

## **Learning & Development policy**

### **1.1 Objective**

To enhance the performance, competencies and skills of the Associates, through constant training & development programs to achieve individual career and organizational goals.

### **1.2 Scope**

Training Policy is applicable to all Associates of AFS and covers the procedure for Internal, External Training / Sponsored programs.

### **1.3 Procedure: Training Need Identification**

- **First Level:** Individual Training Needs are identified in the Performance Management System. Training Needs are identified to elaborate on the Individual Development plan based on the career objectives. Training Needs are identified to enable the individual to perform his roles & responsibilities effectively.
- **Second Level:** The concerned functional/Branch Manager shall prepare the functional training required for each individual in his team and send to the HR for consolidation training needs plan at Branch level and designation wise.
- **Third Level:** Training and Development plan for the Associates is obtained through the organizational strategy, direction and Business Initiatives.
- HR identifies the Behavioral Training after the review of the Annual Appraisal and the inputs of the reporting officers through interaction over a period of time.
- Corporate HR team will prepare a Master list of Training Program using the analysis of data of the Training Identified during the Performance Management System/ Vertical Level Training Plans/training identified keeping in account of New Initiatives which demand additional skills.

### **1.4 Training Plan**

- Each Associate at Annpurna would be eligible for a minimum of 5 days of Training. The employee need to utilize the Training days as part of the Competency development and future growth. The individual plans for their programs in consultation with their immediate Reporting Officer and facilitated by Corporate HR team as required.
- Corporate HR along with the senior managers of various verticals identifies key resources trainers who are capable of training within the organization and if available then the Training program is carried as per the Internal Training Process.
- If resources are not available then the EXECUTIVE HR will identify resources from outside the Organization and the Training Program is categorized as External and the training is carried out as per the External Training Process.
- Depending upon the scope of the training program (Organisation wide or individual/group specific) EXECUTIVE-HR decides on the number of sessions and the type of training to be imparted.

- A training calendar is prepared and announced at the beginning of the year (June – May 2009) and does not coincide with the financial year) by the corporate HR team. The same is modified/altered/updated based on the change in the programs and informed to the associates.
- Training Checklist is prepared by HR team before the training program based on the type of training and the participants involved in the training program.
- Respective function heads need to nominate employees of their concerned department for the training based on their schedules interest, work schedules etc.
- Individuals can nominate themselves for the training program for Internal Training Program with the approved signature from their respective reporting officers
- At the end of the program feedback is collected from the Participants to analyze the efficacy of the program and the efficacy of the faculty.
- The Senior Manager HR maintains a training repository on the Training details, Individual Training program details and overall training details.

### **1.5 External Training Process:Nomination Procedure:**

- Reporting officer/Branch Managers will nominate employees from their respective branches/departments for the training based on their interest, work schedules etc.
- Individuals can nominate themselves for the training program with the approved signature from the reporting officer and should be submitted as part of the process.

### **1.6 Approval of Budget:**

- The Managing Director sanctions the training budget at the beginning of the year and the senior manager HR will monitor the training schedules and implementation of sanctioned Budget within limits.
- The Associates has to submit a training report along with Travel Expense Report to the corporate HR team for reimbursement.

### **1.7 Training Program:**

- The EXECUTIVE-HR coordinates with the External training Institution/ Faculty for related logistic arrangement, and it has a continuous follow up to ensure that the Program is conducted smoothly.

### **1.8 Feedback Process:**

- At the end of the training program feedback is collected from the participants to analyze the efficacy of the training program and for further reference whether we can hire the services of the same institution or Educationalist again.

## 1.9 Knowledge Sharing:

- An employee who attends an External Training Program is required to impart the training on his return from the Training program to the other employees who require the training to perform their roles and responsibilities effectively. This is done to insure that the training attended by one employee can be utilized by a larger spectrum. For all such programs attended by the employee must share the knowledge acquired within 7 days of the attending the program. The Associate shall submit the training report
- The employee has to give the original copy of the training material to the HR team, which will be placed in the library as a reference for all other employees.
- The employee can retain a copy of the training material for his/her reference
- *In cases where the employee resigns from the services of the organization within six months of undergoing the Company Sponsored Program the Associate will bear 100% of the cost incurred for the Program to be cleared as part of his/her full and final settlement dues.*

## 1.10 Roles & Responsibilities:

- Employees list their Training Needs for the year during their Annual Appraisal.
- Reporting Officers identify and give consensus of the requirement of the training Needs of their employees during the Annual Appraisal.
- The reporting officer sends a copy of the list of training needs identified at their branch/department.
- The Training Needs are consolidated by the Corporate HR team
- Corporate HR team coordinates with the Functional/department Heads for designing the Training Program, Course Content, Faculty, etc. based upon the requirements.
- The employee need to submit the Training nomination form for both Internal/ External Training Programs.
- The Employees need to submit the Training Reimbursement Form along with training report for claims for reimbursement
- The Employees are responsible to fill a Feedback form at the end of the Internal Training Program/External Training Program.
- Employees attending External Training Programs should submit a copy of the Training Material received to the library.
- The Sr Manager HR is responsible for consolidation of Training Needs form all sources and to chalk out the Yearly Training Calendar and circulates among employees
- The Senior Management team will provide all support to the HR team in taking care of the infrastructure and faculty for the program..
- The Senior Manager HR maintains a central skill repository of all the details of the Training conducted and the training attended by all Employees. The Employee master data at HR is updated for future references.