

उत्तर प्रदेश ग्रामीण बैंक

UTTAR PRADESH GRAMIN BANK

HO/01/HRM/RKJ/2025-26/67

Date: 15.05.2025

Circular to all Branches and Offices
Issued by HRM Department, Head Office

Dear Sir,


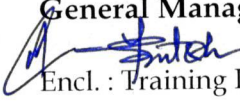
Re : Training Policy - 2025

We are pleased to inform that a training policy of the Bank has been approved by Hon'ble Board of Directors in the meeting dated 07.05.2025.

The aforesaid training policy named as "Training Policy-2025" is enclosed herewith for information and compliance.

Please bring the contents of the policy to the notice of all concerned.

Yours faithfully,


(Ghanshyam Singh)
General Manager (HRM)

Encl. : Training Policy- 2025

UTTAR PRADESH GRAMIN BANK TRAINING POLICY 2025

Uttar Pradesh Gramin Bank उत्तर प्रदेश ग्रामीण बैंक

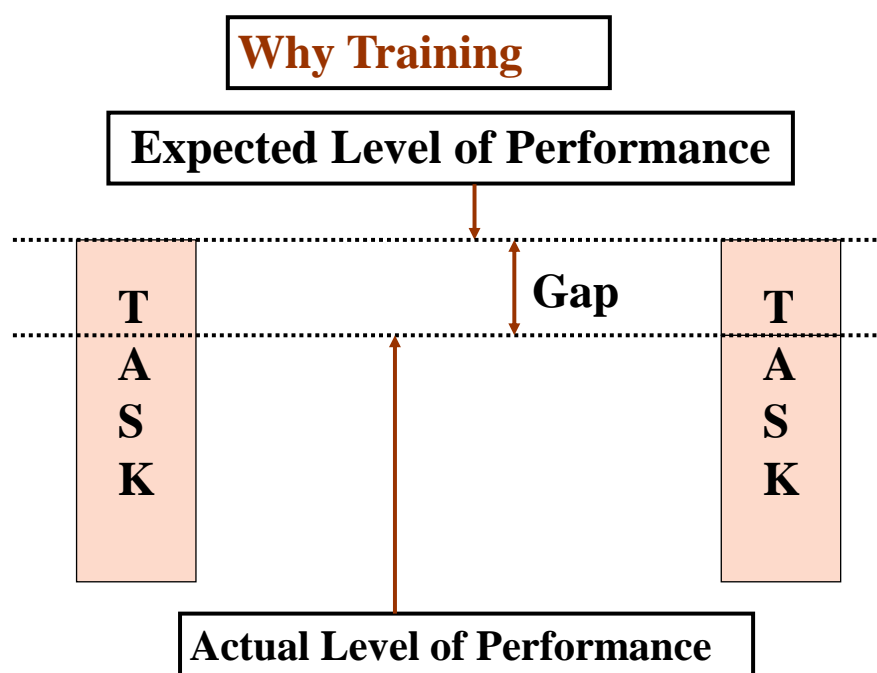
TRAINING POLICY 2025

To support the development of individuals, teams, and the organization, and to align with the Bank's strategic direction and goals, this policy has been formulated. The objectives will be achieved by adopting best practices, fostering a culture of excellence and continuous learning, and encouraging both staff and management to take ownership and responsibility for achieving individual and organizational goals.

Training is devoted to the following values:

- Commitment to people development
- Leading by example
- Emphasis on continuous learning
- Focus on skill enhancement and upgradation.

TRAINING OBJECTIVES:

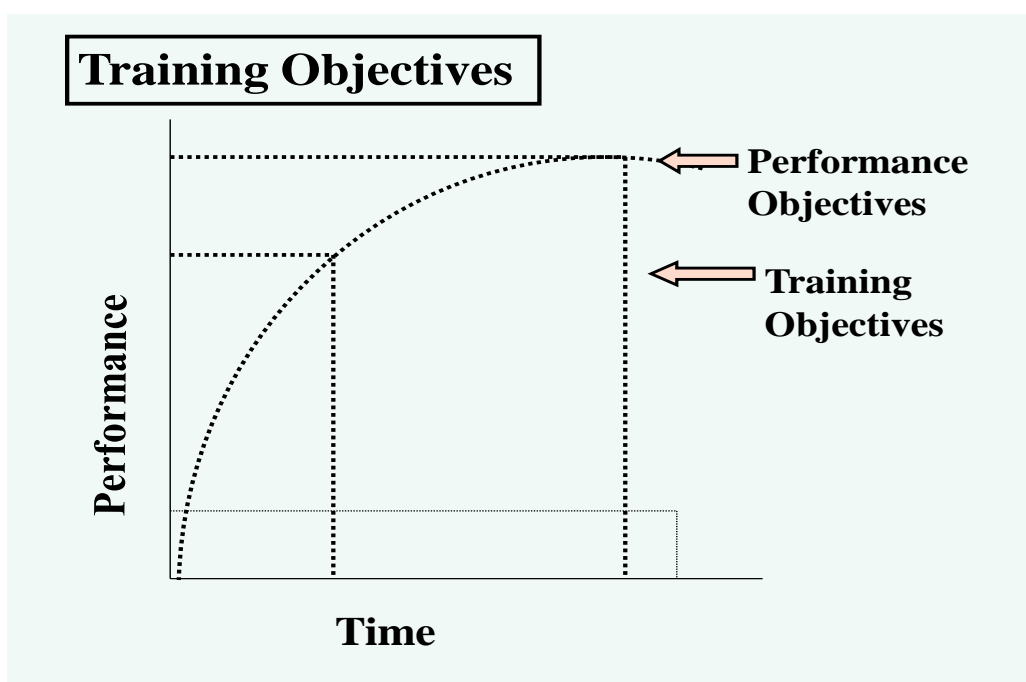


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1. To train the staff for achieving the Bank's strategic and operational objectives.
2. To ensure that no staff member remains without General Training for a period exceeding two years. In case of specialized or skill development programmes, staff will be provided training as and when required to minimize skill gaps.
3. To identify and bridge performance gaps through appropriate training interventions.
4. To contribute to the sustainable viability of the Bank while fostering self-development and career progression of employees.
5. To build staff and organizational capacity, enhancing processes and the quality of services provided.
6. To promote a culture of continuous learning for the development of both individuals and the Organization.
7. To ensure that training outcomes are reflected in improved work practices and increased efficiency at the workplace.
8. To adhere to the guidelines governing the training process as outlined in this policy.

GUIDING PRINCIPLES:

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- Every staff member is entitled to training and is provided opportunities to upgrade their skills and refine their attitudes. The Bank firmly believes that training is both a necessity and a right for all employees.
- Training will be delivered based on the needs of both the Organization and the individual. Since training targets adult learners, it is essential that programmes are designed to meet the needs of participants — not just in content but also in the delivery methodology. Training will be participant-centric rather than trainer-centric. The design and delivery of all training programmes, regardless of the medium, will be driven primarily by the identified training needs of the participants, within the broader context of the Bank's organizational goals.
- Training will address the needs of both Generalist and Specialist segments. Given the diverse nature of banking operations, the Bank recognizes the need to develop both general banking competencies and specialized functional expertise. Training programmes are structured accordingly to serve both segments effectively.
- A well-trained workforce is fundamental to ensuring the future sustainability and competitiveness of the Bank.
- Training enhances the Bank's capacity to meet the challenges posed by an ever-evolving external environment.
- Training is a bank-wide responsibility. It is managed by the training system in close collaboration with field functionaries and departments at the Corporate Office.

Training guidelines and programmes will be finalized by Training Advisory Committee and Syllabus Committee respectively.

THE TRAINING ADVISORY COMMITTEE :

The overall policy guidelines for the functioning of the STC will be formulated by TAC headed by the General Manager (HRM) of Bank.

The training activities of the STC are carried out under the overall guidance of the Training Advisory Committee (TAC). The **General Manager (HRM)** of

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the Bank will be the Chairman of the Committee while other members of the committee are:

- | | |
|---------------------------------------|--------------------|
| 1. Chief Manager (HRM) | – Vice Chairman |
| 2. Chief Manager (Operations) | – Member |
| 3. Regional Managers (2) –By rotation | – Member |
| 4. Senior Manager/Manager (HRM) | – Member |
| 5. In-Charge STC | – Member secretary |
| 6. Faculty Members | – Member |

The day to day functioning of the STC will be overseen by the Chief Manager (HRM) who is also the Member of the TAC and is assisted by the In-charge, STC who is the Member Secretary of the TAC.

ROLE OF TRAINING ADVISORY COMMITTEE:

1. Review the training plans / programmes.
2. Committee shall assess the Training gaps and suggest appropriate programme to bridge the gaps.
3. Determine the Annual Training Priorities in line with business plans and objectives of the Bank.
4. Advise on the development policies and procedures.
5. Assess the impact of Training on the business development.
6. Review the quality of training provided by both internal and external guest faculty and assesses to what extent it is meeting the needs and priorities of the Bank and staff.
7. Identification potential training faculty.
8. Meeting of TAC will be twice in a year.
9. The Chairman of Committee shall be the competent authority for modification / accepting the suggestions relating to training.

SYLLABUS COMMITTEE:

The Programmes and course content shall be decided by Syllabus Committee. The Composition of the Syllabus Committee is as under:

- | | |
|---------------------------|-----------------------------|
| 1. General Manager | - Chairman of the Committee |
| 2. Chief Manager (HRM) | - Vice- Chairman |

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- | | |
|---|--------------------|
| 3. Regional Managers(2) | - Members |
| 4. Senior Manager/Manager (HRM) | - Member |
| 5. Chief (Manager/Senior Manager Credit) | - Member |
| 6. Chief Manager/Senior Manager (IT) | - Member |
| 7. Chief Manager/Senior Manager (OP) | - Member |
| 8. Chief Manager/Senior Manager (A & I) | - Member |
| 9. In Charge (STC) | - Member Secretary |
| 10. Faculty Members | - Member |

ROLE OF STAFF TRAINING CENTRE:

1. To prepare quarterly Training Plan by 15th of the end month of the quarter.
2. To submit quarterly training plan to HRM Dept, Head Office for finalization and circulation to Regional Offices.
3. To Organize Training Programme, conduct Trainings and impart Training to the nominated staff.
4. To prepare the course material/contents and to make refinement by assessing the appropriate inputs.
5. The training personnel(Faculty) shall update their knowledge / skills to impart adequate inputs in each of the programme.
6. To arrange for Guest Faculty for programme and specific subject.
7. To ensure efficient use of audio / visual lecture class/ group discussions/ on site visits to projects depending upon the type of training programme to optimize the learning during such programmes.
8. Preparation and Issuance of reading material, handouts for reference to the participants.
9. Conduct the post training evaluations, feedback and supply feedback to the Bank on various issues / subjects.
10. To oversee the process of application of knowledge / skill in the workplace of each trainee.
11. Maintain Training data of participants.
12. To convene half yearly meeting of Training Advisory Committee & Syllabus Committee.
13. To arrange Tea, Breakfast & Lunch/meal for the participants.

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14. Arrange / coordinate for evaluation studies, Seminars and Workshops of Special nature and ensure reaching of desirable targeted goals of such special events.
15. To strive always to upgrade the training imparting skills.
16. To review / assess new requirements of STC and appraise the same to TAC for evaluation and guidance for implementation.
17. To exchange the Training materials with different Training Institutes and coordinate in preparation of training schedule.
18. Apart from conducting classroom/ offline training programmes, STCs should also try to conduct training programmes through online mode.
19. To prepare the scheme specific short contents/ready reckoner, important developments in day to day banking, new regulatory guidelines etc. and post the same on bank's whatsapp group after seeking approval from General Manager for the benefits of Branches and staff.
20. To prepare & upload courses/tests in E-Learning Portal.

ROLE OF HUMAN RESOURCE MANAGEMENT DEPARTMENT, HEAD OFFICE:

1. To identify the Training needs of individual staff based on inputs received from TNA, Staffs, Regional Offices, other Executives and assessment made by the department.
2. To ensure nomination/ deputation of staff for training in Internal (STC) and External Training Centers. The criteria for selection shall be as per the guidelines stipulated in this policy.
3. Provide pre-training profile of nominated staff to STC.
4. After receipt of evaluation report by Staff Training Centre to assess and evaluate staff performance during post – course implementation of skills and knowledge.
5. To give feedback to STC on effectiveness of Training imparted.
6. Efficient and Effective use of trained staff at branch level.

ROLE OF IT DEPARTMENT:

1. The IT department at HO has to support the STC by installing / providing all the necessary hardware, networking/ hub and any other equipments etc., required by STC for facilitating effective training to staff.

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2. The IT department shall install all the Software Programmes and Patches / Versions whenever upgraded / needed or new versions implemented in the Bank.
3. The IT department shall take up the up gradation of Computer Training Lab at STC from time to time whenever there is change in technology.
4. It shall support by deputing Faculty / Engineers for explaining / engaging few sessions at STC or RO / Branch level Camp Training programmes.
5. The IT department shall maintain knowledge / skill data of all the staff and suggest to STC for designing /scheduling appropriate type of IT related programmes. Entry level feedback of each programme relating to IT shall be taken up by IT department and improvements if any, shall be incorporated.
6. Post- programme evaluation of IT related trainings can be taken up by IT department in association with STC and a road map shall be designed periodically for intensive training in IT field. A feedback on the achievements in bringing Excellency in services through IT training shall be shared by IT department with HRM department, HO and STC.

ROLE OF REGIONAL OFFICES:

1. To co-ordinate with HRM Deptt. HO in identifying, selecting and deputing the staff for training.
2. To identify performers as well as non-performers by conducting SWOT analysis as an individual and as branch unit. Submit a detailed report to the HO for preparing the pre-programme inputs.
3. Ensure efficient and effective use of trained staff at branch level. Supervise periodically the development /achievement made by each staff after their Training and make a report to HO.
4. Maintain regular liaison with HO / STC on training matters.
5. **Post Training performance monitoring in terms of business growth of branch will be done by HRM Deptt. after three months of completion of the training.**

ROLE OF PARTICIPANTS:

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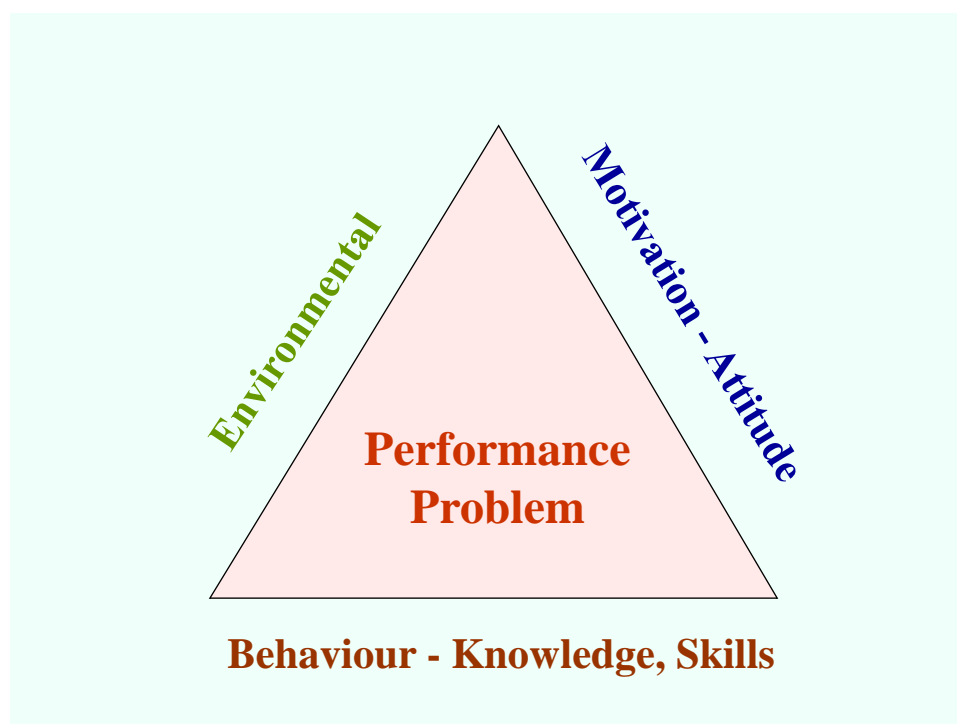
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1. Respond (agree or disagree) on the query sheet about his training needs. He may consult his superiors in the matter.
2. Actively participate in the training programme, maintain good affair and be punctual in attending the training sessions.
3. Make in-depth study of course materials supplied and give feedback on daily basis by answering the question/query given.
4. Get clarifications on any subject /issue on which he comes across and get his doubts, if any, clarified without hesitation.
5. Submit constructive and honest feedback on content and faculty course coverage and skills at the conclusion of the programme.
6. Make effective use of the training, skills/knowledge received at place of work.
7. Take responsibility of implementation of action points at place of work.
8. Spread / share the knowledge/skill received during the training with other colleagues at place of work.

PROCEDURE OF ASSESSMENT OF TRAINING NEED:

The prime concern of the Bank is how to increase productivity. The productivity can be measured at individual level (per employee productivity) as well as organizational level (per branch productivity).



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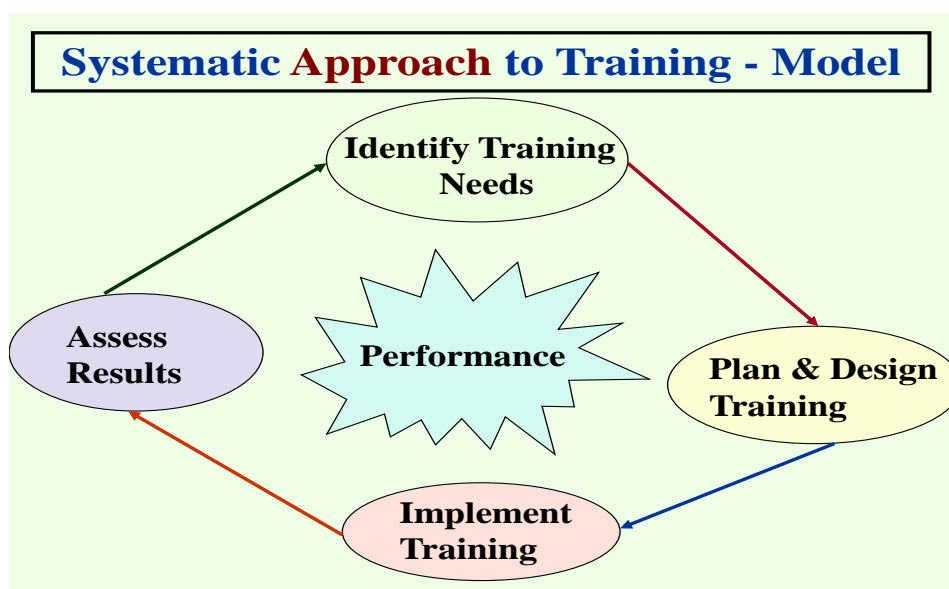
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There are 6 ways to increase the level of productivity. They are:

1. Removing the barriers to ensure effective performance
2. Improving personnel
3. Selection and appraisal programme
4. Enhancing employee problem solving abilities
5. Performance rewards
6. Motivational strategies.

For ensuring training of staff as an important tool to achieve its set goals, there shall be a systematic approach for training. To start with assessment of training need of individual staff is very important. It ensures suitable training to right staff and will give a return on the investment on training.



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Plan and Design

- A : Attitude** - Interpersonal, Communication, Leadership, Motivation qualities.
- S : Skills** - Operational procedures, techniques etc.
- K : Knowledge** - Concepts, fundamentals, regulations etc.

Then Availability of Resources

The training need analysis of individual staff is inbuilt in the online APR module. The information/data as on the end of financial year shall be made relevant for assessing the training needs every year by the HO.

On the basis of Assessment of training needs the following segregation of staff shall be made:

1. The staff who are basically potential and have basic skill/knowledge may need up gradation by training to give better output to the Bank.
2. The staff who are comparatively at lower level in skill /knowledge and need further input on skill/knowledge (who can be motivated with some efforts).
3. The staff who have developed negative tendencies and are below average, without contributing to the banks productivity.
4. Preparing specialized staff /potential staff to ensure effective succession planning.
5. Identifying the excellent performance for considering for outside exposure training.

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After assessing the training need the group of staff indicated as above shall be considered for appropriate types of programmes to suit the needs for getting required results.

The branch rating, potential and location advantages will be taken into account /consideration while assessing the training needs.

PERIODICITY OF TRAINING OF OFFICERS & OTHER EMPLOYEES:

To ensure that no staff is left untrained, the periodicity of training under different category of staff is arrived at, as given below, taking into consideration the facility available:

- For Officers :Once in two years
- For Clerks :Once in three years
- For Messengers :Once in four years

However, in case of need/skill gap specialized /skill development programmes will be provided as and when required to reduce the skill gap.

PROGRAMME SCHEDULING:

After receipt of individual training need analysis at HO, the same will be analyzed and sent to STC for scheduling appropriate programmes. The STC shall prioritize the training depending upon the number of staff requiring training in various disciplines. From the said information STC shall schedule programmes in the training calendar on quarterly basis.

PROGRAMME DESIGN AND DEVELOPMENT PROCEDURES:

People forget what they hear, remember what they see but understand what they do.

Adults do not learn in the same way as children. The concept of Andragogy is taken into account while designing the programme. The adults are motivated if learning can be immediately applied. Thus programme should be problem centric, not subject centric.

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Therefore, the programme designing shall be based on the theme that adults do learn more by discussion. While designing the programme care should be taken that during the training programme the participants are involved in doing or discussions rather than listening only.

The programme shall have the following components:

- Content Outline
- Lesson Plan
- Participant's workbook
- Faculty workbook
- Resources and visual Aids.

The maximum number of participants per programme shall be 30-40 to ensure group synergy.

KEY AREAS OF TRAINING:

Creating and maintaining a learning environment through development of behavioral skills and attitude on an ongoing basis is considered a key factor for the success of banking in a rapidly changing environment. Accordingly the STC will provide inputs in the area like leadership, Emotional Intelligence and Management Development Programmes to continuously upgrade human capacity/efficiency for achieving organizational excellence.

It is the endeavour of the Bank to impart trainings to officers /employees to ensure expertise in Credit Management, Recovery Management, Finacle Operations, SME Finance, Technology and all other fields which are required by the bank. Accordingly, a schedule of programme is drawn and a brief note about the outlines of programme area which are indicative (not exhaustive) is enclosed in Annexure to this Policy for perusal. However, the said programme outline shall be modified as and when required on obtaining fresh TNA for the purpose.

The faculty shall be in house, associate or guest faculty.

SELECTION OF TRAINING PERSONNEL:

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The knowledge and skill requirement for the positions of Centre-in-charge and the Faculty Members are given hereunder:

Centre –in-charge

Education Qualification	Graduate (Preferably JAIIB or CAIIB, Experienced in Training / MBA or Post Graduate / Certified Bank Trainer)
Experience	Minimum 7 year experience in our Bank with minimum 3 years experience as a Branch Manager
Grade	Chief Manager /Senior Manager
Residual service	More than 2 years of residual service.

Faculty

Education Qualification	Graduate (Preferably JAIIB or CAIIB/ Certified Bank Trainer)
Experience	Minimum 5 year experience in our bank with minimum 3 experience as a Branch Manager /Branch banking.
Grade	Senior Manager/Manager
Residual service	More than 2 years of residual service.

Faculty Selection Process-

1. Issuance a Circular: Head Office HR Department will issue circular inviting applications for the faculty.
2. Interview Panel: Chairman/General Manager will be on the panel and any one Regional Manager and Chief Manager (HRM) or other executives as decided by Chairman.
3. Group Discussion: on any relevant topic
4. Tenure of Faculty – The normal tenure of the faculty will be of three years duration. However, the Chairman shall be the deciding authority based on feedback/performance of the individual faculty for extending/reducing the tenure of any faculty member or In-charge.

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5. The Chairman shall be the deciding authority to relax the criteria for selection of faculty.

GUEST FACULTY:

The faculty shall be in house, associate or guest faculty. The internal guest faculties may be identified from the bank's Executive/middle or senior management cadre depending upon their expertise in the relevant field/topics. Apart from above, the external guest faculty may be arranged from the outside for specific programmes.

The guest faculty shall be used to add value to the programme on selective topics. The STC shall observe the following ground rules for using guest faculty:

- The objectives that have to be achieved
- Content to be covered
- Delivery methods, keeping in mind the adult learning principles
- Duration.

While selecting the guest faculty the following criteria shall be used:

- Professional background
- Knowledge & Experience in the subject matter
- Excellent communication skills
- Previous experience as faculty

The list of guest faculty shall be reviewed annually to ensure the value and quality of their input.

The amount of honorarium (excluding conveyance and lodging charges) for guest faculty will be as under:

(i) For Internal :

- (A) For one session in a day : Rs 600/-
- (B) For more than one session in a day : Rs 1000/-

(ii) For External :

- (A) For one session in a day : Rs 1000/-

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(B) For more than one session in a day : Rs 1500/-

(iii) **People of Eminence** : Rs. 5000/- (for minimum 2 sessions)
plus actual travelling expenses (maximum up to fare of 2nd AC).

The In-charge of STC shall be authorized to utilize the services of guest faculty as per their requirement.

The General Manager of the Bank will be authorized to allow higher amount of honorarium for external guest faculties, if required.

POST PROGRAMME SKILL ASSESSMENT PROCESS:

Since the Bank makes significant investments in terms of time and money for each training programme, the desired return on this investment is realized only when staff effectively apply the acquired skills, knowledge, and improved behaviors in their work after returning from training.

To assess the effectiveness of training, a structured feedback process shall be implemented. Feedback will be obtained from the concerned Branch or Regional Office under whose jurisdiction the staff member is posted after attending the training.

Skill assessment is necessary to:

- ✓ Evaluate the extent to which the training objectives have been achieved.
- ✓ Measure the improvement in the staff member's job performance, behavior, and efficiency.
- ✓ Identify any further skill gaps that may require additional support or follow-up training.
- ✓ Ensure accountability for the application of newly acquired competencies.
- ✓ Strengthen the overall effectiveness of the Bank's training initiatives and continuously improve training content and delivery methods.
- ✓ Assist the STC to improve the content and quality of future programme.

प्रधान कार्यालय : द्वितीय एवं तृतीय ताल , ब्लॉक एन बी सी सी कमर्शियल कॉम्प्लेक्स , वरदान खण्ड ,
गोमती नगर एक्सटेंशन , लखनऊ -226010

Head Office : 2nd & 3rd Floor, Block A, NBCC Commercial Complex, Vardan Khand, Gomti Nagar Extension, Lucknow-226010

Uttar Pradesh Gramin Bank

उत्तर प्रदेश ग्रामीण बैंक

- ✓ Assess the commitment of participant post training by Branch/ Regional Manager.

THE PROCESS OF SKILL ASSESSMENT:

An assessment of programme after the training is essential to give time for practicing and developing skills and behaviors learnt. This can be systematically done by adopting following process:

1. At the end of each programme an action plan shall be developed by the participant.
2. A copy of the action plan shall be given to the Manager/Regional Manager for discussion and monitoring.
3. The BM/RM shall review the progress of the plan periodically.
4. After 12 months of completion of programme, the skill assessment questionnaire shall be provided to the participant /manager.
5. The participant/BM to complete the questionnaire and return to STC with the remarks of RM.
6. The questionnaire shall be reviewed at STC and note shall be made for improvements, prescribed for particular programmes
7. A brief/gist of the questionnaire along with remarks of participants, if any shall be summarized by STC and a report shall be submitted to HO with remarks/recommendations if any.

CANCELLATION OF ENROLLMENTS TO PROGRAMME:

The nominations once made shall not be cancelled generally. However, in case of exigencies, RO shall nominate/ substitute suitable staff, placed in similar role and identified through the need assessment process.

EXTERNAL TRAINING STRUCTURE

Some training needs of the Bank may not be fully addressed through internally designed programmes. To bridge such gaps, the Bank shall depute its staff to external training institutes and establishments of repute, such as BIRD, BOB Training Centers, CAB Pune, NIBM, and other

प्रधान कार्यालय : द्वितीय एवं तृतीय ताल , ब्लॉक एन बी सी सी कमर्शियल कॉम्प्लेक्स , वरदान खण्ड ,
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Uttar Pradesh Gramin Bank

उत्तर प्रदेश ग्रामीण बैंक

recognized institutions, depending on the relevance and utility of the training programme.

In cases where specialized training is required for a large group of employees, to optimize costs, the Bank shall endeavor to invite expert faculties or resource persons to the Bank's Internal Training Centre. This will enable the organization of exclusive, customized training programmes tailored to the specific needs of the Bank, or to supplement particular sessions of ongoing training.

As a policy, all external training programmes must be aligned with the Bank's annual objectives. Nominations for participation in external training programmes will be finalized by the Human Resource Management Department (HRM) at the Head Office.

NOMINATION PROCESS AND PROCEDURE:

The HRM Deptt. at HO shall nominate staff to specific programmes or specific subject, depending upon training assessment. It may advise the Regional Managers to nominate the staff of their Region for the training programmes. The participants shall be given along with the nomination letter a brief report on the programme for which he is nominated and what are the course contents **immediately after receipt of the training schedule.**

UPGRADING QUALITY OF TRAINING:

For upgrading the quality of training being imparted, the competent and qualified officers shall be identified and posted at the training centre. For considering such posting, panel of such trainers shall be created giving sufficient opportunity to improve the training skills. To improve the functioning of training centre, Audio visual equipments and Internet links shall be provided to the training centre. The Computer Lab shall be upgraded to keep pace with the latest technology.

A small library shall be maintained at Staff Training Centre, which will be made accessible to the participants. The list of the books and subscription of magazines etc. shall be finalized by TAC. One business newspaper and one local daily may also be subscribed at STC.

Since the candidates come from outside areas, facilities like lunch/meal, breakfast, tea etc. shall be provided.

प्रधान कार्यालय : द्वितीय एवं तृतीय ताल, ब्लॉक एन बी सी सी कमर्शियल कॉम्प्लेक्स, वरदान खण्ड,
गोमती नगर एक्सटेंशन, लखनऊ -226010

Head Office : 2nd & 3rd Floor, Block A, NBCC Commercial Complex, Vardan Khand, Gomti Nagar Extension, Lucknow-226010

Uttar Pradesh Gramin Bank

उत्तर प्रदेश ग्रामीण बैंक

TRAINING MATERIALS:

As all branches of the Bank are computerized, only essential materials such as case studies and assessment tools (e.g., entry and exit tests) will be provided in hard copy. All other training materials shall be developed in soft copy and made available to trainees through Pen Drives, email, or other digital means. This will enable trainees to conveniently access and utilize the materials at their respective branches. Additionally, other staff members at the branch will also have the opportunity to access and benefit from the learning material.

All case studies and examples used during training should be based on real experiences and practices within our Bank to ensure relevance and practical applicability.

Recognizing that the majority of trainees are adult learners, their prior experience must be respected. Training discussions should build upon the participants' existing knowledge and experience, using it as a foundation for deeper engagement and learning.

EXPENSES OF STAFF TRAINING CENTER/S:

The expenses of training centre shall be borne by the Head Office. The related bills duly verified by In-charge training Centre shall be forwarded to Head Office for onward processing/ reimbursement / payment.

REVIEW OF THE POLICY:

The policy shall be operative till further review by the Board. However, efforts be made to update the policy annually in order to make the policy more effective/ meaningful. Any changes/suggestions made by the Govt. of India/ RBI/ NABARD/ Board of Directors of the Bank/ Sponsor Bank from time to time shall form integral part of this policy with immediate effect and it shall be deemed modified to that extent.

Outline of programme area (Indicative)

1. Credit Management.

प्रधान कार्यालय : द्वितीय एवं तृतीय ताल , ब्लॉक एन बी सी सी कमर्शियल कॉम्प्लेक्स , वरदान खण्ड ,
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Uttar Pradesh Gramin Bank

उत्तर प्रदेश ग्रामीण बैंक

2. Induction programme for newly recruited staff.
3. Induction programme for newly promoted officers.
4. Information Technology, Refresher training programme on Finacle.
5. Motivational programmes for Office Attendant (Multipurpose).
6. NPA/Recovery Management.
7. Risk Management.
8. Rural Lending and Financial Inclusion.
9. Marketing and Business Development.
10. Human Resources Development.
11. Preventive Vigilance for Officers / Clerks.
12. Sales & soft skills for Officers / Clerks.
13. Programme on KYC and AML.
14. Pre-Promotion trainings.
15. Customer Service excellence.
16. On location training programmes.
17. Workshops/ Seminars for Senior level officers / Executives.
