

EMPLOYEE LEARNING POLICY



TATA TECHNOLOGIES LIMITED

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Document Release Notice

This document is on Policy Related to Employee Learning Policy Version **V.1**, is released for use in Tata Technologies Limited, India effective 1st April 2025.

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1. Objective

Tata Technologies Limited (hereinafter referred to as “TTL” or “Company”) is on a continual growth trajectory. To meet the competency needs of our expanding organization, we recognize the necessity for more skilled and capable employees who can deliver on TTL client projects. The objective of this policy is to establish a structured and progressive learning framework that supports our lateral employees bring in fresh innovations and based on business need. To make our employees Project-ready, Lateral Learning Program has been formulated. This policy provides guidelines to all those undergoing Trainings, under this program, at TTL as well as those who request for the trainings. This program offers an opportunity to upskill in various Technologies / Domains / Processes / Behavioural and Leadership Skills as we believe that Learning is a Continuous Process.

2. Scope

The organization is committed to fostering a culture of continuous learning and professional development by providing employees with opportunities to enhance both technical and behavioural competencies and ensuring that employees are equipped with up-to-date skills, knowledge, and tools to meet evolving business demands, to excel in their roles, adapt to evolving challenges, and contribute towards Engineering a better world.

3. Abbreviations

Abbreviation	Description
Program Management Team (PMT)	The team responsible for the management – planning, delivery, and execution of the Technical Trainings referred to in this Policy.
Terminologies Used	TTL – TATA Technologies Limited TV – TechVarsity TV PMT – TechVarsity Program Management Team GL&OD – Global Learning and Org Development GSD – Global Service Delivery RMG – Resource Management Group COE / LOB Head – Centre of Excellence / Line of Business Head FTE – Full Time Employees
Requestor/ Requesting Team	The person/Group of people (Manager/COE/Lead/Head of functions) who raise the training request for their Team or a few identified individuals from their team.
Trainees	Any TTL employee who is being trained under this Policy.
Vendor	An External Training Party who is reached out to by TechVarsity for imparting of requested trainings
Duration	Flexible business requirement. Includes online / classroom lectures, activities, milestone-submissions, and assessments.

4. Training Calendar

A **Consolidated Training Calendar** is published annually to provide employees with a comprehensive overview of all scheduled training programs for the year from all sources. This calendar serves as a reference guide, for the employees to up-skill or cross-skill themselves in alignment with their career path.

5. Training Framework

i. **Mode of Training** : The organization provides diverse modes of training delivery to cater to varying learning preferences, operational needs, and accessibility requirements. The available modes of training include:

- **Online** – Employees can access pre-recorded videos, e-learning courses, and interactive materials at their convenience. This mode allows individuals to learn at their own speed, making it flexible and easy to fit into their work schedules.
- **Virtual** – Instructor-led training sessions conducted in real-time through online platforms, enabling interactive learning experiences regardless of location.
- **Classroom** – Instructor-led training conducted in physical settings, fostering hands-on learning, active participation, and direct interaction with trainers and peers.
- **Hybrid** – A blended approach combining virtual or online or classroom learning with in-person sessions ensuring balance between the convenience of digital platforms and the interactive benefits of face-to-face engagement.

ii. **Training Guidelines** : The organization's training programs aim to enhance employee skills and align with business goals through structured initiatives. Employees are encouraged to participate in relevant programs delivered via virtual, online (self-paced), hybrid, or classroom modes. Active participation, timely completion of assignments, and application of learning in daily work are expected. Resources and tools are provided to support learning, and feedback is captured to measure training effectiveness. Programs requiring certification may receive organizational support upon approval. Training opportunities are accessible to all employees equally, with a yearly training calendar shared to facilitate planning and participation.

Sr. No.	Training Stage	Training Guidelines
1	Pre – Training	Employees are required to share their TTL email ID in the correct format example: (firstname.lastname@tatatechnologies.com). Kindly do not share your AD Logins / Numeral IDs (eg: xxx98563@tatatechnologies.com)
2		Employees are refrained from forwarding training invites received from the Learning Centre / iGET IT to their personal / additional IDs or with non-nominated employees.
3		Employees are expected to join the training session using the TTL email ID on which they received the invite from Learning Centre / iGET IT and must avoid using multiple email IDs to access the session, as attendance will not be considered if this rule is violated.
4		Employees with Customer Email IDs to keep a watch on TTL Email IDs as well, for invites/ any important communication related to Training.
5		Employees are supposed to accept or decline training invites promptly upon receiving them from the Learning Centre / iGET IT.

Sr. No.	Training Stage	Training Guidelines
6	Pre – Training	Participants are advised to join the session at least 5 minutes before its starting time, using the TTL email ID on which they have received the invite, to prevent technical issues and ensure timely attendance without being excessively late.
7		Pre read material / Pre-work / Pre assessment should be completed before the training session (if any). Failing to attempt the same will result in the attendance / WBS not being granted.
8		Employees must not nominate themselves or join any parallel trainings at the same time of the ongoing training.
9		Registrations & Manager nominations for ENHANCE should be done only through iGET IT .
10	During Training	Employees are refrained from starting / stopping of the session recordings at their discretion; these actions will be handled according to the protocol by the Learning Centre and iGET IT
11		Employees are refrained from putting session on hold for an extended period unless there is a critical parallel meeting. Recordings will not be provided if the participant remains on hold throughout the session.
12		Employees are expected to actively participate in the session.
13		Employees to turn on their video during the session or whenever asked so and refrain from using avatars on MS teams.
14		If the participant is not able to attend any scheduled training due to unforeseen challenges / unavoidable reasons, proper justification will have to be mailed to the Learning Centre, keeping both the reporting manager / Training requestor and training provider in loop.
15	Post Training	Employees Please note, Training Attendance and WBS, if applicable, will now be provided on the fulfilment of the below terms: a. Employees are present 90% (virtual training) and 100% (In-person training) during the training duration across all initiatives. b. Employees fulfil and complete the pre & post training assessment . c. Employees provide the training feedback for the respective session
16		Learning hours will be captured and considered in PACE only if a participant fulfils the above criteria of attending the training for minimum 90% of the training duration and completion of post assessment. Otherwise, the learning will be deemed incomplete and will not reflect in PACE.
17		Wherever applicable, post-assessments and assignments must be completed within the trainer-set timeline to gain attendance for the training, which is then considered complete and results in the provision of the WBS once post-assessments are completed, feedback is provided, and 100% attendance is achieved.
18		Feedback must be submitted within two days , post the completion of the training, failing to which no attendance for the training shall be awarded to the learner in PACE.
19		Recordings & Training Material will be provided as a reference to only those who meets the above attendance / assessment & feedback criteria and no requests from non-attendees or absentees to access the recordings will be entertained.
20		Training Skills will be considered automatically under the secondary skill category in iPMS Skill taxonomy section only post the successful completion of the training + assessment . The passing percentage for each assessment is 70%.
21		Employees are not to upload their training records into LRS, if the trainings are taken from TechVarsity / GL&OD / iGET IT Team.

iii. **Training Categories** : The organization's training initiatives are categorized into 4 categories to address diverse developmental needs and align with business objectives.

- **Technical** – Focuses on enhancing employees' technical skills, tools, and systems knowledge relevant in both engineering and digital areas.
- **Behavioral** – Aims to develop essential soft skills, such as communication, leadership, teamwork, emotional intelligence, and adaptability, to foster collaboration and effective workplace dynamics.
- **Compliance** – Ensures employees are aware of and adhere to legal, regulatory, and organizational policies, covering topics like workplace ethics, diversity, data security, and safety standards.
- **Process & Others** – Provides detailed guidance on organizational processes, workflows, and operational systems to ensure consistency, efficiency, and adherence to best practices across teams.

iv. **TTL's Skill Taxonomy** : Skill taxonomy is a structured framework that classifies and organizes employees' skills in a hierarchical manner to ensure clear categorization, alignment with business needs, and ease of identification for both training and hiring purposes. This taxonomy helps the organization systematically define and categorize the competencies required for various roles and business functions. The refined skill taxonomy for the organization is outlined in the following levels:

- **L0 (Business Vertical)** – Refers to the department the skill belongs to currently ER&D or DES.
- **L1 (Skill Category)** – Refers to the type of skill limited to a few decided heads for e.g. ER&D – Automotive, IHM and Aerospace DES – PLM and project management.
- **L2 (Skill Track)** – This includes skill set like technical, functional etc. to help further classify the skills.
- **L3 (Skill Family)** – Skill families are combination of essential skills with higher relevance to each other under heads like structures and interiors for automotive and cabin interiors for aerospace.
- **L4 (Essential Skill)** – These refer to the market recognizable skills which are used to show hiring requirements like 3Dexperience development, embedded AutoSAR diagnostics etc..
- **L5 (Essential Skill Component)** – If L4 does not satisfy the requirement L5 can be used to refer to any tool or sub tool that can be used to further explain the skill like 3Dexperience ENOVIA development and L5 can also be used to further classify skills or provide a detailed description.

The training programs offered by Organization's TechVarsity must be aligned with the organization's skill taxonomy to ensure that they are relevant, targeted, and effective. Moreover, aligning training with skill taxonomy ensures that employees are not only upskilled in their current roles but also equipped to progress within the organization by advancing through the various levels of skill complexity. To further refine the training approach, each training module is tagged as **Generic**, **Niche**, or **Super Niche** based on the complexity of the skill and its market demand. This classification helps prioritize training efforts and tailor learning experiences to the specific needs of employees and the organization.

- v. **Training Proficiency Level** : To ensure that training is appropriately aligned with employees' development stages, we classify training modules based on proficiency levels. These levels represent a clear progression of skill acquisition, from basic understanding to domain expertise. The following proficiency levels define the scope and depth of the training provided:
- **E1 – Elementary Level:** Basic understanding of concepts, foundational knowledge with minimal application.
 - **E2 – Exposure Level:** Theoretical and practical knowledge, able to perform tasks with guidance.
 - **E3 – Experience Level:** Independent application, able to solve problems and handle tasks autonomously.
 - **E4 – Expertise Level:** Recognized as Subject Matter Expert (SME), advanced understanding with strategic application.
 - **E5 – Excellence Level:** Domain or industry expert, drives innovation and mentors' others in the field.
- vi. **Training MIS** : A robust reporting system designed to track and monitor the organization's learning initiatives. Compiled and shared by Global Shared Services team, it offers a consolidated view all training activities – including attendee information, list of completed modules, along with the proficiency levels – enabling strategic decision and in making continuous improvement in learning outcomes.
- vii. **Training Source** : Our organization's learning and development efforts are supported by four key sources of training, each contributing to a comprehensive approach to employee growth. These sources are managed by specialized teams that bring expertise to various aspects of skill development. These diverse sources ensure a well-rounded approach to learning and development, catering to different learning preferences and skill needs.
- a) [SECTION A – TECHVARSITY](#) – All Technical Competencies Upskilling.
 - b) [SECTION B – GL&OD](#) – All Behavioral, Compliance & Process Trainings.
 - c) [SECTION C – iGET IT LMS](#) – TTL's in-house LMS, providing wide range of online, self-paced courses.
 - d) [SECTION D – SELF LEARNING](#) – Records & tracks independent relevant learning endeavors outside organization.

SECTION A - TECHVARSITY



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A.1.Introduction

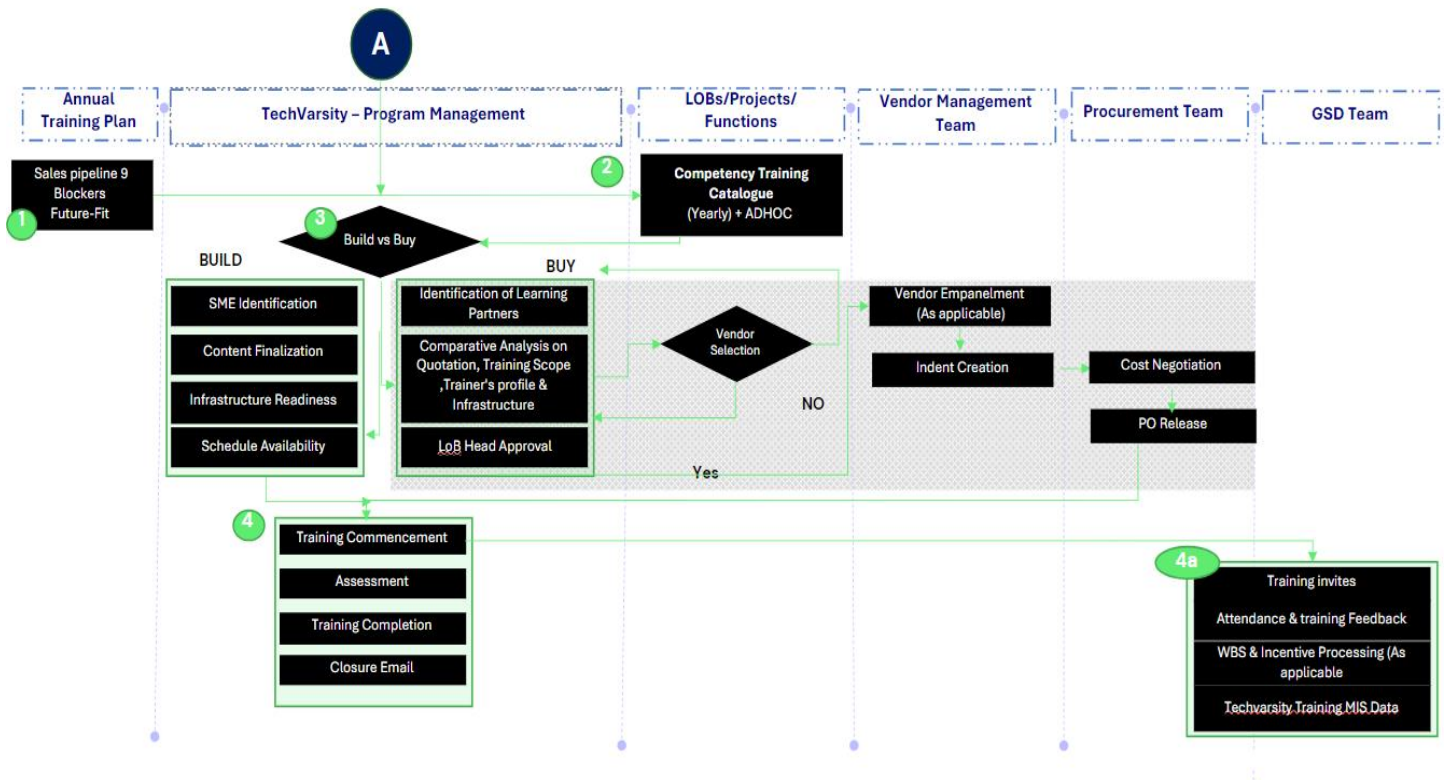
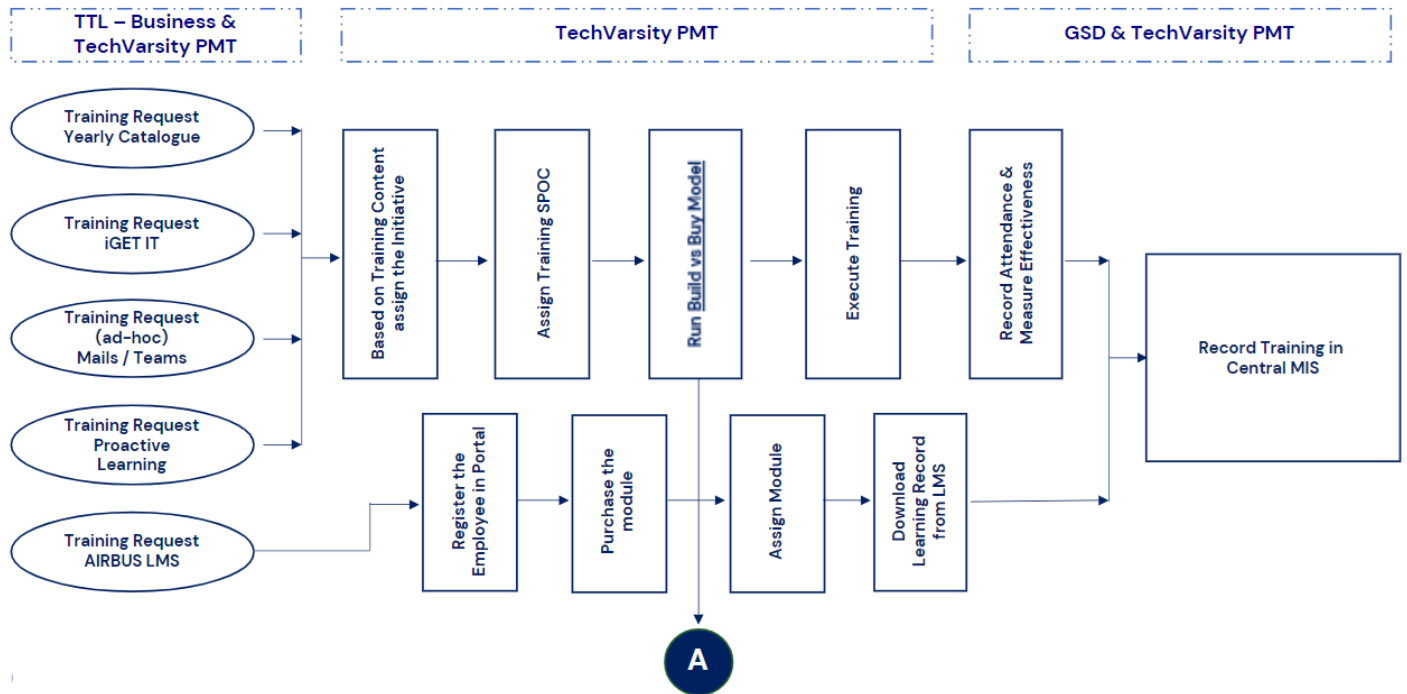
TechVarsity is TTL's in-house Technical University, responsible for the technical competency building across the organization. With a motto of fostering learning culture and with democratized processes, the department is a compelling "Business Partner" of choice, to deliver value to our internal and external customers through cutting edge Technology and with a "Service Mindset".

A.2. Scope

This section of the Policy is –

- Aligned to TTL's objective of being a high-performing and quality centric organization. TTL believes that for employees to perform effectively in their roles, they need to be equipped with appropriate competencies. Competency at TTL is defined as a combination of knowledge, skill, and temperament.
- For providing clarity and awareness on training elements, training evaluations, compliance, and for related eventualities during the conduct of the technical training duration.
- Applicable to all employees, whether Permanent or Contractual, undergoing technical training organized / coordinated by TechVarsity Team, except all GET / DET / PGT / PGET / GAT / Interns Trainings which come under Fresher Training Policy.
- Applicable for all types of Lateral Technical Trainings executed by TechVarsity – Upskilling, Cross-skilling, Bench, Project / Account Specific, or Ad-hoc training requirements.
- Not applicable in the following scenarios:
 - a. *Before commencement of technical trainings by TechVarsity*
 - b. *Post completion of technical trainings by TechVarsity*
 - c. *If the trainings are not organized / coordinated by TechVarsity Team*
 - d. *Training is confidential to client & has been conducted without involving TechVarsity Team.*

A.3. TechVarsity Training Process Flow



A.4. Training Initiatives



a. YEARLY COMPETENCY CATALOG BASED SKILL BUILDING

The requirements are fulfilled through Yearly Competency Catalogues shared by the CoEs Heads of respective LoBs. This is operationalized on a quarterly basis by TechVarsity.

- TechVarsity shall only process the training requests received through yearly Catalogue shared by COEs or designated SPOCs.
- These training requests are coordinated by the TechVarsity team, throughout the financial year with support from the requesting team, COE, internal SME / external trainers, LoB Heads, and various teams like GSD, RMG, Procurement, Finance, IT, Admin, etc.

Delivery Process – Trainings are fulfilled through the process of Build vs Buy model. Training delivery modes may include classroom or virtual sessions, depending on business needs and the location of the trainees. To initiate / execute the session, a bare minimum of 5 participants are required.

Turnaround Time (TAT) – The ideal turnaround time for operationalizing a training program in the yearly calendar typically depends on the complexity and scope of the training.

SME Identification (Build) – 4-5 working days.

SME Identification (Buy) – 15 working days.

Module outline / content Finalization by SME & Approval from Training SPOC / COE – 4-5 working days.

Receive Nomination from SPOC – 7-10 working days.

Send Training Invite and block calendar – 2-3 working days.

Training Delivery & Closure.

Trainer / SME Cancellation Process – In the event the trainer / SME cancels after the trainings are scheduled, both participants and GSD team are communicated about the revised schedule.

If the trainer / SME is unable to provide an alternative date, follow-ups are conducted to confirm their next availability. If no suitable date is identified, an alternative SME with the required expertise is sourced.



b. PROJECT SPECIFIC TRAINING / ADHOC

These trainings are not requested through yearly catalogues but basis real time project's / Client or business demand for the team.

Delivery Process – Trainings can be requested on [iGETIT Training Request portal](#) and upon processing the request trainings are fulfilled through the process of Build vs Buy model. Training delivery modes may include classroom or virtual sessions, depending on business needs and the location of the trainees. To initiate / execute the session, a bare minimum of 5 participants are required.

Turnaround Time (TAT) – The ideal turnaround time for operationalizing a training program in the yearly calendar typically depends on the complexity and scope of the training.

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c. ACCREDITATIONS

To facilitate industry-recognized certifications that enhance skills, credibility, and business readiness. Examples include Functional Safety, Cybersecurity, ASPICE, Agile, SAFe, Scrum, and Vector CEP_AUTOSAR.

Delivery Process – Certifications are initiated based on specific business requirements and are fulfilled through the process of “Buy” model.



d. OPEN HOUSE / TECH DAY

Open House sessions are monthly awareness-level training programs designed to ensure that employees stay up to date with growing technological transformation. These sessions provide a platform for employees to gain broad insights into emerging technologies, tools, and industry trends without going into deep technical details.

Delivery Process – Self-nomination is required for Open house workshops via the registration links in the “TechVarsity App” tab.



e. BENCH TRAINING

Bench Training involves training for the employees who are on bench on adjacent skills / cross-skills / Re-skill to enable them for future opportunities.

Delivery Process – RMG shares the list of bench employees at the end of each month / Quarter. The primary skill (Skill Level X) of each bench employee is determined using the Skill Taxonomy. Adjacency skills (Skill Level X+1) required to make the employee project-ready will be identified in collaboration with GL&OD / TechVarsity.

Scenario 1: If the employee's current skill level is "X": Identify relevant training dates for "X+1" skills from the monthly training calendar or if planned in that quarter.

Scenario 2: If the employee's current skill level is "X+1": Enable self-paced courses as part of upskilling.

Training Timeline and Methodology:

If "X+1" training is scheduled in the annual catalogue within 4–6 weeks, the employee will be nominated and trained accordingly.

If "X+1" training is not available within this timeframe and there is a minimal number of participants self-paced training materials / Recording is enabled.

Employees are assessed before releasing them to RMG.

**ELEVATE****f. ELEVATE**

This monthly learning intervention aims at proactive skill building of the employees and build a future-ready workforce. Top skills at the organization level are identified by TechVarsity

Delivery Process – Self-nomination is required for ELEVATE sessions via the registration links. Each nomination is confirmed only post the RM approval. Trainings are fulfilled through the process of Build vs Buy strategy.

**PERMEATE****g. PERMEATE**

This monthly learning intervention blurs the technological barriers amongst all the functions. Primarily the objective is to train the Admin, HR, Legal & Compliance, Sales & Marketing, Finance, IT workforce on basic technical skills like on Automotive, Heavy Machinery, Aerospace, EV, Utility Tools etc., for them to gain confidence and agility and stay relevant to the specific demands of the delivery. The technical knowledge of all the technologies shall augment the understanding and offers improved relevance while performing their respective work. This also helps the employees improve stakeholder communication.

Delivery Process – Self / RM nomination is required for PERMEATE sessions via the monthly registration links. Trainings are fulfilled through the process of Build vs Buy model.

**NOTCH UP****h. NOTCH-UP**

As part of our commitment to staying ahead in a rapidly evolving technological landscape, the organization has introduced mandatory training programs in the critical / Super niche areas of the evolving ecosystem of Automotive, Aero and Heavy Machinery Domains. These topics represent pivotal areas shaping the future of industries and businesses globally, and it is essential for every employee to gain a foundational understanding to contribute effectively to our organizational goals.

Delivery Process – The Courses are hosted in the organization in-house LMS – iGET IT. Employees complete the Level 1 trainings via the LMS.



i. ASCEND

This initiative on Higher Education Program for Employees is a structured initiative that enables employees to pursue advanced educational qualifications, graduate / post graduate degree programs, while continuing to work. It's typically designed to enhance employees' skills, knowledge, and qualifications, aligning their growth with organizational goals.

Delivery Process

- Identify Business and Employee Needs
- Collaborate with Educational Institutions.
- COE in consultation with Delivery to nominate the employees as per the university requirements
- Employees sign the service agreement with the organization before the commencement of the program.
- Launch the program
- Monitor the progress of the Program

Types of Support – The organization may provide the following types of support for higher education:

- Co-pay Model: Employees to bear partial tuition fees and organization to pay partial amount to the partner university as per the norms mentioned in service agreement. Percentage of employer contribution towards the tuition fee shall be decided by the management, based on the program.

Obligations of Employees –

- Employees are expected to maintain satisfactory performance at work while pursuing higher education.
- Employees to continue the tenure in the organization during the course
- Employees must agree to remain with the organization for a specified period after completing the course, If the employee leaves the organization before this period, they may be required to repay the tuition reimbursement.



j. PRISM

The Project Management training program aims to equip participants with advanced skills to effectively plan, execute, and close projects in alignment with TTL's strategy and values.

It focuses on enabling employees to manage projects efficiently.

The program seeks to cultivate results-oriented project managers capable of delivering projects within scope, time, and budget through real-world case studies, roleplays, and assessments curated by experts.

Delivery Process – Trainings are fulfilled through the process of Build vs Buy model. Training delivery modes may include classroom or virtual sessions, depending on business needs and the location of the trainees. This initiative primarily being the in-house development of the project management norms will be delivered by the senior managers of the organization.

Program Outcome – The primary outcome of the in-house Project Management Training is to equip participants with the essential knowledge, skills, and tools required to successfully plan, execute, monitor, and close projects while aligning with organizational objectives. This training not only focuses on technical project management competencies but also emphasizes the importance of mastering effective communication skills to collaborate with stakeholders, resolve conflicts, and drive team alignment.

Additionally, participants will gain a deep understanding of risk management—a critical aspect of project success. They will learn to identify potential risks, assess their impact, and implement proactive measures to mitigate them, ensuring the smooth execution of projects.

By combining strategic planning, effective communication, and risk awareness, this training aims to empower employees to deliver projects on time, within scope, and within budget, while fostering innovation and ensuring quality.



k. REIGNITE

Our Internship Program for Women is designed to support and empower women professionals looking to re-enter the workforce after a career break. This initiative provides a platform to refresh skills, gain hands-on experience, and rebuild confidence while promoting a culture of inclusion and diversity. With flexible work options, mentorship, and upskilling opportunities, the program aims to help women transition seamlessly back into their careers and contribute meaningfully to the organization.

Process – At the core of Re-Ignite is a structured 3-stage certification program comprising Orientation, Training, and Internship phases.

The initiative spans 3–4 months and is a collaborative effort from a diverse Cross-Functional Teams at TTL including members from Talent Acquisition, ABM, COE, Delivery Leaders, TechVarsity, Learning and Organizational Development, Global Service Delivery–HR, IT, and Administration.

Stages – The entire internship is divided into 3 phases as:

- Behavioural Training
- Technical Training
- Internship with Delivery

Training Assessment – Techvarsity & Behavioural assessment scores are crucial since it will be linked to the selection process of the trainees, as per the legend below:

Techvarsity & Behavioural Performance Scores	Techvarsity & Behavioural Performance Rating Legend	TTL Standard Rating
> 90%	Excellent	Significantly Exceeds Expectations – SEE
> 80 – <=90%	Very Good	Exceeds Expectations – EE
> 75 – <=80%	Good	Meets Expectations – ME
>=70 – <=75%	Average	Meets Some Expectations – MSE
<70%	Below Average	Does Not Meet Expectations – DNME

Each Trainee shall be given a maximum of two attempts to pass each module. The following table depicts the assessment type, scope and passing criteria:

Assessment Type	Passing Criteria
1 st Attempt	70%
2 nd Attempt	75%**

***While 75% is the clearing requirement, the score on the assessment for the 2nd attempt will be capped at 70% for the purpose of calculation, irrespective of the marks scored by the Trainee in 2nd attempt.*

2nd attempt will be the final attempt allowed for Trainees to pass the respective module.

Internship Assessment – After the completion of 1 month of the internship period, the trainees will be evaluated on their performance via presentation and report submission.

The final weightage on both Training and Internship shall be at the discretion of the COE Head, basis the business requirement, trainee engagement and performance outcomes.

- **Conversion to FTE** – Basis the assessment reports from both training and internship and basis projection from business, and mentor's feedback, the interns are shortlisted for conversion into the Full Time Employees.



I. PIVOT

PIVOT is a flagship leadership initiative designed to empower the leaders of our organization with the skills, insights, and strategies required to drive growth, innovation, and transformation. This program focuses on strengthening leadership capabilities, fostering a culture of agility, and equipping leaders to navigate complex challenges effectively. By aligning leadership development with organizational goals, PIVOT ensures that our leaders are prepared to inspire teams, deliver results, and pivot seamlessly in an ever-evolving business landscape.



m. LMS

TechVarsity leverages two dedicated **Learning Management Systems (LMS)** to cater to its diverse workforce. The **NASSCOM LMS** is tailored for Indian employees, offering industry-relevant courses and certifications to enhance their technical and professional skills. For Airbus employees, the **AIRBUS LMS** provides specialized training aligned with Airbus's standards and requirements, ensuring seamless knowledge transfer and upskilling. Both platforms empower employees with flexible learning opportunities to support their career growth and organizational contributions. Both the platforms enable easy access to a wide range of courses, modules, and certifications, allowing employees to learn at their own pace and convenience.

A.5. Generic Guidelines

a. Target Audience

LEVEL	INITIATIVE	Target Audience
LATERAL's	COMPETENCY CATALOGUE	Nominations are primarily received from the requesting team, but employees from respective LoBs can self-nominate for knowledge-sharing purposes.
	ADHOC TRAINING	Nominations are primarily received from the requesting team.
	ACCREDITATIONS	Nominations are primarily received from the requesting team.
	BENCH	Employees on Bench.
	ELEVATE	All employees, whether Permanent or Contractual, undergoing technical training organized / coordinated by TechVarsity Team. RM approval is mandatory under this initiative.
	PERMEATE	All enabling function employees, whether Permanent or Contractual, undergoing awareness level technical training / utility toll trainings organized / coordinated by TechVarsity Team
	NOTCH UP	GenAI – Mandatory for all employees and SDV & Cyber Security is mandatory course for all delivery employees.
	ASCEND	Applicable to all full-time employees of Tata Technologies Limited (TTL) who have completed a minimum of two years of continuous service with the organization with a satisfactory performance record. Approval from the employee's immediate supervisor is required. Employees to be screened based on the partner university norms and yearly performance record of the employees at TTL.
	PRISM	All managers leading the delivery projects in the organization.
	REIGNITE	Back-to-work Women interns with probable conversion into FTE basis internship performance and business projections.
LEADER's	PIVOT	All Leaders in the CXO level.
LMS	NASSCOM	All India based employees.
	AIRBUS – MYPULSE	All Airbus MyPulse registered users from Airbus Account.

b. Budget / Funding

LEVEL	INITIATIVE	BUDGET
LATERAL's	COMPETENCY CATALOUGE	Training cost under the "Buy" model will be booked under the respective cost centre (delivery).
	ADHOC TRAINING	Training cost under the "Buy" model will be booked under the respective cost centre (delivery).
	ACCREDITATIONS	Training cost under the "Buy" model will be booked under the respective cost centre (delivery).
	BENCH	Training cost under the "Buy" model will be booked under the respective cost centre (delivery).
	ELEVATE	Training costs under the "Buy" model are borne by TechVarsity Cost Centre.
	PERMEATE	Training costs under the "Buy" model are borne by TechVarsity Cost Centre.
	NOTCH UP	Training cost under the "Buy" model will be booked under the respective cost centre (delivery).
	ASCEND	University tuition fee cost, as per the co-pay model percentage to be borne by both the LOB and the Employee. All other training expense to be borne by the employee or as per the norms mentioned in the service agreement.
	PRISM	Training costs under the "Buy" model are borne by TechVarsity Cost Centre.
	REIGNITE	Training cost under the "Buy" model will be booked under the respective cost centre (delivery).
LEADER's	PIVOT	Training costs under the "Buy" model are borne by TechVarsity Cost Centre.
LMS	NASSCOM	Training cost under the "Buy" model will be booked under the respective cost centre (delivery).
	AIRBUS – MYPULSE	Training cost under the "Buy" model will be booked under the respective cost centre (delivery).

c. Attendance

As per the organization's Training Guidelines 100% attendance is expected in all trainings.

LEVEL	INITIATIVE	Attendance
LATERAL's	COMPETENCY CATALOUGE	100%
	ADHOC TRAINING	100%
	ACCREDITATIONS	100%
	ELEVATE	100%
	PERMEATE	100%
	NOTCH UP	100%
	ASCEND	As per College / University
	PRISM	100%
	REIGNITE	100%
LEADER's	PIVOT	100%
LMS	NASSCOM	NA
	AIRBUS – MYPULSE	NA

d. Assessment & Evaluation

To foster a culture of continuous improvement and ensure the effectiveness of the learning and development initiatives, TechVarsity offers, it is essential to implement a structured assessment framework. The framework will provide a systematic approach for evaluating both the learning process and outcomes, ensuring that employees are not only equipped with the necessary skills and knowledge but can also apply them to achieve personal and organizational objectives. The assessment structure below is a guidance towards the measurement of individual progress, course effectiveness, and alignment with organizational goals, facilitating data-driven decisions for future training and development programs.

Assessment Structure						
S. No	TechVarsity Initiative Learning Session	Threshold Learning hours.	Minimum hours of training applicable for assessment	Pre-Assessment	Post Assessment	
				Online	iGET IT	Online Assessment
1	Yearly Catalogue & Ad-hoc Training	2	8	YES	NA	YES
2	ELEVATE	2	8	NA	NA	YES
3	PERMEATE	2	8	NA	NA	YES
4	PIVOT	2	8	NA	NA	YES
5	BENCH TRAINING	2	8	YES	NA	YES
6	ENTERPRISE LEARNING	2	As per project	YES	NA	YES
7	NOTCH-UP	NA	As per project	NA	YES (PL1)	Non-MCQ (PL2 & PL3)
8	PRISM	NA	As per project	YES	NA	YES
9	LMS - AIRBUS	NA	NA	NA	NA	NA
10	LMS - NASSCOM	NA	NA	NA	NA	NA
11	REIGNITE	NA	As per project	YES	NA	YES
12	ACCREDITATIONS	NA	As per project	YES	NA	NA

e. Provision of WBS

- Processing of WBS per set guidelines is at the sole discretion of the RMG function post receipt of mandatory approvals & fulfillment of applicable criteria.
- The Requesting Team / SPOC / Manager / Head of Functions shall be responsible for providing LOB Head approval & other relevant/requested artefacts for WBS Processing.
- Trainer (Internal SME) shall be responsible for providing LoB Head approval & other relevant/requested artefacts for WBS Processing.
- Back dated WBS processing shall be only at the discretion of RMG team and approval from TechVarsity Head.
- In case an employee is on leave during the training period, no WBS shall be provided, and leave shall be booked on the project/previously existing WBS only.

LEVEL	INITIATIVE	WBS
LATERAL's	COMPETENCY CATALOGUE	APPLICABLE
	ADHOC TRAINING	APPLICABLE
	ACCREDITATIONS	APPLICABLE
	ELEVATE	APPLICABLE
	PERMEATE	--
	NOTCH UP	--
	ASCEND	APPLICABLE
	PRISM	APPLICABLE
	REIGNITE	--
LEADER's	PIVOT	--
LMS	NASSCOM	--
	AIRBUS – MYPULSE	--

f. Training Effectiveness

Evaluating training effectiveness is crucial for identifying gaps, refining learning strategies, and maximizing the return on investment (ROI) in employee development, ultimately fostering a culture of continuous improvement and growth.

LEVEL	INITIATIVE	Measuring Training Effectiveness			
		L1 Reaction	L2 Learning	L3 Behaviour	L4 Results
LATERAL's	COMPETENCY CATALOGUE	Applicable	Applicable	Applicable	Applicable
	ADHOC TRAINING	Applicable	Applicable	Applicable	Applicable
	ACCREDITATIONS	Applicable	Applicable	Applicable	Applicable
	ELEVATE	Applicable	--	--	--
	PERMEATE	Applicable	--	--	--
	NOTCH UP – L1	NA	--	--	--
	NOTCH UP – L2	Applicable	Applicable	Applicable	Applicable
	NOTCH UP – L3	Applicable	Applicable	Applicable	Applicable
	ASCEND	Applicable	Applicable	Applicable	Applicable
	PRISM	Applicable	Applicable	Applicable	Applicable
	REIGNITE	Applicable	--	--	--
LEADER's	PIVOT	Applicable	--	--	--
LMS	NASSCOM	NA	--	--	--
	AIRBUS – MYPULSE	Applicable	Applicable	Applicable	Applicable

g. Trainers / Internal SME Incentives

As an Internal SME / Trainer, please read through **Trainer's Incentive Policy** for understanding all Do's & Don'ts for Incentive eligibility & processing.

All incentives are approved by TechVarsity post training & completion of evaluation (2 attempts, as applicable in case of GET Trainings) by the trainers and further to be processed by GSD Team.

Trainers must provide the training scope & course material in the standard TTL template and in alignment with the skill taxonomy and proficiency level; this document is a pre-requisite for the training incentive, if applicable.

In case Assessments are applicable for the training module, Question Bank & Assessment scores (pre and post module assessments) need to be provided by the SME / trainer.

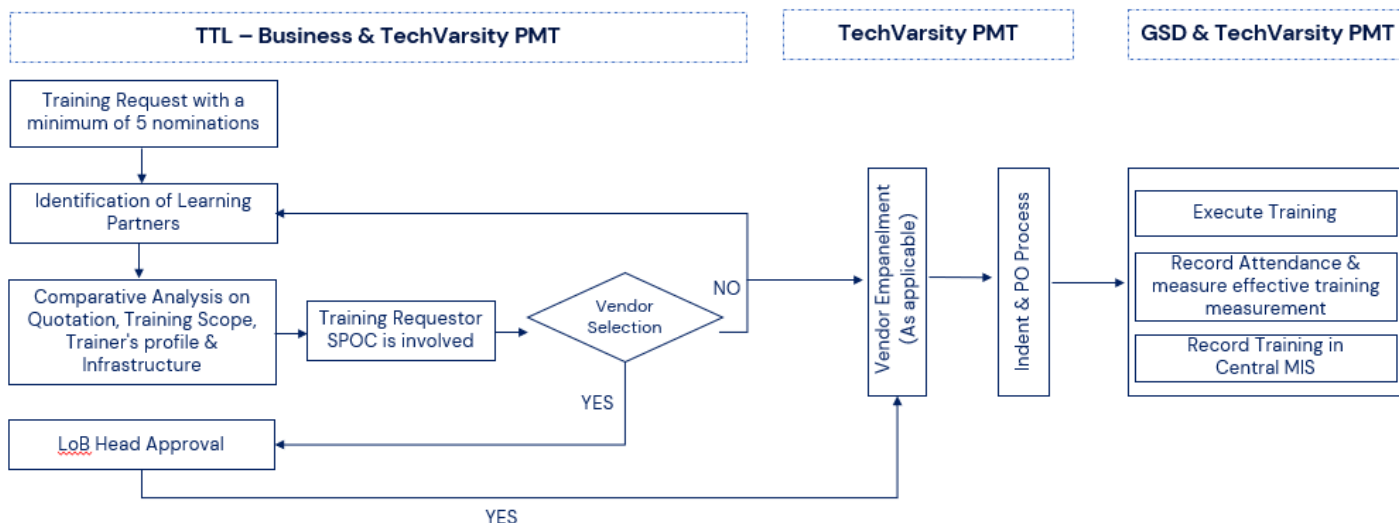
h. Guidelines for the External Trainings

The Requesting Team's SPOC shall be responsible for SME finalization after going through the proposed vendor, trainer & quotation details shared by Tech varsity Team.

The Requesting Team may recommend Vendors based on their previous experience / industry knowledge. Based on competitive pricing, the vendors shall be finalized.

Requesting Team shall inform PMT prior about assessments to be conducted, if required

The requesting Team shall nominate at least 5 participants



i. Links & Contact Details

Email ID – ttn.techvarsity@tatatechnologies.com

APP Link – [Techvarsity](#)

Internal Trainer Incentive Policy – [Internal Trainer Incentive Policy – V7.pdf](#)

Fresher Training Policy – [Fresher Training Policy_v.3.pdf](#)

This Policy may be modified or withdrawn by the Company, at any time, with or without prior notice. Current Policy supersedes all previous versions.

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SECTION B – GL&OD



SECTION B – GL&OD

Global Learning and Organizational Development (GL&OD) Guidelines for Non-Technical Training Programs

B.1 Introduction:

- a. **Purpose of the policy:** This policy outlines Tata Technologies' commitment to employee learning and development and the strategies in place to support their continuous growth.
- b. **Importance of employee learning and development:** Recognizing that a skilled and knowledgeable workforce is crucial for organizational success.
- c. **Objectives of the policy:** To identify the training needs of the employees and provide employees with opportunities for learning and skill development.

B.2 Scope:

Applicable to all full-time employees of Tata Technologies Limited

This policy is applicable to Behavioural, Leadership, Functional and Compliance Training Program managed and executed by GL&OD team.

B.3 Learning and Development Programs:

The following Programs will come under the purview of Continuous Education Policy

ENHANCE: Enhance focuses on proactive competency-based training programs that are identified through annual training needs analysis. The inputs are collected from PACE + Focused Group Discussions with Key stakeholders + HRBP team. This is operationalized through an annual calendar. This calendar is reviewed on a monthly basis and published to seek nominations.

LEAP [Leadership Excellence Acceleration Program]: It is an online training program to enable and empower people managers to manage Talent effectively. This is powered through LinkedIn Learning and monthly internal virtual instructor led sessions or panel discussions with key leaders.

Business Requests for Training Interventions: These are ad-hoc training requirements raised by the business teams. These can be proactive (forecasting future skill requirement) or reactive (demanded by the client/solving business pain points) in nature.

LEADERBRIDGE: LeaderBridge is TTL's flagship long-term talent & leadership development initiative through which all leadership development interventions are executed. Currently following initiatives are being rolled out:

- (a) **LeaderBridge WINGS: (Women in Growth & Success) – A Women's Leadership Identity Development Program.**
The Women's Leadership Identity Development Program is a comprehensive six-month-long intensive program that is specifically designed to help participants deepen their self-awareness, enhance their leadership presence, and build a strong leadership identity.
- (b) **LeaderBridge FuEL (Future Emerging Leaders) – To develop and enhance leadership competencies and build a leadership pipeline of High Potentials across all the levels in the organization.**
- (c) **LeaderBridge Prime – To further enhance leadership capabilities, strategic orientation and program management skills of senior leaders at TTL (for L4 and above)**

Key Features:

- For Training Interventions, Requesting Managers to share a detailed need, fill in the training request form and share tentative budget approvals from the LOB head. The cost is to be billed to the requesting LOB.

The training will be sourced to external partners depending on the expertise and bandwidth available internally.

- All the other **training** programs will be centrally managed, facilitated by GL&OD team.
- The mode of training may be either classroom or virtual, depending on the business requirement & location of the trainees.

Mandatory Training Programs: All FTE will undergo mandatory training programs within 30 days of joining the program. Certain refresher modules will be assigned on a yearly basis in April and should be completed within 3 months.

GSD team prepares weekly reports and shares with GL&OD team further reviews it and shares the status reports with Reporting managers and HRBPs.

The GL&OD team governs the mandatory training completion for all new joiners and the refresher module completion for all employees by sharing weekly and monthly status reports. The mandatory compliance modules which are part of the assigned learning path on iGET IT are assigned to new joiners who must complete all assigned trainings within 30 days of joining.

Refresher modules for POSH, GDPR and ISMS will be assigned on a yearly basis in April to all employees (irrespective of their date of joining) and must be completed within 3 months of assignment.

The following modules constitute the compliance modules – GDPR, Values Mission Vision, Tata Code Of Conduct, ISMS, POSH [Prevention of Sexual Harassment], TBEM [Tata Business Excellence Model], OHS [Organizational Health & Safety] and Fire Safety, Prevention of Insider Trading [PIT]. Internal benchmark to be 95% for completion of all modules

Corporate criminal offence module only for UK permanent employees

- TBEM mandatory completion only by level L2.2 and above employees
- Overall contract employees must complete – OHS & Fire Safety.

B.4 Guidelines for Training Programs

ENHANCE

- The competency inputs are collected from PACE analysis + Focused Group Discussions with Key stakeholders + HRBP team annually.
- The frequency of the programs is determined based on the inputs received from the above sources.
- A monthly calendar is published inviting nominations from both employees and managers.
- Engagement specific/project specific 'Enhance' programs can be delivered if the number of nominations exceeds more than 10.

LEAP

- LEAP content will be assigned only to people managers.
- People Managers refer to any employee that has 1 or more direct reports.
- Exceptional requests will need CHRO sign off before allocating license and assigning content\
- If any employee does not complete a single module within 90 working days, then the licenses would be revoked.

B.5 BUSINESS REQUESTED TRAINING INTERVENTIONS

- The following criteria may be considered in order to decide whether the training intervention should be done internally or externally:
 - ✓ Availability of GL&OD trainer with appropriate skills and bandwidth availability
 - ✓ Time and resources required to prepare training material.
 - ✓ Costs involved.
- The external training costs will be billed to the requesting LOB.

- The external training vendor will be evaluated and shortlisted basis the quality of content and the costs and the sign off by the requesting manager is mandatory.
- Soft Skills training request form and the trainer evaluation form must be filled in by the requesting managers/SPOCs.
- Any intervention if it is cancelled less than 15 working days before the training, the cost to be borne by the requesting Business Unit/Function.
- For Business Requests to be taken ahead, we need a minimum quorum of 10 participants. For a lower number exceptional approval will be sought from the relevant Cost Center owner.

LEADERBRIDGE:

- LeaderBridge nominations will be completely based on the nomination criteria defined for each intervention.
- Nomination criteria will differ based on the nature of the intervention and will be published in advance.

B.6 Generic Guidelines

- A minimum of 10 participants are required to initiate any new external training request. (For a lower number exceptional approval will be sought from the relevant Cost Center owner).
- A minimum of 10 participants are required to initiate any new internal training request.
- The participants are expected to undergo self-study/ complete pre work, if any, as per the instructions given by internal or external subject matter experts/trainers.
- Participants must ensure active engagement during the entire duration of this program.
- This includes timely submission of project work, participation in activities and group-based initiatives, active participation in pre & post training assessments, wherever applicable.
- All participants will be given access to learning material for applicable modules.

Shortlisting of Vendors

Depending on the TNI input, the broad training objectives and pain points are shared with the at least 2-3 vendors who will share the training content outline, commercials and trainer profiles. The best match in terms of content, budget and trainer quality is shortlisted, with necessary approvals obtained before raising a purchase request (PR).

However, exceptions apply in:

- Urgent Training Needs: When training required is within 10 days, the priority is vendors who will deliver within timeline while maintaining quality standards.
- Niche or Specialized Leadership Training Requirements – For highly specialized training topics, expertise and trainer profiles will be the key selection criteria. In such cases, preference will be given to single trusted vendor with proven expertise.
- In both the scenarios of exceptions, LOB head and CHRO approvals are mandatory.

Provision of WBS:

- WBS will be given subject to participants adhering to Training Guidelines as specified.
- Processing of WBS per set guidelines is at the sole discretion of the RMG function post receipt of mandatory approvals & fulfillment of applicable criteria.
- The Requesting Team/SPOC/Manager/Head of Functions shall be responsible for providing LOB Head approval & other relevant/requested artefacts for WBS Processing.
- Back dated WBS processing shall be only at the discretion of RMG team.
- In case an employee is on leave during the training period, no WBS shall be provided & the leave shall be booked on the project/previously existing WBS only.

Training Effectiveness:

Evaluation of the effectiveness of the training is a critical part of the training process. These measures are important and will help us introduce improvements in training methodology and content but also assess the impact of training.

Training evaluation at TTL is based on Kirkpatrick's Four-Level Training Evaluation Model.

Training evaluation for regular calendar training programs and GET programs will be carried out at the following levels:

- Level 1: Reaction: At the first level, post training feedback is obtained from the participants immediately after the training program.
- Level 2: Learning: Currently post training tests are administered to assess the learning effectiveness for GET training programs.

For certain specific Interventions and programs, along with level 1 and level 2, we will be also measuring effectiveness at level 3 and level 4.

- Level 3 Impact/ Application: At this level, to gauge if the participants are effectively applying their new skills on their job, feedback is sought from managers post 30 days of the completion of the training programs.
- Level 4 Results: This is measured only if the training requestor has specified and quantified it explicitly at the beginning of the intervention in the training request form. Here are some of the parameters on which the results may be evaluated:
 - Delta movement in skill proficiency based on the analytics from Future Fit framework.
 - Improved Customer Satisfaction
 - Improved SLA adherence
 - Fewer complaints
 - Higher quality ratings
 - Improved engagement survey ratings
 - Increased cycle time to deployment
 - Increased Sales
 - Reduced Attrition
 - Additional Revenue generated.
 - Additional Opportunity pipeline

GSD team maintains attendance database for all trainings planned and conducted. GL&OD team to review the monthly attendance, feedback of all the calendar, online and compliance training programs and report it to relevant stakeholders. Compliance, Online training program to be shared monthly. Stakeholders will include CHRO, LOB heads and HRBP leads.

Ad-hoc Training Requests

Requesting Managers to share a detailed need, fill the training request form and share tentative budget approvals from the LOB heads. The format of training request form can be found on Global Sharepoint. Post the approval, vendor and trainer evaluation process will be followed as above. The cost is to be billed to the requesting LOB. The training will be sourced to external partners depending on the expertise and bandwidth available internally.

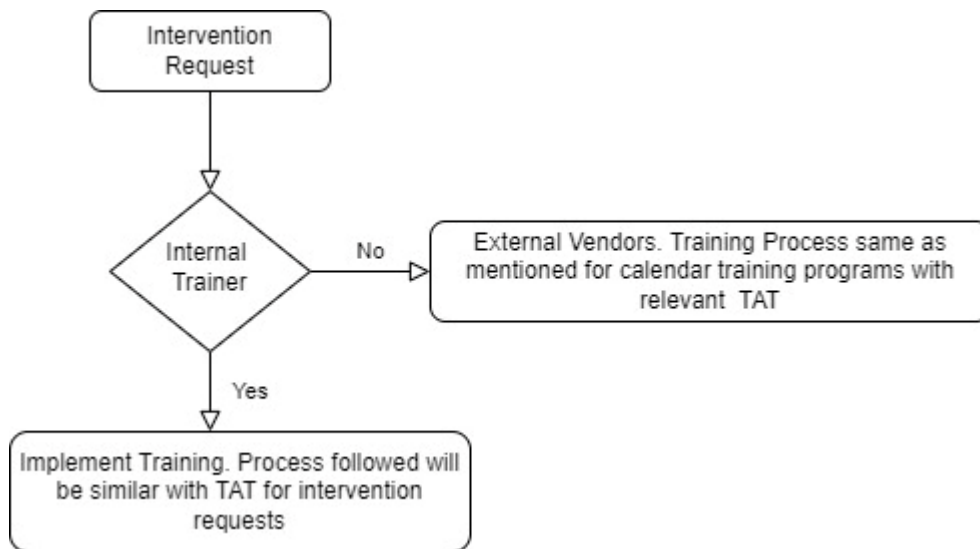
In case of urgent requirement where the training delivery is expected within 7 working days, preference will be given to already onboarded vendors and in case of new vendors, multiple vendors may not be considered.

Designing Internal Content

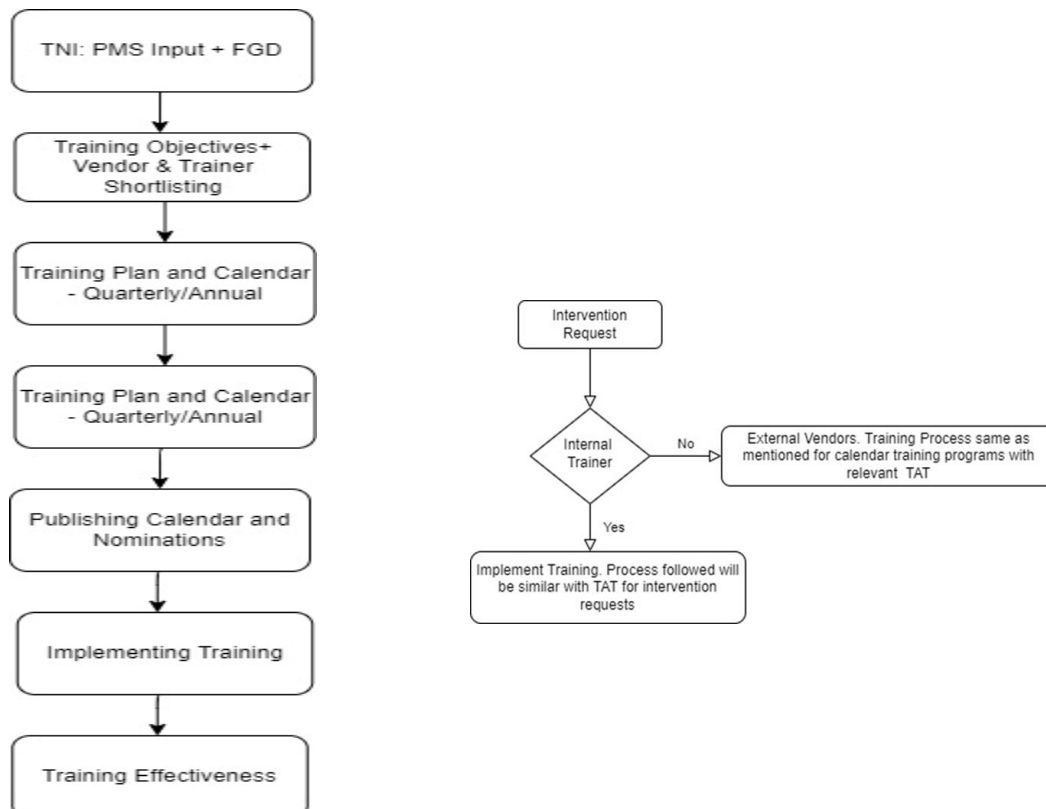
The process for developing internal content will follow the ADDIE methodology.

- A: Analysis by way of understanding requirement, interviews, FGD to understand pain points
- D: Design of the program with rough TOC
- D: Development of Actual Activities and Deck. The content to be signed off by GL&OD head
- I: Implementing the Training Program
- E: Evaluation of Training Program. Overall Content Feedback to be a 4.6 and above on a scale of 5

Training Interventions – Process Flow



Calendar Training Process Flow: Interventions – Training Process Flow



Training Effectiveness Measurement

Program Names	Level 1 – Reaction	Level 2 – Learning	Level – 3 Behavioural Change	Level – 4 Business Impact, Performance Impact				
	Post Training Feedback	Pre/Post Assessments or Certification Exam Results	Feedback from Managers/Mentors with respect to behavioural change/Application of Learning – Ability to do one's job better	Improvement I Performance – Measured by PACE Ratings	Leadership Competency Assessment	Succession Planning – Role Change – Movements – lateral or vertical movements (No of positions closed internally)	Success of Org level/BU level Projects/Stretch Assignments	Attrition Percentage – of the cohort as compared to untrained group at the same level
Edge Soft Skills Training	✓	✓	✓	☒	☒	☒	☒	☒
VMV	✓	✓	☒	☒	☒	☒	☒	☒
Enhance	✓	✓	☒	☒	☒	☒	☒	☒
LEAP Learning Path	✓	✓	☒	☒	☒	☒	☒	☒
LEAP Fridays	✓	☒	☒	☒	☒	☒	☒	☒
LeaderBridge WINGS	✓	☒	✓	✓	✓	✓	☒	✓
LeaderBridge FuEL	✓	✓	✓	✓	✓	✓	✓	✓
LeaderBridge Prime	✓	☒	✓	✓	✓	✓	✓	✓

Implemented
 In progress

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Current Policy supersedes all previous versions.

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SECTION C – iGET IT



SECTION C – iGET IT TRAININGS

**C.1. Introduction**

iGETIT is our internal LMS for providing a rich source of technical training to all employees. iGETIT has moved from being not just the comprehensive source for CAD Tool training to providing courses in Electric vehicle design and development, Gen AI, SDV and other emerging domain and technology courses.

In future more courses on EV, SDV, Embedded Systems, AI, Ind4.0 and other emerging topics will be added. Currently the catalogue of iGETIT includes training on following tools and topics can be accessed via Single sign on from my apps page:

- 3DExperience training
- CATIA V5 training
- SolidWorks training
- Autodesk – AutoCAD & Inventor
- GD&T training
- ISO GPS training
- NX PLM training
- Siemens Teamcenter
- PTC Creo
- Windchill
- Plastics & Injection mold training
- Fundamentals of Finite Element Analysis
- Automotive design & domain training
 - Electric Powertrain – ECU
 - Gearboxes & Types of Gears
 - Gear Selector & Shifter Mechanism
 - Fundamentals of Vehicle Design and Packaging
 - Automotive Chassis
 - Automotive Interior Trims
 - Automotive BIW Design Process
 - Automotive Powertrain
 - Automotive Structures
 - Courses on Automotive sub systems for GET's
- Electric Vehicle Design & Development
 - EV Essentials
 - Energy storage systems
 - Thermal Management
 - High Voltage
 - Battery Pack Design
 - Battery Management System
 - EV Charging & Infrastructure
 - EV Power Electronics & Motor Control Drives
 - Testing of EV Batteries
- Generative AI for Everyone
- SDV – Software Defined Vehicle Fundamentals
- Cybersecurity – Automotive Cybersecurity Fundamentals

[Click here to access the updated list for iGET IT courses.](#)

C.2. Scope

iGET IT is primarily designed to provide the employees with a comprehensive and flexible platform for continuous learning and development. It offers a wide range of features aimed at enhancing the training experience, including customizable course catalogues, self-paced learning options, progress tracking, and certification. The system is accessible across devices, supports interactive and engaging content, and integrates seamlessly with our HR systems, ensuring employees have the tools and resources to grow their skills and advance in their careers. Few such features are Users can also download the mobile app for IOS and Android for learning on the go.

C.3. Learning & Development Programs

Employees can explore, enroll, and track their progress in relevant programs, ensuring that learning aligns with both personal career goals and organizational objectives. iGETIT serves as a central hub for many development initiatives, fostering a culture of continuous improvement and skill enhancement and tracking the progress of employee learning path.

- Assigned Learning Path including Mandatory trainings
- Job role-based Learning Paths
- Continue Learning
- My Catalog
- Self-Learning / Certification (LRS)
- LinkedIn Learning
- Content Library
- ILT (Instructor Led Training)

C.4. Mandatory Training Programs

The Mandatory Training Program Learning Path on our Learning Management System (LMS) is designed to ensure all employees complete essential training courses that are critical for their roles and compliance requirements. This structured learning path includes courses on key topics such as corporate policies, industry standards, cybersecurity, and other mandatory certifications. The LMS provides an easy-to-follow roadmap for employees to access and track their progress through these required programs, ensuring that they are equipped with the necessary knowledge to perform effectively and safely in their roles.

These are compliance training programs that are hosted on iGET IT. All Full Time Employees (FTE) are required to complete the training programs within 30 days of their joining. Certain refresher modules will be assigned on a yearly basis in April and should be completed within 3 months.

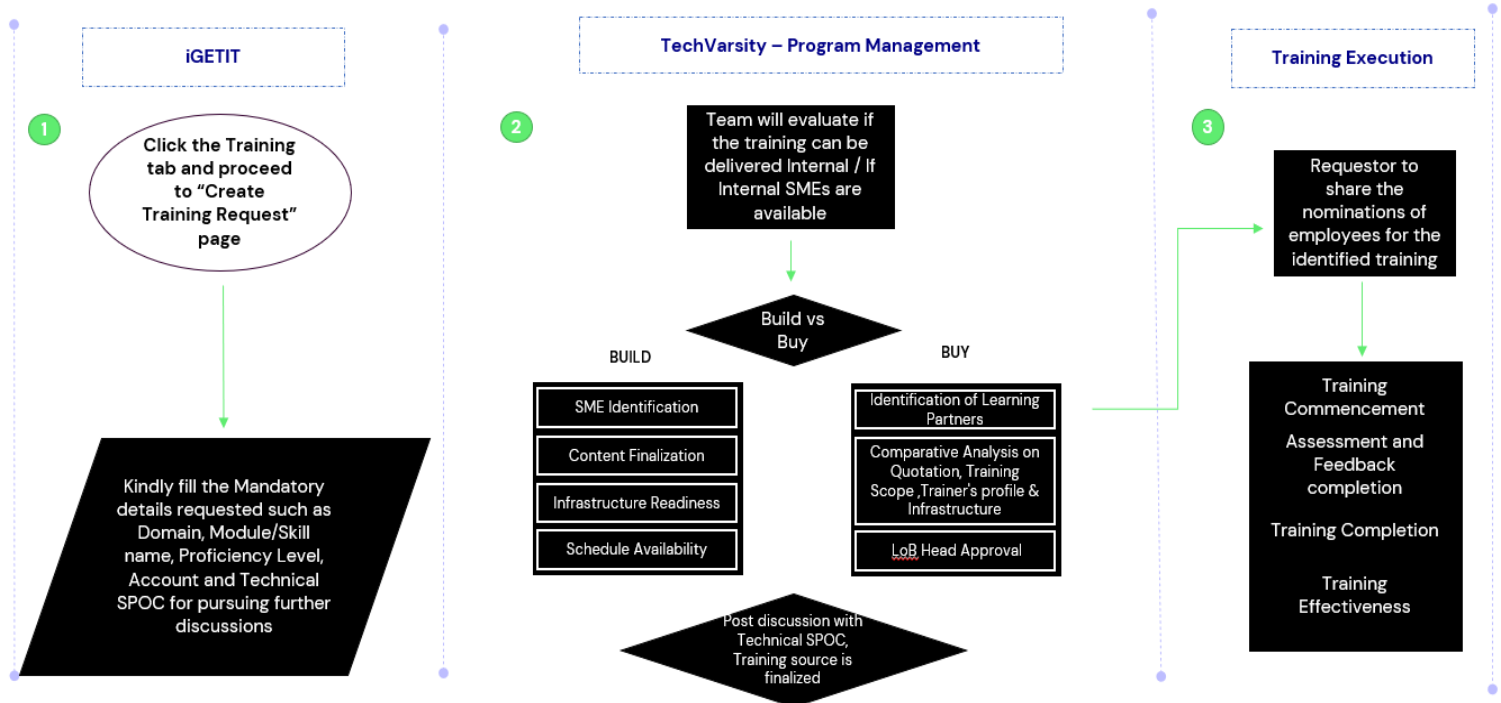
- GDPR – Fundamentals of Privacy
- GDPR – Privacy Compliance
- GDPR – Data Privacy General Guidelines
- Understanding Our Vision, Mission and Values
- Occupational Health & Safety
- Prevention of sexual harassment at the workplace
- Tata Code of Conduct 2015
- ISMS – Information Security Awareness
- TBEM Awareness Course from Tata Tomorrow University
- Innovation Training Module
- Fire Safety Training
- Prevention of Insider Trading

[Click here to access the updated list for iGET IT courses.](#)

C.5. Technical Training Request Management

This sub-section of the policy outlines the process of submitting ad-hoc technical training requests which are intended for technical sessions that fall outside of the regular pre-planned yearly training catalogue. The goal is to provide flexibility and responsiveness to the evolving learning needs of business to support their project demands.

- Employees L3 and above can request technical training on [iGETIT App](#)
- The portal gathers all necessary details of the requested trainings
- Submitted requests are communicated to the Technical Training Team – TechVarsity
- The team reviews and processes requests based on availability and alignment with organizational priorities.



This Policy is subject to change based on the organizational requirements, evolving business needs, or any future policy revisions.

SECTION D – SELF LEARNING



SECTION D – SELF TRAININGS – LRS



D.1. Introduction

TTL values continuous learning and recognizes the efforts of employees who upskill themselves outside of the workplace. Through the **Learning Record Store (LRS)** feature on LMS iGET IT, employees can document relevant external learnings in **Technical, Behavioral, Compliance, and Process** categories. Once validated and approved by their managers, these learnings are officially recorded as part of the employees' training, ensuring their growth and achievements are acknowledged.

D.2. Scope

This section of the policy applies to all employees who have acquired relevant skills and knowledge through external training programs, certifications, workshops, or courses. These learnings must directly contribute to the employee's role or align with organizational objectives. The policy ensures that all approved external learnings are recognized and integrated into the organization's training records, promoting transparency, accountability, and acknowledgment of individual efforts. The LRS feature is not for accounting learnings undertaken via TechVarsity, GL&OD or iGET IT teams.

D.3. Process

To record personal investments in relevant learnings, an employee can now record as per the process below:

- Access iGET IT: Employee to login iGET IT with their existing credentials.
- Document the Learning: In the 'Learning' section's 'Self-Learning / Certification', details of the external training to be added.
- Easy Approvals: Post the manager's approval, the learning hours gets accounted in Training MIS.
- Trainings undergone through TechVarsity and GL&OD must not be recorded in the LRS.

D.4. SPOC & Governance

- All external learnings must comply with organizational standards and align with business needs.
- TechVarsity and Global Learning & Development (GL&OD) team reserves the right to audit and validate recorded external learnings.
- This policy will be reviewed periodically to ensure it aligns with evolving business and learning objectives.
- For queries related to Technical trainings – please contact TechVarsity at – t1l.techvarsity@tatatechnologies.com
- For queries related to Behavioral, Compliance and Process Trainings – please contact the Global Learning and Organizational Development team at – globalnocommunication@tatatechnologies.com.

This Policy is subject to change based on the organizational requirements, evolving business needs, or any future policy revisions.

[Please use the link to access and create your self-learning.](#)

For more information about
Tata Technologies and what we can do to help create
better products for your customers, visit:
www.tatatechnologies.com

 [/TataTechnologies](https://www.linkedin.com/company/tatatechnologies)

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