Standard Operating Procedure
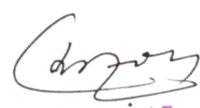# for Managing Training of BIGM 2024

Bangladesh Institute of Governance and Management (BIGM)

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Preface

Training of public and private sector leaders has become immensely important for sustaining the ongoing growth and development momentum of Bangladesh. Such a trajectory to prosperity is often challenged with new criticalities, decision dilemmas and skill gaps. To move up steadily and successfully on this highway, overcoming the challenges requires an insightful understanding of the issues, intricacies, problem-solving abilities and skills to solve the development mazes. In this context, the Bangladesh Institute of Governance and Management (BIGM) considers that need-based and well-founded higher-ends training courses are urgent for a flourishing dynamic leadership to steer the ongoing growth paradigm towards its best possibilities. This document, Standard Operating Procedure (SoP) for Trainings, has been developed with an aspiration to deliver quality training courses of the Institute with need-based higher-skills content, up-to-date knowledge and quintessential procedures.

We believe that the guidelines provided in this document will help to maintain a uniform standard and consistency in the mechanisms of training offered by BIGM. However, the outcome of training courses will still depend on the sincerity, diligence and enthusiasm of management, resource person and their success in inculcating and imbuing the participants with this very set of qualities. Furthermore, we expect each session of our training courses will be enjoyable and vibrant. So, adherence to the defined procedures set out in the SoP, dedicated management, resourceful pedagogy - all are important for an excellent outcome of a training course.

This document will be a living document. It will be updated periodically as per the requirement of the time and as a response to the feedbacks of relevant stakeholders. However, as far as possible, adherence to this guiding document is earnestly expected.

To prepare this document, inputs, suggestions and insights have been received from many stakeholders, including employees of BIGM. We are grateful that many of these suggestions are real-life based, thoughtful and pragmatic. We thank all of them for their thoughtful suggestions, opinions and appraisals.

Our motto - provide quality training, sharpen the managers and build a happy, prosperous Bangladesh.
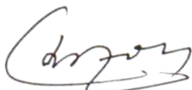
Best Wishes. Happy Training!

Dr. Mohammad Tareque
Director, BIGM

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Standard Operating Procedure (SOP) for Managing Training of BIGM 2024
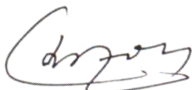
01. Premise

Following the policy guidelines stipulated in the deed of trust, training courses offered by the Bangladesh Institute of Governance and Management (BIGM), play and will play a critical role in achieving the overall goals of the institute. Along with academic and research activities, training courses offered by BIGM are gaining prominence, recognition and receiving accolades from both the public and private sector, so there is already a need to maintain a uniform standard to uphold the consistency of quality and mechanism of training offered. This standard operating procedure (SOP) is prepared as a functional guideline for the relevant personnel of the Institute to follow a set framework to maintain consistency, quality, and uniformity.

   a. This SOP is amendable by the approving authority from time to time as per the requirement of circumstances.
   b. All relevant officials of BIGM will attempt to follow this SOP to the best of their ability and as far as the situation permits. In a situation where observance of this SOP is considered infeasible, the guidance of the Director should be followed.
   c. This document should be considered as an internal document and will not be generally publicly producible.
   d. Additional Director (Training) will ensure adherence to this SOP. However, if this post is vacant, any competent employee of the Institute may be assigned by the Director for this purpose.

02. Selection of Subject-Matter

   a. Training programmes already run or initiated by the Institute, i.e., Policy Analysis Course, Stata, R-Python, Research Methodology, Leadership, Strategic Management will continue, and if required, BIGM will update their syllabuses and subject matters as per the changing requirements.
   b. Generally, the training objectives of the Institute will facilitate the selection of the subject matter of the training and lead to specific training areas to be addressed by the Institute.
   c. New training programs may be initiated after recognizing the substantive gap in the required skill in the areas of Public Policy, Governance, Economics, Development issues, Data Science, Finance, Entrepreneurship or any subject under the broad spectrum of social science and data science. However, subjects such as Human Resource Management, International Relations, Information and Communication Technology, International Trade may also get consideration as a subject matter of the training courses if a reasonable skill gap is recognized and found feasible to address it after due consultation with renowned public and private sector experts.
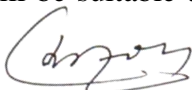
d. BIGM may consider proposals and suggestions from Ministries, Departments, and different Government Projects or from senior government officials to initiate training programs in any specific areas of the subject matters mentioned above or in other important areas. A proposal for a training course may also come from private sector bodies, professional councils or associations, platforms of NGOs and not-for-profit bodies, local representations of International Governmental organizations (IGO), or highly esteemed epistemological bodies.

e. Training, to be arranged in BIGM, would have a development or public policy or social welfare orientation and implications. Training proposals intended to serve commercial purposes will not be considered.

f. The Institute may arrange a few specific training programs, broadly related with the subjects mentioned in this clause, being solicited and partially or fully funded by any Ministry, Department, or Government Projects. In the case of such sponsored courses, the subject matter might be settled based on a discussion between BIGM and the sponsoring entity.

03. Curriculum of a Training Program

a. BIGM on its own or after receiving any proposal may initiate training courses on any subject considering its substance and relevance. The Director will assign a responsible official/faculty of BIGM as Course Director/Chief Coordinator/ Programme Director or may form a course management team. The respective officer/faculty/Course Management team will then collect elaborate information on that subject matter, may assess the feasibility of conducting a training course, and make an outline of the curriculum of the training programme within a reasonable time through desk research and appropriate needs assessment, if necessary.

b. Additional Director (Training) or any competent employee of the Institute assigned by the Director may coordinate and facilitate the curriculum development, reformulation, and validation of the training process on behalf of the institute with due diligence and confidentiality.

c. In the case of a sponsored training, proposed by a government entity and if the outline of curriculum comes along with the proposal, then detailed curriculum of that sponsored course will be settled through a discussion between BIGM and respective entities.

d. In the case of designing a new course by BIGM on its own, (1) the Director may, in his/her discretion, form a committee comprising experts, representation of stakeholders, academicians, and renowned professionals-for carrying out the need assessment by identifying the skill gaps in the respective area. The convenor and the number of members of this committee will be determined by the Director as she/he thinks appropriate (2) this committee may recommend an outline of curriculum and training materials for a training course and suggest the names of resource persons who will be suitable to run different sessions.

(3) the Director will attempt to accommodate the suggestions and recommendations if it is expedient to do so, considering the optimality, practical possibility, and other circumstances.

e. The curriculum and detailed contents of every training program, duration, schedule, trainers, evaluation method, and other ancillary issues will be suggested by the course management which will be approved by the Additional Director (Training) in consultation with the Director.

f. Training curriculum/syllabus will be reviewed and updated for each of the training courses conducted by the BIGM in a regular basis. To review and update the training curriculum and syllabus, the respective course management team may resort to one or more suitable training validation processes.

g. The members of the committee, mentioned in this clause who are not employee of BIGM, may get an honorarium. However, an honorarium will not be given if the training course is arranged without any sponsorship or outside funding.

04. Formation of Course Management Team

a. The Director will appoint a Course Director/Chief Coordinator/Programme Director and one or more Course Coordinator (whatever is deemed appropriate) for a training course to be conducted by the BIGM.

b. In general, Course Director/ Chief Coordinator/ Course Coordinator/Program Director /Course Co-Ordinator(s) will be selected from the faculty/officials of BIGM. However, if an adequate and required fund is available, then a contractual appointment in this regard also might be considered.

c. In the case of a sponsored training programme of any government entity, one or more members of the course management team may be included from the sponsoring entity based on mutual discussion, provided that the person included shall be a reputed specialist in the respective area or a competent government official.

d. Any training that is proposed or conceived by any member or more members of the research team of the BIGM will be, generally, conducted by the respective research team members. In this case, the overall management of the training course will be accomplished by the Research Wing/respective research team.

e. Course management will accomplish all ancillary tasks directed by the Director for the overall and successful completion of the training course.

f. The Director, on being satisfied, may at any time, change Course Director/Chief Coordinator/ Programme Director or any or all of Course Coordinators.

g. Course Management members assigned under this clause generally will get an honorarium. However, an honorarium will not be allowed if the training course is arranged without any sponsorship or outside funding.

05. Duration and Schedule of Training Course:

a. In general, training programs arranged by BIGM will be convened on weekdays and participants are expected to be available during working hours. However, a training course may be held in the evening or in the weekly holidays if these times are found suitable for most of the participants.

b. The Director of BIGM will be convinced that the duration of a session conducted in a training programme is sufficient for the curriculum to be covered, and the total contact hour spent for the whole training is sufficient to instill minimum expected skill and learning.

c. The time schedule of a training programme will be prepared by the course management team and will be shared with the participants at least 24 (twenty-four) hours earlier.

d. The time schedule of a training programme will usually contain time, date, venue, name of the session, number of the sessions, name of the resource persons and other relevant instructions.

06. Strategic Promotion and Communication Plan

a. For each training, there must be a strategic promotion and communication plan, which will be prepared by the course management team, in consultation with the Additional Director (Training) and the plan will be approved by the Director.

b. Advertisement, Brief Flyer, Training Brochure, Promotional Materials, Podcast, and other related publications might be published for the training courses and be uploaded on the website of the Institute.

c. Advertisemen tmay be published in the newspaper soliciting eligible participants in a training programme if adequate fund is available. A brief flyer, text or voice message in bulk, Video clips, and other promotional materials may be posted and boosted up on a social media platform to make aware potential participants if the cost is within the affordability.

d. Advertisement of a training programme may be shared with participants of previously held courses, by post or by email, if the person agrees explicitly to receive such advertisement or promotional items in his/her inbox.

e. For every training course, a brochure/pdf brochure/e-brochure will be prepared, and there will be a brief overview of the Institute and its facilities in this document. Furthermore, greetings from the Director, relevant photo/s and contact details of the Course Director/Chief Coordinator/ Program Director and other members of the course management; an outline regarding the syllabus, brief descriptions of the modules and sessions and other important instructions may also be included in this publication.

f. The brochure/e-brochure/pdf-brochure will also elaborately tell which skill gaps will be addressed by the training course and will provide a brief appraisal of issues to be addressed correlating the skill gaps.

g. In the case of the sponsored courses, a brief overview, message of the chief executives and other relevant personnel of the sponsoring authority and other information may be included in the brochure, e-brochure, and other publication materials.

h. Style, photo, and layout of the brochure will be of the academic nature. It will be precise, informative, and well proofread.

i. A brochure/e-brochure/pdf-brochure will be initially drafted and formatted by the course management team of training programme; however, it will be published by Additional Director (Training) after having final approval from the Director.

j. The language of the brochure will be generally in English. However, if it is deemed appropriate, a brochure or e-brochure can also be published in Bangla.

k. Copyrights and plagiarism issues should be seriously taken care of during the drafting and formatting of the brochure/ e-brochure.

07. Mode and Learning Method

a. In general, the mode of conducting training programs in BIGM will be on-campus. That is, the participant is expected to arrive at the campus or at the training venue physically with with adequate readiness for learning. The participant is expected to participate in the discussions with an enthusiastic approach.

b. Although on-campus training is prioritized in BIGM, some training courses or some of the sessions of on-campus training courses may be made available online and synchronously.

c. If the facility can be availed of, an important resource person may join in a synchronous session of the on-campus training course by online meeting or teaching platform.

d. Participants of both on-campus and online training courses will have the opportunity to submit their assignments, essays, or any other assessment materials online.

e. A whole training course or some of the sessions of any training course may be held off-campus at any convenient venue.

08. Training Materials

a. While selecting the training materials of any training course of BIGM, the copyright law, national regulations, and international best practices regarding intellectual resources will be strictly adhered to.

b. While sharing the reading materials, audio and video links and clips, exercises, practice books with the participants either online or through email, it should be explicitly mention that- this dissemination is for training purposes only.

c. Training materials should not contain any information, connotation, intimation, or message which may violate the general basics of an academic atmosphere.

d. Software, database, e-library or online repository or any similar set-up which require authorized access should be accessed following due procedure.

e. Training materials in hand-out formats, should be generally legible, relevant, and precise.

09. Selection of Participants

a. There will be a set of specific minimum eligibility criteria for participation as a trainee in every training course run by BIGM.

b. Course Director/Chief Coordinator/Program Director will suggest minimum eligibility criteria, in consultation with other relevant personnel of BIGM, which will be finalized before advertisement by the Director.

c. Participants in a training programme will be selected based on the order of their suitability and eligibility. For the paid courses, selection can be based on the resume, academic qualifications, experiences, research interests etc. and for the unpaid/sponsored courses participants may be selected based on some written open-ended comments on their motivation for participating in the course, interview, assessment of submitted written essay or any other procedures deemed appropriate by the authority. In addition to the resume, the respective course management team may impose additional criteria for the selection of participants.

d. In any particular situation, where the number of prospective participants are significantly higher than the accommodation available, and it is expedient to conduct a written admission test, a written admission test will be held.

e. When a training course is arranged upon request of any ministry or government organization and expected participants are government officials, the respective ministry or department will nominate their participants in that training course.

10. Selection of Resource Persons and Trainers

a. Faculty, officials, and other stakeholders may suggest the name of a resource person on a specific topic to deliver a lecture or to conduct a session.

b. A list of resource persons of different sessions of different training courses specifying their area of specialization will be maintained by the Additional Director (Training) or by an official assigned by the Director at the institute level. This list should contain names, areas of specialization, and contact details of the resource persons. The respective course management team will also preserve a list of resource persons relevant to the training course conducted by them.

c. Course Director/Chief Coordinator/Programme Director, in consultation with respective persons, may prepare a session-wise shortlist of resource persons depending on their teaching skill, depth of knowledge on the topic, and reputation in the respective professional circle for a specific training programme. However, the list of resource persons for the training sessions should be finalized by the Director at least one week before the inauguration of the training.

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d. Number of sessions to be conducted by a specific resource person will not be more than necessary and will depend on the requirement to achieve the learning objectives of the respective module of the training outline.

e. In cases where a module of a training course was designed or conceived by a resource person or a group of resource persons, all or most of the sessions of that module may be conducted by that resource person or by that group of resource persons.

11. Selection and Responsibilities of Co-trainers

a. All trainings to be conducted by the Institute will have the provision of co-trainers who will be selected by the respective course management team.

b. Young talents who have the substantial level of specialized knowledge in the topic of discourse of a training session may be nominated as co-trainer.

c. The course management team will arrange a briefing for a newly nominated co-trainer detailing his/her responsibility and involve him/her with different activities of the training course.

d. A co-trainer may communicate with the resource person before the commencement of a session and may appraise him/her regarding the learning objectives. A resource person may allow a specific part of the session to be conducted by a co-trainer.

e. A co-trainer may also assist the resource person in the preparation of training materials, including references and case studies.

f. If any participant of a training course requires one-to one discussion to understand a specific issue related to a topic of a session, , he/she may approach the respective co-trainers for that support. Co-trainer may also pay individual attention and guidance to any participant for scaling up his/her learning.

g. A co-trainer may conduct a whole session when the designated resource person is absent or is not available for the commencement of the session.

12. Modalities of Regular Sessions

a. A regular session will be, in general, one and a half hours duration. Course management may increase or decrease the duration of any session as per requirements. The respective resource person will convene the session.

b. Regular sessions of a training course should be interactive lecture-based. These sessions must have question-answer and brainstorming stints.

c. Technology-based learning, simulations, on-the-job training, individual or group level coaching and mentoring, instructor-guided exercise and work out, role-playing, the show of relevant films and videos, analytical presentation of case studies and other prominent methods, which is considered adequate, may be utilized in the different phases a training course whenever appropriate.

d. Discipline, courtesy, dignity, privacy, and other academic norms shall be observed during the commencement of a session.

e. A venue for the commencement of a session will be generally a classroom with adequate space and amenities. BIGM premises or any other suitable open place also can be selected as a venue for a session.

f. A member of course management will introduce the resource person, co-trainer and participants of the course to each other. After the initial introduction, academic discourse will be the prime priority in the sessions.

g. General practices of intellectual property, copyright and plagiarism issues should be honored in the sessions.

h. Library attachment, IT lab attachment, Field Study attachment and other similar engagements directed by the course management should also be considered as part of a training session and be given due importance.

13. Modalities of Special Sessions

a. There might be one or more special sessions in a training programme as decided by the course management team. Eminent personalities, dignitaries, high-level government officials may be invited to these special sessions.

b. Special sessions may be held in the evening or at any time convenient as decided by the course management.

c. Subject topics of a special lecture might be on a contemporary issue of general interest, economics, public policy or on any topic mutually settled by the course management team and the guest.

d. Duration of a special session will be generally not more than 2 (two) hours.

e. Research team of the Institute may conduct a particular workshop or special session on how to prepare a evidence-based policy paper (steps of research, questionnaire formation, data entry in software, fundamental data analysis etc.) for participants of various training courses.

14. Norms to be Followed in the Synchronous Online Sessions

a. Synchronous online sessions will be usually arranged in weblinks or platforms which are operated or subscribed by the Institute. IT team of the institute will have full access, control, and supervision over the weblinks and platforms used for the online sessions.

b. Usually, no synchronous online training session will be live broadcasted in social media.

c. A synchronous session conducted in online mode generally will not be recorded. However, in the case of a reasonable demand, the recording might be allowed by the concerned Additional Director(Training). If any class/ session/ activity is recorded, it will not be shared with anyone without proper editing. The respective course management team will decide on proper editing with the IT team of the Institute. Additional director (Training), in consultation with the Director, may arrange sharing of the recorded sessions with the participants in the process he/she deems appropriate.

d. Podcasts may be created under the supervision of the course management team beforehand to share the class content and avoid post-editing of the recorded class content.

e. No portion of the class, session or any part thereof will be put in public domain without the approval of the respective authority.

f. General norms of academic ethics, social behaviour and standard practices will be followed in synchronous online sessions.
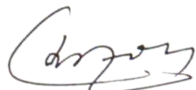
15. Asynchronous Online Training

a. The Institute may consider conducting one or more asynchronous online training courses of adequate duration and of elementary/intermediate or advanced skill level.

b. Respective clauses of this document will be observed as much as feasible in designing and conducting an asynchronous online training course.

c. An asynchronous online training course may be self-funded by the Institute or Institute may receive financial support from any ministry/department/project of the government to conduct an asynchronous online training course of a specific objective.

d. An asynchronous online training should be generally uploaded on the website of the Institute under the respective tab. However, such training courses may be uploaded in any portal designated and approved by the government for this purpose.

e. Ordinarily, participation in an asynchronous online training course for the eligible participants will be free. However, the Institute may consider charging a nominal fee to bear the expenses of the arrangement.

f. The lecture videos of asynchronous online training should be updated periodically, and they should have the mark detailing the time and place of its production.

g. Language of the asynchronous training courses will be generally in Bangla. However, the videos or the other presentation may have English subtitles or English translation.

h. An asynchronous online training course should be archived in a due manner once the course is over.

16. Provision of Mentor and Co-mentor

a. A mentor and a co-mentor may be assigned if the course management team deem appropriate to each group of participants of a training course to facilitate the achievement of the learning objectives.

b. A Mentor/ a Co-mentor may extend personal level support to a participant to learn a specific topic, may provide reading materials to close his/her knowledge gap and may provide guidelines, assistance, and counselling in accomplishing the assignment.

c. The provision of assigning mentor or co-mentor will be usually considered the training course, which are more than 04 (four) week-long and academic networking is beneficial to achieve the learning objectives.

d. A mentor or co-mentor should regularly review the progress of learning of their course participants and should follow the guidelines of the course management team in this regard.

17. Training of the Internal Employees

a. The Institute may nominate one or more employees to participate in the training courses conducted by it. Depending on the nature of the training course, any BIGM employee will be allowed to participate in any training program with permission from the appropriate authority.

b. If any employee of BIGM is allowed to participate in the training course being nominated by the Institute, will be relieved of his/her full or partial regular duty.

c. The Institute may also arrange a special training programme for all or any section of its employees. Subject matter, duration and other relevant aspects of such training programs should be decided by the appropriate authority.

d. For knowledge and skill development of the employees of the BIGM, international online training (such as training on graphic design, etc.) courses may be arranged if the cost of that training is reasonably affordable or nominal.

18. Email and Use of Social Media

a. In addition to the hard copy communication, correspondence through email and group email will be valid.

b. Participants and course management of a training course may conjoinedly connect themselves through one or more social media platforms for the general purpose of communication within themselves.

c. To discuss training-related issues, participants may open a Facebook, Messenger, WhatsApp, or any suitable social media platform chat group, and after the completion of the course, the group may be abolished.

d. No class materials, session extracts, video-audio clips of any lecture, PowerPoint slides, case study, or similar items will be posted on social media unless it is strictly and exclusively accessible only by participants of that training course.

e. Participants and course management will be aware that lecture sessions, case studies, reading lists, or any other training materials made available to them by BIGM may have an ownership right of BIGM, and those materials should not be shared without appropriate legal authority.

f. High level of social and ethical standards will be maintained in communication and correspondence through social media.

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19. Modalities of inaugural and certificate awarding Session

a. Every training Programme generally will begin by an inaugural session and end by a certificate awarding session where a chief guest and a few guests of honour may be invited. The issue of invitation of chief guest and guest of honor (if any) will be finalized in consultation with the Director.

b. Training programs that are at least 03 (three) weeks long and have significant prominence may be inaugurated and concluded in a ceremonial manner.

c. Programme schedule and invitation card of the inaugural and certificate awarding programme should be drafted by the course management and be approved by the BIGM authority before dissemination.

d. Usually, the inaugural and certificate awarding programs will be of academic nature. However, for some programmes, media may be invited, or a media briefing or press release may be prepared. Regarding media coverage, the decision of the Director will be final, and any media briefing or press release should be approved by him/her earlier.

e. Any employee of BIGM related to training will not speak to any media without explicit permission from the authority.

20. Evaluation of Participants

a. Every training of BIGM, whether it is short or long, should have some evaluation method/s for evaluating the participants.

b. The format and method of evaluation method/s will be shared with the participants elaborately at the first day of training.

c. Evaluation method will focus mostly on `real-life problem solution` as well as theoretical understanding, and it may include any one or more methods from the following: (I) Term Paper submission, ii) Monograph (iii) Research/ Policy/Seminar paper submission and Presentation (iv) Written Examination, (v) Case study Presentation, (vi) Open book examination, (vii) Assignment submission, (viii) Practical task accomplishment (ix) On the job training and report writing and (x) Viva-voce and (xi) other methods as deemed appropriate by the director.

d. Written works, especially research essays, term papers, monographs or any such type of similar works submitted for evaluation by participants, should be checked by an effective plagiarism tracking software before evaluation. The minimum acceptance level of plagiarism will be decided by the Director.

e. In general, written works will be evaluated by a reviewer anonymously and by maintaining an extreme level of confidentiality. The Director, if he/she considers it is appropriate to do so, may arrange a further review of any written work or may increase the number of reviewers.

f. Score of a written work will be based on average scores given by respective reviewers.

g. In the training courses, where it is necessary, the Director may require session attendance, discipline, team partnership attitude, participation in the co-curricular activities to be reflected at the evaluation.

h. Usually, participants will be awarded certificates without any grading. However, for some training courses, where subject matter and duration of the training requires to do so, theremay be a provision of grading in the cumulated evaluation of the participants. The criteria and procedure of grading will be decided by the respective course management team with the approval of the Director.

i. If any participant is aggrieved by the evaluation of a training course, the participant may apply to the Course Director/Chief Coordinator/Program Director for a review. After receiving such an application, the course management team will proceed as per the guidance of the Director.

j. The course management will not normally publish the result of any training course. However, this provision may be relaxed when it is expedient to do so, and the Director especially approves it.

k. Result, performance, and evaluation of a participant will be considered honouring the right of `personal privacy, honour, and dignity of the participants and standard social ethics. Course management will not publish the result/outcome/result of the evaluation of any specific participant unless it is explicitly agreed by that participant.

21. Evaluation of Resource Person:

a. Evaluation of a resource person will be done by the participants, preferably in a confidential manner and will be conducted by an eligible employee of BIGM.

b. The questionnaire used for the evaluation of resource persons will be designed in a manner that tracing of the evaluating participant is not possible. Generally, a hard copy will be provided.

c. Evaluation of a resource person will not be known to the respective resource person. However, if a situation is created when it is expedient to inform any resource person of any issue, the official designated for this act by the Director will talk to the resource person privately with due respect, honour, and courtesy.

d. Evaluation of resource person will be held at the end of the session. Generally, the evaluation sheets will be given to participants to evaluate a specific resource person within 24 (twenty-four) hours after the commencement of the session.

e. Evaluation of a resource person will be based on the `session wise' activities. Every session of a resource person will be evaluated in terms of the specific context of that session.

f. A resource person who will convene a special session may not be evaluated.

22. Evaluation of Course Management:

a. Participants of a training course will evaluate every member of the course management at the end of the training course.

b. The questionnaire used for the evaluation of the member of course management will be designed in such a manner that tracing of the evaluating participant is not possible. Generally, a hard copy will be provided.

c. The evaluation of the course management will be done by participants, preferably in a confidential manner and will be run by an eligible employee of BIGM deputed by the Director/Addl. Director (Training).

d. Evaluation of a member of the course management will be confidential and may be communicated to the respective person.

23. Evaluation by Resource Person:

a. A resource person of a session of a training course, who is not an employee of the Institute, will evaluate the performance of the course management and the overall performance of trainees.

b. Generally, the evaluation mentioned in this clause will be held anonymously. However, if the respective resource person desires so, he or she may keep his/her identification on record. This evaluation will be run by an eligible employee deputed by the Director/Addl. Director (Training).

c. The evaluation mentioned in this clause will measure (may include but not be limited to) overall achievement in the session conducted, learning environment, the enthusiasm of trainees, the skill of the course management, quality of the convenience extended, and other session activities. This evaluation may note down any shortage of training materials and may put forward relevant suggestions.

24. Certificate awarding and Memorabilia

a. After the evaluation following due procedure, successful participants will get a certificate or other form of paper or electronic record mentioning the completion of the training.

b. 01 (one) or more registers will be maintained in the Institute, which will record the names and other relevant details of participants who are awarded the certificate in training.

c. Duplicate certificates will be available on request follwing due procedure.

d. Design, format, security features of certificates awarded by the Institute will be as much as possible consistent.

e. The Director or any officer assigned by him/her along with the Course Director/Chief Coordinator/Program Director will sign or digitally validate the certificates or similar other electronic forms. In the case of a sponsored course, the Secretary/Director General/Project Director/ Chief Executive Officer of the

sponsoring ministry/department/project may also put his/her signature on the certificate.

f. The Institute may consider presenting pleasant memorabilia to participants of training where it is deemed appropriate.

g. Memorabilia presented to the participant will be of academic nature, solemn, and displayable.

25. Further Validation of Training Courses

a. After completion of any training course, an overall evaluation of the course needs to be conducted for further development.

b. The respective course management will conduct a course-end evaluation regarding the improvement of the syllabus, training materials and other logistics by the participants.

c. In addition to the responsibility mentioned in clause (b), every course management team will prepare a short report regarding the training program conducted by them. These reports will be compiled as an overview of annual training activities and may be utilized for the preparation of an annual report. Annual reports or overview of annual training activities may be shared with all the faculties/officers of BIGM in hard copy or in soft copy format.

d. Different modes of the validation process, such as refresher courses, follow up seminars and workshops, networking seminars or any event deemed appropriate, will be utilized by the institute to keep track of the relevance, effectiveness, and usefulness of the training in the `post-training life` of participants.

e. Among the different types of course validation processes, the arrangement of refresher courses will be considered for courses that were held with a duration of at least 04 (four) weeks. In addition to the arrangement of refresher courses, the Institute may arrange follow-up seminars, workshops, online meetings, or any other suitable events for the participants of any already completed course to keep track of the usefulness of previous training in their professional life.

f. The Institute may arrange online synchronous meetings or workshops as part of the validation process of any training programme.

g. The Institute may send online or hard copy questionnaires to the participants of a training course to gain knowledge regarding the relevance and effectiveness of the training in their profession and know scopes for further development of the course.

h. Opinions, suggestions, feedback and other consultative outcome of a training validation process will be formally noted, and the respective course management team will prepare a brief report to be submitted to the Director.

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26. Training Calendar

    a. The Institute shall prepare a training calendar mentioning titles, tentative time schedule, duration, and other relevant information of upcoming trainings in the beginning of every financial year.

    b. Training calendar will be uploaded on the website of the institute and may be published in social media.

    c. Additional Director (training) or any competent employee of the institute may facilitate the preparation of the training calendar.

    d. Training Calendar may be updated all the year round, and whenever a new training course will be offered, the training calendar will be updated.

27. Master Database of Training Programs

    a. A master database, intended as an Institutional level data management effort of BIGM, will preserve all information regarding training programs. It shall be maintained by the training wing, and a duplicate database of similar information will be preserved by the IT Section.

    b. The master database will contain a course outline including a detail syllabus, details of the resource person who were involved in conducting sessions, all training materials, contact details of institutes and entities who extended support in conducting the course, particulars of participants, all types of evaluation records, suggestion and comments received, significant correspondences made about the commencement of the course, audio-visual record of important lectures and other training activities and other essential aspects of training which is deemed a potentially important for preservation.

    c. Information regarding participants of a training programme will preserved as part of the master database, and that information will not be shared without specific approval from the Board of Trustees (BoT) [1].

    d. Respective Course Director/Program Director/ Course Coordinator shall also maintain and keep these data at least three years from the day the training course ends.

    e. For the official purpose, this information database might be shared among different wings of BIGM but not with outside organizations without clear direction from of the board of trustees (BoT).
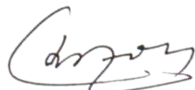
28. Miscellaneous Issues Regarding the Evaluation

    a. The Director will have access to the filled up/completed evaluation forms, sheets, or electronic formats. He or she will take the necessary steps to keep evaluation documents or electronic records at least for 03 (three) years from the date of commencement of the evaluation.

    b. The core value of all sorts of evaluation and other training-related activities will be objectivity, transparency, and neutrality.

    c. Contact details and identity of any participant of the training course generally will not be shared to any third party unless it is explicitly agreed by the participant.[2]

1. BIGM should develop its own security policy, including cyber security policy and get it approved by the BoT.
2. For easy understanding of this SOP, a stepwise progression of a training program is presented at **Annex-A.** However, this is in no way a substitute of the SOP. The same is true for the Flowchart placed in **Annex-B.**

Steps Wise Progression Chart

1. Start of the training program

2. Initiating *subject matter and area*   [Article-02, Page- 01]

3. Director, BIGM will assign an official/faculty as a Course Director/Chief Coordinator/Program Director and may form a course management team   [Article-03, Page- 02]

4. IF the subject matter is *initiated by BIGM* and *paid course or sponsored course by BIGM*, THEN go to *Step-5*   [Article-03, Page- 02]

5. IF *sponsored* by an external entity, THEN *settled the training curriculum* with BIGM, which is provided by the external entity ELSE go to *Step-5*

6. Preparing a *training curriculum* by appropriate needs assessment/through desk work using the guideline of the Experts/Stakeholders/Academicians   [Article-03, Page- 02]

7. Preparing a *course calendar*, selection of *training mode (classroom or online),* and selection of *resource persons* and *advertisement*   [Article-05, Page- 04]

8.   a. Selection of *participants* (for paid or sponsored course) and storing the *trainee's information* (either paid or sponsored course) into the *Data storage*   [Article-09, Page- 06]
      b. Preparing the *session schedule*

8.   Training mode may be classroom or online. Preparing both, *classroom schedule* or *on-line Schedule*
      [Article-07, Page- 05]

9. Inform to the *participants and resource person* about the training session schedule

10. C*ommencement of the course* and
      a. participants will be evaluated based on assignment/term paper/final paper etc. during the running of the course   [Article-20, Page- 12]
      b. Training management team will provide the course materials (may be soft copy or hard copy) to the trainees
      c. Training management team will *monitor and evaluate* the trainees' activities

11. a. After *completion of all required sessions* and *submission of required papers/assignments*, participants will appear in the *assessment program*. [Article-20, Page-12]
      b. Lastly, participants will *evaluate the Training Management Team*.   [Article-22, Page- 13]

12. WHETHER a participant *appeared in the assessment program* and *achieved a minimum level of*
      the score for certification or not. IF not, go to S*tep-11* Else go to Step - 13

13. *Complete all the requirements* of the training course, and participants will be *Certified*
      [Article-24, Page- 14]

14. *Completion of the course*/training program.

15.   a. Training management team will conduct a *Course-End-Evaluation* and go to *Step – 5* (For

Future Improvement of the course)   [Article-25, Page- 14]
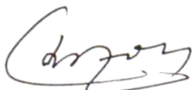
d. Training management team will prepare *Training report(s),* which will be the integral part of the Annual Report   [Article-25, Page- 15]

e. *Annual Report* will be *distributed* to the BIGM Officials/Faculties and concerned ministries

[Article-25, Page- 15]

16. End of the cycle of a training program

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Flowchart

Start of the Trg. Program

Initiating Subject Matter

Training

Mgt. Team

No Course?

Academicians' Guidelines

Experts/Stakeholders/

Yes Sponsored

No   Is it BIGM   Yes
Sponsored?

Appropriate Need Assessment / Through Desk Work

Reformulation and Validation of the Training Process

Syllabus provided by the external entity

Settled the Syllabus with BIGM

Preparing a Training Calendar
Selection of Training Mode
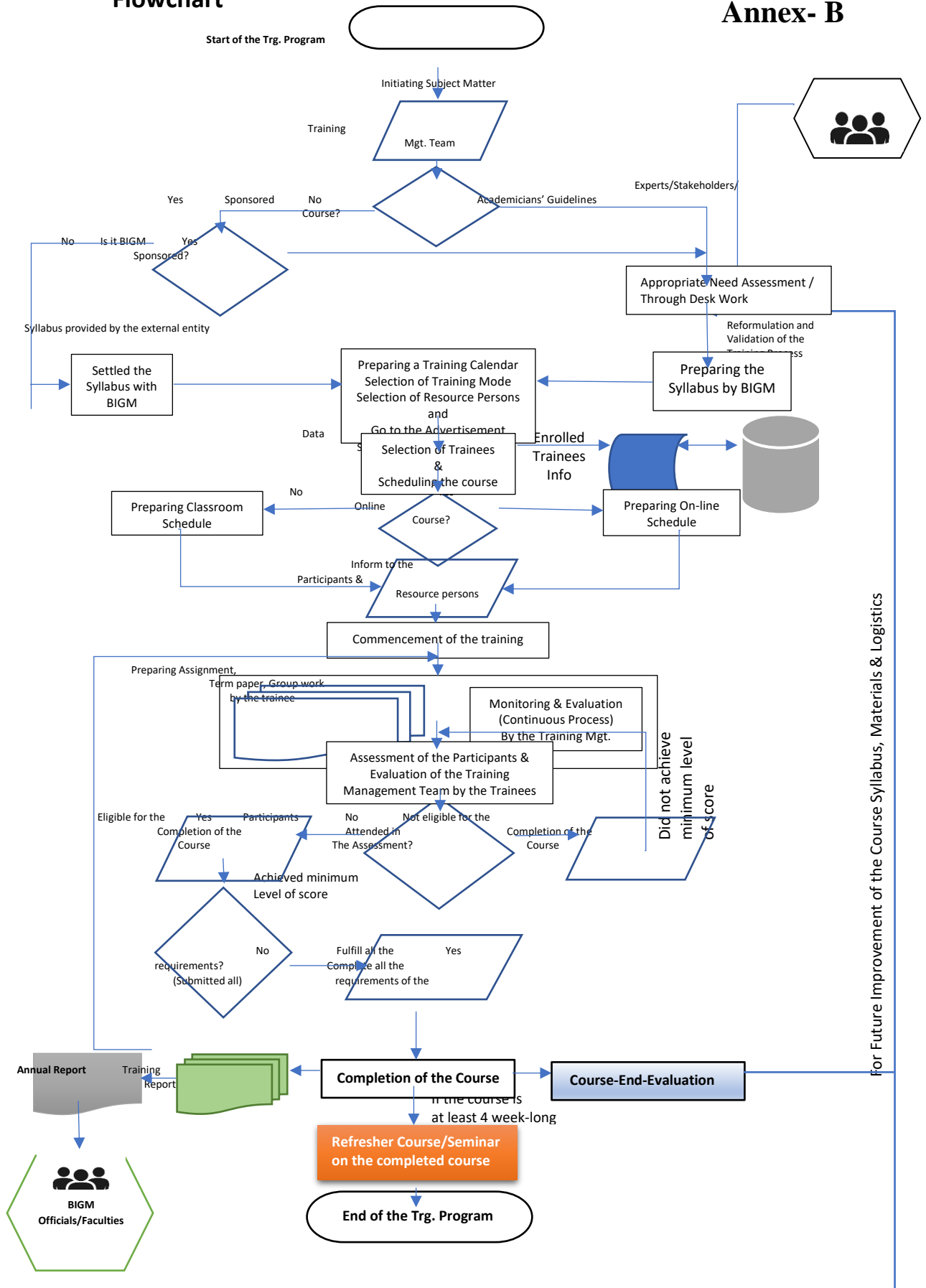Selection of Resource Persons and
Go to the Advertisement

Preparing the Syllabus by BIGM

Data

Selection of Trainees & Scheduling the course

Enrolled Trainees Info

No   Online   Course?

Preparing Classroom Schedule

Preparing On-line Schedule

Inform to the Participants &

Resource persons

Commencement of the training

Preparing Assignment, Term paper, Group work by the trainee

Monitoring & Evaluation (Continuous Process)
By the Training Mgt.

Did not achieve minimum level of score

Assessment of the Participants & Evaluation of the Training Management Team by the Trainees

Eligible for the Completion of the Course

Yes   Participants   No
Attended in
The Assessment?

Not eligible for the Completion of the Course

Achieved minimum Level of score

requirements?
(Submitted all)

No   Fulfill all the   Yes
Complete all the requirements of the

For Future Improvement of the Course Syllabus, Materials & Logistics

Annual Report   Training Report

Completion of the Course

Course-End-Evaluation

If the course is at least 4 week-long

Refresher Course/Seminar on the completed course

BIGM Officials/Faculties

End of the Trg. Program

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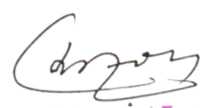Governance and Management (BIGM)

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BIGM

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