13 TRAINING & DEVELOPMENT

13.1 OBJECTIVES

The objectives of Training and Development are:

- To upgrade the existing knowledge and skills of employees

- To expose employees to the latest techniques and systems in their area of work

- To inculcate a sense of appreciation for other functional areas and an understanding of inter-functional linkages

- To bring in attitudinal changes in the employees

13.2 AREAS OF TRAINING

i. **SKILLS**
The employees are given exposure to sharpen / develop the necessary skills in their area or other relevant functional areas.

ii. **KNOWLEDGE**
Knowledge enhancement programs are planned for the employees to enhance their knowledge about relevant areas of work

iii. **ATTITUDE**
Attitudinal requirements of the Organization from its employees will be assessed through organizational climate study and employee feedback during various forums. The necessary training in attitudinal change will be provided to employees

13.3 TRAINING FACILITATION:

- HR head shall go through and review the training need identified through competency review and performance appraisal of employees and may tabulate the same. Based on the training needs, Training Calendar to be prepared by Head HR. A copy of the same to be sent to Corporate HR.

- Head HR with the assistance of Corporate HR will assess the training faculties (internal/external).

- Business vertical Head approves the training budget.

13.4 Training Methods

Training will be imparted to the employees 'On-the-Job' or in a structured 'Classroom Environment'. It will be conducted by:

- **Internal Faculty:**

  The training requirements can be met by designing and conducting courses In- house

- **External faculties / Agency:**

  The training needs can be fulfilled by deputing employees to programmes conducted by external agencies.

13.5 The decision shall be based on:

- The number of employees to be trained in a particular area
- Availability of Internal faculty/ experts
- Training Budget/ Financial resources

13.6 Training need Identification (TNI)

Training needs will be identified based on the following:

- Recommendations from the assessing authorities in the Performance Appraisal Report, Training

  need as identified and stated by the employee

- Competency mapping and job description prepared for each function / Level

- Periodic surveys

13.7 Guidelines on imparting training

i) In-house (On the Job) and External training

In case of external training nominations, training calendars are obtained from various sources viz: Chamber of Commerce, Port authorities, Management Consultants, Management Institutes etc, who are conducting or organizing regular training programmes on various topics.

For nominating personnel for external training the Location Head / Branch Head / Branch Head should obtain concurrence of Head HR before every such nomination.

ii) A brief description about the form:

- Preliminary details like name, designation, training need identified are to be filled first.

- The date of programme is also to be informed to the trainee for which space is provided

- Course objective:

  In case of ' External Training' a brief of the programme is to be obtained from the Institutes /Consultants who conduct such training. The course objectives so obtained have to be conveyed to trainee for which space is provided under the heading ' Course Objective'

  In case of ' In-house training ' the course objectives are prepared by HOD after interaction with concerned employee.

- Objectives for Training being imparted:

  These are specific and measurable on the job objectives which have to be decided mutually by the HOD and trainee beforehand.

iii) After completion of training form, impart training as per need whether through in-house programme or by nominating employee for external training programme.

13.8 Evaluation Review Plan:

I. Evaluation Review date: Once objectives are set, evaluation of training effectiveness is to be done after the programme. A date for this evaluation session has to be fixed beforehand.

II. A form named ' Evaluation review plan' is designed **(Form no: 16)** to measure the effectiveness after the training programme. This evaluation is to be done against the objectives as set in the 'Training Form' and hence the objectives should be discussed in detail before finalizing and listing.

Methods of Evaluation:

In-House & External Programme:

- Observation
- Interviews / questionnaires with Employees, Immediate Supervisor / Department Heads.
- Discussions
- Informal feedback
- Formal presentation by the employees. Actual Testing(for assessing the capability)
- Critical incidents

III. The form is to be filled during the review session. The HOD makes the remarks of adequacy/inadequacy against each set objective. The remarks are to be substantiated with evidence whose description is to be filled in the status column. Any specific remarks regarding the performance of the employee/ trainee against the objectives are to be made in the space provided after table.

If an employee / trainee is found to be lacking in performance against the set objectives a next review date could be fixed or action plan could be altered. For the next review also a format could be used.

All in all a specific conclusion of the efforts on training and objective evidence for the same are to be arrived at the end of the review sessions.

It goes without saying that to derive favorable results from the above exercise all the HODs must extend their cooperation and guidance to an employee / trainee in the implementation of learning.

13.9 Training Feedback Form: (For External Training Programmes)

In order to assess the training programme and benefit derived from the external training programme, the concerned employee / trainee should complete the training Feedback Form **(Form no: 15)** on completion of the programme. Copies of the form should be forwarded to HOD / Branch Head and Head – HR. One copy of the form may be retained by the employee/ trainee. The Head HR will forward summary of training feedback to Corporate HR