REVISION HISTORY

REV	Description of Change	Author	Effective Date
Rev.:1.0	Creation of the Document : Training Policy	Souravi Bose	16-Jan-2014
Rev.:1.0	Review & Approved	Lagna Panda	16-Jan-2014
Rev.:1.1	Added pre & post Training test	Souravi Bose	22-Apr-2015
Rev.:1.1	Review & Approved	Lagna Panda	24-Apr-2015

REFERENCE DOCUMENTS

Document Number	Document Title

1. POLICY STATEMENT:

The training policy emphasizes the importance of maintaining a continuous learning program to develop a core of well-trained individuals whose performance will enhance the company's abilities to perform at a level that is consistent with growth and profitability objectives.

All regular employees of Head Quarter needs to cover at least 5 days trainings irrespective of grades for the entire year amounting to minimum of 40 hrs of session may be in same/varied training programs .

It is the employee who holds responsible to adhere to the aforementioned criteria.

2. PURPOSE:

The overall purpose of the policy is to set out guidelines for the training and development of employees of CSM.

This policy ensures that all personnel are trained and become sufficiently experienced to the extent necessary to competently and effectively undertake their assigned activities and responsibilities.

3. SCOPE:

CSM provides employee training as a means to help employees develop and/or enhance their professional skills and to assist them with their career development goals.

CSM attempts to create a learning environment where employees will be prepared to accept change, develop new skills and take responsibility for their own Continuous learning, to ensure their effective contribution to the successful achievement of both business and personal goals.

This policy is applicable to all Employees of CSM.

4. TRAINING LIFE CYCLE:

4.1 Preparation Of Annual Training Strategy :

    4.1.1 At the beginning of each financial year Training Coordinator needs to prepare the annual Training Strategy and the Annual Training Plan by following the Organizational long term training strategy.

    4.1.2 The strategy must cover the following areas:

- Total number of Training Days (Assumptions)

- Training Need Analysis

- Training Classifications

- Budgets

- Resource Requirements

- Responsibility Matrix

- Role Based Matrix

- Action Plan for the year

4.1.3 Training requirement is gathered from all the departments and compiled together to prepare Annual Training CALENDAR.

4.1.4 Training requisitions from any employee can also be accepted and included in the strategy, if it is approved by the Reporting authority or head of the department, through Kwantify. Requisition can be added throughout the year whenever required. Requisition should also be added for an employee to include him/her into a planned training to fulfill his/her quota of training hours.

4.1.5 The requisition has to get 1st level of approval from Head of the department and 2nd level of approval from Training Head through kwantify.

4.1.6 The annual training Strategy and plan should get approval from Sr. Management at the beginning of the year.

4.2 Training Plan & Schedule:

4.2.1 Training Coordinator should plan for the monthly trainings at the beginning of each month.

4.2.2 The planning includes,

- Plan on type of trainer i.e. ,Internal / External

- Trainer Details.

- Participants Details

- Date & Time

- Venue

- Total training hour

4.2.3 Planning for different trainings shall follow the same process for both planned & unplanned trainings.

4.2.4 For each planned training sessions the participants should be nominated based on the pre-requisites. For unplanned trainings the nomination comes through requisition.

4.2.5 For external trainings Vendor Selection/Trainer Evaluation & required paper work has to be done properly. Please refer **Annexure: A** to view Trainer Evaluation Sheet.

4.2.6 Trainings are planned and scheduled through kwantify.

4.2.7 Training material must be prepared/ Updated and reviewed by Department Heads before conduction of training.

4.3 Execution of Training:

4.3.1 Ensure about the proper infrastructure and equipment required for the training program.

4.3.2 Training commencement and completion time should be maintained as per the plan.

4.3.3 Training will be cancelled for the day if attendance is less than 70 percent of total participants.

4.3.4 Collect Training attendance & feedback and upload the data in Kwantify training module.

4.3.5 Collect formal as well as informal feedbacks from participants. Feedback on soft skill trainings may be collected through mail.

4.3.6 Prepare the Post training analysis report on completion of each training session.

4.3.7 Coordinate for remuneration process after completion of the training.

4.3.8 Employee skill data should be updated quarterly.

4.4 Training Assessment :

4.4.1 Training assessment (both pre-pro) is mandatory for all technical training provided the technology/skill set is not new to the participants. Pre-test is not mandatory for the technical/non-technical skill trainings which are totally new to the participants. Assessment is not mandatory for Soft skills Trainings

4.4.2 If participant scoring 90% score or more than that he/she can take approval from department head and will be eligible for optional participant.

4.4.3 All training programs need to have an assessment online.

4.4.4 The following criteria need to be completed before planning post training assessment:
a. The training should be completed.

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       b. 75% attendance in training classes is required for participating in the assessment.

       c. Doubt clearing classes are over if required.

4.4.5 The question pattern will be objective type or project assignments with fixed time line based on the type of training imparted.

4.4.6 Evaluation for objective type questions will be done by system generated results and the assignments will be checked and scored manually by the trainer.

4.4.7 Performance evaluation is categorized under three heads:

       a. **Above Expectation:** If achieved score is more than or equal to **80%** of the total score.

       b. **Meeting Expectation (Bench Mark):** If achieved score is more than or equal to **60%** of the total score.

       c. **Below Expectation:** If achieved score is less than **60%** of the total score.

4.5 Review and Monitor Training Activities:

4.5.1 Maintain training effectiveness checklist.

4.5.2 Collect the training effectiveness feedback from participant's manager and compile the report quarterly. Not mandatory for knowledge Sharing Sessions/Technical Talks.

4.5.3 Prepare Training Status Report based on the Post Training Analysis Reports & Feedbacks received.

4.5.4 There shall be one status review meeting with the Management on each Quarter and the recorded action points shall be tracked by Training Coordinator in subsequent status review meetings

4.6 Training Feedback :

To measure the effectiveness of training session, feedback is being collected through kwantify training module. After completing the training program one has to login to kwantify portal training module to ~~store~~ give his/her feedback against few predefined parameters.

If for any case the module is not working participants has to share their feedback through formal e-mails on a defined format which will be circulated by Training Coordinator to the participants. Feedbacks can also be collected in hardcopies during the training session.

Path:

HR Tool ⟶ **Training New** ⟶ **Feedback** ⟶ **Add**

Parameters:

4.6.1 **Feedback on Theory:** Regarding the concept that has been taught in the class.

4.6.2 **Instructor's performance:** On teaching style of trainer, is he descriptive? or cooperative and addressing the audience with patient and eagerness.

4.6.3 **Overall Course:** All about the course content and training material for the session.

4.6.4 **Practical Usage:** Regarding how much the concept is practically adaptable and usable.

4.7 Training ROI :

The ultimate aim of any training program is to improve organizational performance that will add to an overall effectiveness and profitability. The information acquired to reinforce learning, is converted to knowledge application once the specific task is performed more efficiently and effectively.

Only then, can the ROI be calculated through a cost-benefit analysis by determining the cost (investment in training) versus the benefit of the learning that has taken place, i.e. the benefit of learning as a result of training.

How we calculate Training ROI:

Option 1: Project Wise usage

4.7.1 Feedback is collected from the training participants in terms of the usage of the learnt skill in the number of projects undergone.

4.7.2 The report on Training Topics Vs Projects name is prepared.

4.7.3 The compiled sheet is verified by PL/APM/PM to check the authenticity.

4.7.4 The final report is shared with the Sr. Management.

Option 2:

Based on the number of projects in which the training courses are utilized, the RoI can be calculated on the **Value of Time Saved**. This is calculated by the difference between the total investment on a person and value of time saved because of the courses' usability in projects over a period of time.

5. DISCIPLINARY ACTIONS ON NON-ADHERENCE TO RULES:

5.1 Attendance :

5.1.1 Absent: If participant remains absent without prior information (written) to Training Coordinator, the following consequences will occur:

1st occurrence: Participant has to submit explanation mail mentioning the valid reason for not attending the session.

2nd occurrence: Warning notice will be issued by HRD.

5.1.2 Late Entry: Participant has to submit an explanation through mail if taking entry to the class after 10 Minutes.

Participant will not be allowed to sit in the session after 30 Minutes from the start time for the session.

5.2 Feedback :

It is mandatory for all participants to share feedback through kwantify after successful completion of the training program, failing which the participant will not be called for any other training till he/she submits the feedback.

5.3 Assessment :

5.3.1 Absent : If participant remains absent for the training assessment the following consequences will occur:

1st occurrence: Training score will be forwarded as zero for KRA process.

2nd occurrence: Warning notice will be issued by HRD.

3rd occurrence: Will not be allowed for any other training further for that year.

5.3.2 Fail: Each member will be given at max. 2 chances to clear the assessment failing which necessary actions may be taken against him/her till the member clears the exam.

On 1st failure: Retest

On 2nd failure: Will not be eligible for any other forth coming training for that year. However the case can be reconsidered with consultation to Head of the department.

NB: All disciplinary actions are subjected to a unanimous decision by management and respective RAs.

Annexure A:

External Training Terms & Conditions
Cybertech Software & Multimedia Private Limited
#3, CSM Complex, STPI, PD Market, Bhubaneswar, 751012, Orissa
T: 0674-3012900, F: 0674-2563791, E: info@csmpl.com, W: www.csmpl.com

1	Training Title	
2	Trainer/Vendor Details	
3	Mode of Training	
4	Pre-requisite	
5	Participants Strength	
6	Training Waiver	
7	Trainer Profile	
8	Evaluation Status	
9	**Class Particularities:**	
a)	Training Cost :	
b)	Payment Mode:	
c)	Duration:	
d)	Class Details :	
e)	Class Timing :	
f)	Training Commencement Date:	
g)	**Terms & Conditions:** If more than 50% participant's feedback stands poor after completion of 3 days training, the training program may be halted and in that case no payment will be made to the trainer/vendor.	
h)	Mode of payment: Through Cheque.	

APPROVAL :

Remarks (By 1st Assessor):

Signature :   Date :

Remarks (By 2nd Assessor):

Signature :   Date :

Adherence to these policies will ensure a successful and effective training session for employees.