansion goals. Mid- and senior-level employees are the target of the majority of eastern bank strategic training needs analysis processes. They do it for entry-level employees in specialized roles as well, though.

Annual Training Plan: According to my observation, Eastern Bank maintains a regular soft skills training program that consists of several training sessions spread out throughout the year. It provides three different training programs for entry, mid, and top-level employment. The majority of the training services included in the annual plan are strategic training programs. "Leadership Training," which is available to mid-level to upper-level employees, is one such program. Most strategic training needs analysis processes at Eastern Bank are intended for mid- and senior-level employees. They do it for entry-level employees in specialized roles as well, though.

Task Analysis Process:

Task analysis is an in-depth analysis of a job to determine the specific abilities needed. Job definitions and descriptions are crucial for task analysis. They outline the specific duties and abilities needed for the position, which serve as the basic benchmarks for figuring out the necessary training.

The new employees at Eastern Bank go through a planned or structured training program that helps them adopt to the culture and gives them the skills they require. Employee training frequently involves the use of outside resources, such as trainers, particularly for lower-level staff. Every employee receives the same training, and their needs are assessed in the same manner.

Performance Appraisal Process:

Performance Appraisal: Eastern Bank made a smart move by integrating training needs analysis with performance evaluations. When conducting performance reviews, Eastern Bank uses a customized assessment methodology that aligns with their company goals and requirements. They take a systematic approach to evaluating staff performance. It's used by all departments. Their individualized appraisal technique, which basically defines what success in a certain function implies, is based on predetermined performance criteria that they have chosen for each work post. In addition to these dimensions, they also have a set of specific criteria, which are specific standards or benchmarks. The basis of their ranking system is these factors.

Supervisor observation's: Every management at Eastern Bank is aware of the performance standards for every position and communicates these standards to employees. This means talking about a few things and the criteria that will be used to judge their performance. All line managers are trained to be highly perceptive because this is one of their primary responsibilities. Eastern Bank line managers follow a set of guidelines when it comes to monitoring performance over time.

Chapter 4

Findings

In my interview with HR assistant general manager and executive of Eastern bank, some significant information has been gathered. Here are some important findings regarding the Training Need Analysis (TNA) practice in the workforce at Eastern Bank Limited.

4.1 Systematic Approach to TNA

When I asked the EBL human resource management assistant general manager how he would describe the TNA practice in EBL, he responded that, “Eastern Bank has a systematic approach to TNA practice.” Before going into the TNA practice, he shared insights regarding EBL's wealth and approach towards every employee. “As EBL is one of the prominent banks in Bangladesh, the human resource management department coordinates training programs that involve both hard skills and soft skills.”

He also mentioned, “As this report is mainly based on the corporate division of EBL, I will answer all the questions from the perspective of corporate division HR practice.” He then explained how soft skills training is given across different departments. When asked about the methods or tools used to identify the training needs of employees, he stated that training need analysis in EBL has three components:

1. Task Analysis
2. Performance Analysis
3. Strategic Analysis

Based on these components, training need analysis is implemented for employees and departments. The HR department of EBL conducts performance needs analysis for mid-level employees, while task training need analysis is mainly conducted for entry-level employees. Sometimes, these methods are combined to conduct a more comprehensive training need analysis. On the other hand, strategic training need analysis is conducted across upper-level, mid-level, and entry-level employees. The key measurement they focus on when conducting TNA is ensuring it aligns with the organization's goals.

4.2 Yearly Training Plan

When I inquired further about the details of these methods and their frequency, a senior executive from the HR department responded, "We do it once a year."

The manager of the HR department then explained the process, including the yearly training plan, yearly training form, and design of the yearly training plan. He first mentioned, "EBL has a diverse training plan that includes five soft skills training programs conducted throughout the year at different levels, and it is planned by the Chief Human Resource Officer of EBL." Before executing the plan, several pilot tests are conducted.

He then explained the annual training form:

- At the beginning of each year, the HR department provides the annual training form to all department heads.
- Employees and their supervisors complete the form after discussing and determining the necessity for training.
- Department heads develop a strategy for departmental training and submit it to human resources.

He further elaborated, "After this, the customization process happens practically. Our human resources staff members sit with other department heads to discuss the departmental training programs they have proposed. However, not all of them will always align with our strategic goals. Thus, the annual training plan is adjusted to select and prioritize those that do align, and this is managed by our HR department."

4.3 Ways of Analyzing

"Although our strategic training needs analysis process is applicable to all levels of employees, it primarily concerns our top and mid-level employees because there aren't many strategic elements when it comes to training new or entry-level employees," another HR executive added.

She shared some important insights, explaining that:

- Task analysis is primarily for new or entry-level employees.
- Performance analysis is used for mid-level employees.

When asked how they differentiate needs analysis techniques for various employee levels, she responded that once the methods are explained, the distinction becomes clear. She then described the steps involved in conducting task and performance analyses.

"The task analysis process is an integral process," she began. "The basis is provided by the job description and specifications. New hires undergo scheduled training procedures necessary for their position, and external trainers are often brought in to conduct these sessions."

When asked if external trainers are frequently used, she confirmed, "Yes, they are hired from outside sources, especially for training. For further analysis, line managers closely monitor these staff members and collect feedback through surveys and questionnaires. Our line managers play a crucial role in determining the need for additional training."

When I asked how the HR department assesses the needs and resources that have been identified, she explained, "The HR department compares current records with past records to track progress, and additional needs analysis is conducted accordingly."

When asked for examples of annual training programs and those introduced through plan adaptation, she mentioned, "A significant accomplishment is being selected for our Leadership Training, which is conducted annually. This program is for mid- to upper-level employees, and participants must have undergone prior training before attending this five-day session."

4.4 Performance Appraisal Process

Before explaining the performance training needs analysis process, the HR representative emphasized that “performance appraisal is the key component, and it is a highly comparative approach, especially in our organization’s performance appraisal system.”

He further explained, “We have a customized performance appraisal system, which is our very own creation.”

When asked to describe the appraisal system, he responded, "I cannot fully disclose its structure, but I can give you an idea of how it operates." He elaborated that it includes:

- Predefined performance dimensions for each job position.
- Established criteria and rating system based on these criteria.
- Ratings assigned using specific parameters to evaluate employee performance and skill sets.

When asked whether training needs analysis and performance evaluation are always interconnected, he stated, “Not always, but mostly. Sometimes, supervisor observations also serve as a method for conducting performance needs analysis. Our managers communicate performance criteria to employees, focusing on specific dimensions for rating."

He further elaborated that manager are trained to be perceptive and adhere to specific observational characteristics when assessing employees.

4.5 Concerns and Challenges

When asked if any challenges arise during the training needs analysis process, both HR representatives acknowledged some concerns.

"Our requirements analysis process runs smoothly, but employees often worry about their job security," they admitted. "Many employees hesitate to specify their training needs accurately on the annual training plan form out of fear that requesting training may imply incompetence."

They clarified that this is a misconception:

- Requesting training does not indicate incompetence.
- Instead, TNA is designed for growth and development rather than as a threat.
- Employees are reassured that the goal of TNA is to enhance their skills and career prospects rather than jeopardize their positions.

Moreover, they added that fostering this understanding opens up more training opportunities and improves employee engagement in the TNA process.

Chapter 5

Recommendation and Conclusion

5.1 Recommendations

Based on the findings from the Training Need Analysis (TNA) practices at Eastern Bank Limited (EBL), the following recommendations can be made to enhance the effectiveness of training programs and workforce development:

1. **Enhancing Employee Awareness and Confidence in TNA**
   - Thus, to mitigate the fear of many that requesting training may be an indication of incompetence, EBL should organize the awareness campaigns and internal communication programs that focus on the competence that TNA is actually a means to the growth and not to the security of the job.
   - HR should involve interactive session with employees where they can share the gap between what they want to learn and what they know thus eliminating all hesitations in sharing the development gap.
2. **More Frequent Training Needs Analysis**
   - Currently, TNA is conducted annually. Using this method does provide defined planning, however creating mid-year reviews can be used to discover new training needs more dynamically.

- Biannual and quarterly assessments can refocus training to the changing job requirements and business strategies.

3. **Stronger Integration Between TNA and Performance Appraisal**
    - However, TNA performance appraisal is an important element but it should be better integrated with planned training initiatives.
    - For accountability, HR should set up a relationship between performance review feedback and training plans so that performance evaluation reveals gaps in skills leads directly to training programs.
    - Therefore, the supervisors need to train the employees to guide them towards the correct training program after the appraisal outcomes.

4. **Customizing Training for Different Employee Levels**
    - Strong practice is to differentiate training needs by employee level (task analysis for entry level, performance analysis for mid-level employees, and strategic analysis of upper management).
    - Nevertheless, EBL could be enhanced by offering personalized learning paths according to employers’ trajectory in the job career and in leadership potential.
    - Coexisting with the training sessions can also include mentorship programs.

5. **Leveraging Technology for Training Delivery**
    - In the changing banking environment, EBL should look to e learning platforms, virtual training modules, and AI driven training recommendations to facilitate learning and is more flexible.

- Gamification, interactive assessments can help retain the learning and keep the employees engaged.

6. **Maximizing the Role of Line Managers in Training Needs Identification**
    - Line managers role in assessing and giving employee training needs is also very crucial.
    - EBL should introduce structured feedbacks plans in which line managers submit quarterly reports of employee skills development and training gaps.
    - Additionally, training of trainers (ToT) programs for line management can teach them how to identify and encourage employee growth.

7. **Continuous Monitoring and Post-Training Evaluation**
    - However, such a structure post training evaluation system is required to measure the effectiveness of training; o the HR department compares the training records to past data.
    - It should be ensured that employees apply newly acquired skills effectively through follow up assessments, feedback surveys, and on the job performance tracking.

8. **Expanding External Trainer Utilization and Partnerships**
    - EBL already is using external trainers for many training programs. Additional value can be brought from the collaborations with industry experts and professional training institutes, as well as leadership coaches.

- By providing wider learning experience through incorporation of real world case studies, practical simulations and industry benchmarking into training programs, o employees will be enabled to learn.

9. Ensuring Alignment Between Training and Business Goals

- Therefore, HR must interact closely with senior management in order for all its training programs to be in line with EBL's corporate strategy and future growth objectives.
- Training content should change with changing market developments, digital banking innovation and changes in regulatory requirements.

10. Encouraging Employee Participation in Training Design

- Training programs should be shaped by employees' own feedback loops, focus groups, and internal surveys so that they have a hand in how it affects them.
- This allows firms to establish a Training Advisory Committee comprised of representatives from various departments in order to tailor programs to meet specific needs in the real workforce.

5.2 Conclusion

Training need analysis at the Eastern Bank Limited (EBL) is practiced well-structured and systematic method based upon the task analysis, performance analysis as well as strategic analysis to determine the training needs of employees at different levels. The yearly TNA process is coupled with the training plan to ensure that the employees receive the training that is tied to individual development goals (TNA) as well as organizational objectives.

However, there are gaps that can be corrected. This suggests that current cultural attitudes around TNA are in need of changing, as employee's express reluctance to convey training needs, they have arising out of job security concerns. Yet, the annual training review is efficient; however, the frequency of assessments and integration allied with performance appraisals are possible means of making training programmers responsive. Further improvements of training effectiveness can be achieved by customizing learning paths; leveraging technology; improving post training evaluation mechanisms; and entailing line managers more actively into learning.

Therefore, in order to strengthen its training programs towards accelerating employee growth, EBL can make use of Anh's recommendations to their advantage and increase their overall performance level as well as view workforce development in line with the bank's strategic vision. Price competition is increasing, and the banking environment is becoming more competitive; a strong and skilled workforce will support organizational success, employee satisfaction and longer-term sustainability.

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Appendix A.

<u>Interview Question</u>

1. How would you describe the process of training needs analysis (TNA) at Eastern Bank Limited?

2. What methods or tools does your organization use to identify the training needs of employees and teams?

3. How often do you conduct a needs analysis for training within Eastern Bank Limited?

4. How do you differentiate needs analysis methods for different levels of employees?

5. How do your priorities and make decisions regarding which training needs to address first?

6. In your experience, what methods or tools have you found most effective in gathering information about the training needs of employees and teams?

7. Are there any external resources utilized by Eastern Bank Limited for training needs analysis purposes?

8. Can you provide example of a training that is consistently conducted each year and give example of a training that was included due to customization in the plan?

9. How does the HR department prioritize identified needs and available resources?

10. Can you explain how the customized appraisal works?

11. Is the performance appraisal always tied with needs analysis of training?

12. Are there any challenges faced during the needs analysis process for training?