



# Training Unit

*Role Model for skill development*

## Photo Gallery



## Background of LGED Training Unit

Local Government Engineering Department (LGED) is a public sector organization originated from the 'Comilla Model' - developed by the Bangladesh Academy for Rural Development (BARD) in 1960s. LGED was created out of RWP, a component out of four (KSS&TCCA, RWP, TIP, TTDC) in Comilla Model and was gradually transformed to LGED in 1992. Over time it expanded a lot and become the largest Engineering Department in Bangladesh. At present more than 11,000 employee are working. It is responsible for infrastructure development of the country for both rural, urban areas and water sector (upto 1000 hec.). LGED considers development of its human resources as one of the top priority and has given due importance to training from the very beginning.



The training activities in this organization started in the former Works Programme Wing (WPW) under the ministry of LGRD&C and gained a momentum in 1984 with the establishment of the then Local Government Engineering Bureau (LGEB). A "Long Term Strategy and Plan for Training" was formulated in 1984 and accordingly a Training Unit (TU) was established with its HQ at Dhaka and 9 decentralized training centres at the districts, which were popularly known as District Training Centres (DTCs). The number of DTCs was increased to 15 in July 1990, covering the whole country under the Institutional Support Project (ISP) of LGED. In August 1992, LGEB was upgraded as LGED and the TU started functioning as LGED TU. From July 1998, all the training activities were coordinated and implemented through the HQ TU and the 10 Regional Training Centres (RTCs) under Rural Development Project -21 (RDP-21). The numbers of RTC were increased to 14 from May, 2013.

## Institutionalization of Training in LGED

The process of institutionalization of training in LGED began in 1998 during closing of ISP of RESP III. IST under RDP-18 (MANCAPS study), ISAP under RTIP have also recommended for institutionalization of training. Initially, 4 posts of Training Engineers at HQ and 10 posts of Training Engineers at districts were created within RDP-21 which were gradually absorbed into revenue budget in 2003. Recently, the post of Training Engineers at Regions was renamed as Executive Engineers (region). Finally, all the training activities in LGED are planned and implemented by the Central Training Unit (CTU) in Dhaka and 14 RTCs at regions. Moreover, allocation of training funds amounting to Tk. 20.00 lakhs under revenue budget started in FY 2003-04 and at present (2013-14) it has increased to Tk. 175 Lakhs.



## Objectives of Training

Training is considered as an effective tool for developing efficient and competent manpower. The prime objective of training in LGED is to develop knowledge and skill in technical, managerial, financial & social matters. As a result of training, the officers and staff are better equipped professionally to plan, implement and manage development works in cost effective manner.

## Major Functions of Training Unit

The major functions of TU are as below:

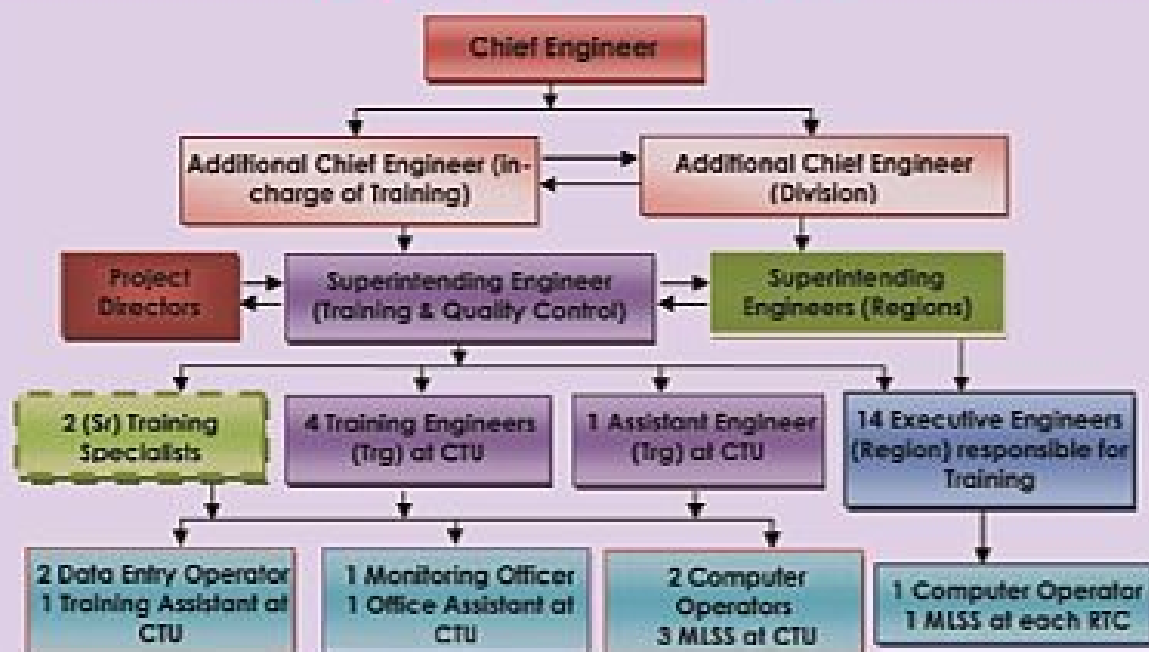
- » Carry out Training Needs Assessment (TNA)
- » Design training courses
- » Implement training courses
- » Plan, monitor and evaluate training courses
- » Maintain personal and training information
- » Conduct project based training courses, as requested.
- » Support LGED in the implementation of workshops/ seminars/ meetings etc.

## Present Manpower of Training Unit

The Chief Engineer is the head of all the units of LGED including Training Unit. Under the guidance of an Additional Chief Engineer (in charge of Training), the CTU is run by the Superintending Engineer (Training), 4 Training Engineers (Executive Engineers) and 1 Assistant Engineer at headquarter Dhaka and 14 Executive Engineers (Region, responsible for training) under the Superintending Engineers in the Regions. Two short term (Sr.) Training Consultants are also providing support to training activities.



## Organogram of Training Unit



## Geographical Coverage of RTC

The 14 Regional Training Centres (RTCs) cover all the 64 administrative districts having 486 Upazilas. Under this arrangement one RTC covers around 2 to 6 districts. The Upazila coverage ranges from 13 to 59 Upazilas. Operational jurisdiction is shown in the last cover page.

## Physical Facilities

The CTU is located in the 11<sup>th</sup> floor of the RDEC building adjacent to LGED Bhaban. Total floor area of CTU would be around 370 sq. meters. There are 4 classrooms each having 60 square meters with a capacity of 25-30 trainees per room and a lobby for group discussion. In addition, there is a seminar room at the Level 12, dormitory at the level 13, 14 and 15, dining facility in level 13 and 15. At level 3, there are 2 computer rooms equipped with modern computers and multimedia projectors where computer related trainings are held. Similarly, RTCs are located in the office of the Regional Superintending Engineers. The meeting room of district office is used as a classroom which is well decorated and equipped with all the modern facilities.



## Training Equipment

For smooth delivery of lessons, all training centres (CTU and RTCs) are equipped with Overhead Projector (OHP), Multi-media projectors, Computer, White board, Display board etc. Construction equipment like Dynamic Cone Penetrometer (DCP), Slump test, Drawing and survey equipment are also available in the training centres for imparting technical training.



## Training Information Management System

The CTU has developed Training Management System (TMS) Software to maintain personal and training information of the participants. Local and foreign training information of the employees are preserved in TMS. TMS is regularly updated as soon as an employee receives training as well as when s/he is transferred. List of participants to be trained, list of persons not undergone certain course, category of employees trained, information of training performance, list of persons received foreign training, training progress report etc. are available in the TMS software. Moreover customized reports can also be generated from the TMS.



## Training Needs Assessment

The Training Needs Assessment (TNA) is the first step of developing a training course with its curriculum. The CTU carries out TNA at regular interval (generally every 5 years interval). The first TNA was carried out in 1990, the second during 1996 and third in 2005.





TNA is also carried out informally observing outputs, quality of works, audit reports, inspection report etc. New courses are also adopted as requirement felt by senior officers and also with advancement of technology and digital requirement.

### Category of Participants

All the categories of officer/staff of LGED and related stakeholders are considered as the targeted participants for the training courses.

The following are the target groups:

#### LGED Officers/Staff

- Superintending Engineers (SEs)
- Project Directors (PDs)
- Deputy Project Directors (DPDs)
- Executive Engineers (EEs)
- Senior Assistant Engineers (Sr. AEs)
- Upazila/Assistant Engineers (UEs/AEs)
- Upazila Assistant Engineers (UAEs)
- Sociologist (SOs)
- Sub Assistant Engineers (SAEs)
- Draftsmen (DMEN)
- Surveyors (SURs)
- Work Assistants (WA)
- Office Assistant (OAs)
- Accountants (ACTs)



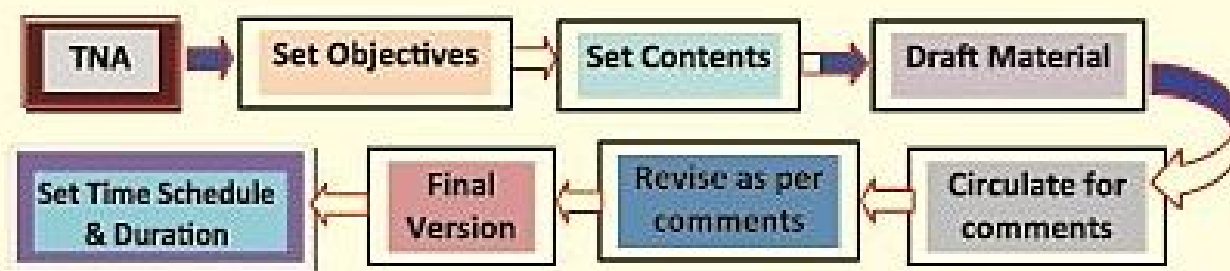
- Accounts Assistants (Act. Asst.)
- Community Organizers (COs)
- Computer Operators
- Mechanical Foremen/Mechanics

#### Stakeholders/Others

- Peoples' Representatives (Mayor/Chairmen/Councilors /Members)
- Contractors
- Labour Contracting Societies (LCS)
- Water Management Cooperative Association (WMCA),
- Ghat/Bazar Management Committees
- Venders/Traders/Female Shop Owners (FSO) members
- Beneficiaries/Group members etc.

### Development of Course

Prime task of TU professionals is to develop training courses. Based on TNA and scope of works, courses are developed. The course material is written in English for EE/UE/AE and in Bengali for the rest of the participants. When a course is thrown for a group, all targeted participants of similar category are covered. A flow diagram of development of course is shown as below:



## Training Calendar

The CTU brings out training calendar in each financial year. It gives vivid picture of all training courses planned under revenue and project funding. The name of courses, duration, venue, tentative date of implementation are incorporated in the calendar.

## Training Implementation

As per Training Calendar, the training courses are implemented both at CTU and RTCs. The Training Engineers coordinate the training courses. July-December is considered as peak training season. Knowledge based trainings are held at CTU/RTC whereas On-the-Job (OJT) and practical training held at job site. Training for beneficiaries is generally held at site.

## Training Evaluation

The training courses are implemented with a view to increase knowledge/skill of the participants and evaluations are done to determine the effectiveness of a training programme. During training session, two types of evaluations are undertaken. Reaction level evaluation is done to reflect the feelings of the trainees about the training programme, its methods, contents, instructors and so on whereas acquisition of knowledge and /or skills is measured through pre- and post-test. Open book test, practical test are also taken to measure the learning from the course.





## Collaboration with other Training Institutes

Close collaboration is maintained with in-country training institutions to share professionalism towards implementation of specialized courses. BARD, RDA, BPATC, NAPD, BIAM, BIM, ESCB, IEB, CZI, BFRI, ATI, CERDI, NAEM are some institutions who implement our proposed training courses at their venues. Sometimes resource persons from the above specialized institutions are invited to conduct training at our venues.



## Future Plan

The last TNA was carried out in the year 2005. Since then, courses were designed based on the TNA report as well as report of senior management. New technologies, recruitment, entry of project staff and present scope of work made it necessary to conduct a fresh TNA for all categories of LGED officers/staff.

The training results are generally measured in terms of output, i.e. how many courses and persons have been trained. To measure learning level, Pre- and post tests are generally taken. Sometimes such learning does not reflect at the job site. As such time has come to measure the impact of learning in the real work situation. The TU has planned to introduce a system to measure the training impact.

With the advancement of computerization and digitization around the world, LGED has given much thrust to ICT and TU has already started imparting different computer based training courses for all LGED engineers. More than 1200 Engineers will be trained in ICT on priority basis.

The TMS is a software designed for TU to manage personal and training information so that right persons are selected for training. It is comparatively difficult to collect information of transfer and posting as it is done in the regions/districts in addition to HQ. Sometimes, information flow from the field to TU is not regular. As a result, lots of wrong information is noticed in the list of participants. For this reason, an attempt has been taken to link the TMS software with the MIS/PMS software, which is under process of development in the administration section.



## Present Training Courses (From FY 2011-12)

At present the following training courses are offered from the Training Unit

SL	Name of Course	Category of Participants
1	Foundation Course for Class I gazetted Officers	AE/UE/UAE
2	Training of Trainers' Course	Sr. AE, AE, UE, UAE
3	Training of Trainers' (Special) Course	EE(Trg), DD, Sr. AE
4	Public Procurement Rules and Contract Management	Sr. AE, AE, UE, UAE
5	Quality Control (Soil, aggregate & their tests)	Sr. AE, UE, UAE, SAE
6	Quality Control (Bitumen, cement & concrete tests)	Sr. AE, UE, UAE
7	Inspection and Reporting	SE(R), EE(R), Sr. AE
8	Bridge Planning and Construction Management (Hydro)	Sr. AE, UE, UAE
9	Bridge Construction Management (Pre-stressed)	Sr. AE, UE, UAE
10	ACR writing incl. Office Management	SE(R), PD, EE
11	Project Management	EE, Sr. AE, UE, UAE
12	Plumbing and Sanitation	Sr. AE, UE, UAE, SAE
13	Foundation Course for SAE	SAE
14	Concrete and Building Works	WA
15	Flexible Pavement Construction	WA
16	Supervision of Infrastructures Construction	SAE
17	Building Construction Management & Quality Control	AE, UE, UAE, SAE
18	Understanding Drawing of Building and Bridge	SAE, DMEN
19	Understanding Drawing of Hydraulic Structures	AE, UE, SAE
20	Construction Practice & Quality Control of Hydraulic Structures	Sr. AE, UE, UAE, SAE
21	ICT and its Application	PD, EE, Sr. AE, UE, AE, UAE, SAE
22	e-procurement (e-GP)	PD, EE, Sr. AE, UE, UAE
23	Basic Computer operation including Internet browsing	SAE, UDA, Actt.
24	Gender Issues	PD, EE, Sr. AE, UE, UAE
25	Road Safety Issues	Drivers
26	Surveying Course (Plane Table and Leveling)	SUR, SAE
27	Total Survey Station	Sr. AE, AE, UE, UAE, SAE, SUR
28	Quality Control Refresher	LT
29	On the Job (Road Works)	Sr. AE, AE, UE, UAE, SAE, WA
30	On the Job (Building Works)	Sr. AE, AE, UE, UAE, SAE, WA
31	On the Job (Bridge Works)	Sr. AE, AE, UE, UAE, SAE, WA
32	Maintenance Scheme selection, preparation, and contract management	Sr. AE, UE, UAE
33	Project Management with Microsoft Project Software	Sr. AE, UE, UAE
34	PPR, Accounts and Audit	Actt, Acct Asstt, UDA
35	AUTO CAD	Sr. AE, UE, UAE
36	STAAD.PRO	Selected Sr. AE, AE



**For further information, please contact**

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# Operational Jurisdiction of RTCs

