

MRCC Group HR Company Learning and Development Policy

# Document Control

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| **Amendment Log** | | | | | |
| **Version** | **Changes Made** | **Section** | **Authored By** | **Reviewed & Approved By** | **Release Date** |
| 1.0 | Initial Version | - | Rohit Shankar | Deeptanshu Tiwari | 24-Dec-20 |
| 1.1 | Revised to align to the current operations and also added the list of mandatory & non- mandatory trainings | 1.3 to 1.8 | Rohit Shankar | Deeptanshu Tiwari | 7-Feb-22 |
| 2.0 | Revised to align to the current operations as now this is a group policy & also added Business Induction to mandatory trainings | 1.4 to 1.10 | Kunti Khairnar | Deeptanshu Tiwari | 15-Sept-22 |
| 2.1 | Updated section 1.8 to the latest | 1.8 | Kunti Khairnar | Deeptanshu Tiwari | 31-Oct-22 |
| 2.2 | Amendments made to monitoring the training effectiveness/evaluation | 1.8 | Kunti Khairnar | Deeptanshu Tiwari | 9-August-23 |
| 2.3 | Added “Awareness Sessions” as a type of training | 1.4 | Kunti Khairnar | Deeptanshu Tiwari | 15-Nov-23 |
| 2.4 | Revised “the frequency for updating Training Plan/calendar” & updated as per the logo | 1.8, 1.9, 1.10 | Anita Joshi | Deeptanshu Tiwari | 15-May-24 |
| 2.5 | Amends in the Training trigger, corporate training example, training waiver process, list of mandatory training | 1.4,1.5, 1.8 ,1.9 | Tejas Pitale | Anita Joshi | 13-Sep-24 |
| Distribution list | | | | | |
| Human Resource Team | | | | | |
| Auditors (Internal & External) | | | | | |
| All users at MRCC | | | | | |

* 1. **APPLICATION**
     + This policy affects all permanent / full-time staff of the company. For temporary staff, on short-term contracts, training can be considered at their Manager’s discretion.

# THE POLICY HIGHLIGHTS

* + - The company puts emphasis on creating a culture of continuous professional development. This is done by encouraging and supporting all employees to seek opportunities to sharpen their professional skills. Employees, Management, and the HR office should collaborate in fulfilment of this objective.
    - Management is mandated to constantly identify/ modify the development needs of their staff, and map with the Business need time to time, which HR should facilitate, within the set company guidelines and processes discussed in this policy.

# Scope of Training and Development

* + - The company generally supports the following employee training:
      * Hands-on formal training for individuals and corporate.
      * Training on the job.
      * Job shadowing.
    - Software licenses, or other tools that are essential for job performance, are excluded from this provision.

# Individual Training

* + - **Training Trigger** – The need for training will be assessed from the Project / Departmental needs , customer needs/ Organizational needs and individual’s performance

1. Training Need Identification activity (Once a year)
2. Performance Management System (More details including the duration mentioned in the Performance Appraisal policy))
   * + In house employee training is excluded from the training budget and time limits.

* Training should be tailored to individual employee needs. Managers should collaborate with employees to develop effective training plans, which may include workshops, online courses, lectures, or tutorials

# Types of Training and Responsibility:

* + - * **Behavioral Trainings** – This will fall under the purview of HR and HR should ensure that these are taken care of as per the role competency.
      * **Functional & Technical** – These training courses will be the responsibility of the Department, or the BU. Project Manager/Lead should ensure that the trainings are given as per the project need, Organizational need and required competencies or Skills.
      * **Awareness Sessions**: This will fall under the purview of HR and HR should ensure that these are taken care of as per the role competency.

**Note:** If the requirement is across verticals the same is to be arranged by the HR with necessary approvals.

* 1. **Corporate Training**
     + The company will sometimes engage external educators in areas of interest to the company. In such cases, the company will cover the cost of the entire training.
     + Examples of such training include, but not limited to
       - Training on Emergency Response and Action.
       - Leadership training for Management.
       - Training on ethical behavior and prevention of sexual harassment at workplace
       - New Process / Standards trainings (as applicable)
       - Technical trainings for a large group of nominated staff
     + There may also be training offered by internal experts and Management. Examples include:
       - Inducting new employees.
       - Giving awareness or refresher training for employees or teams about company-specific concerns, such as new systems or policy changes.
       - Preparing employees for changes like promotions and transfers.

This type of training does not affect the annual training budget. Attendance should be monitored and enforced as normal business activity.

# Other Training

* + - Continuous learning is the responsibility of employees and Management. Employees must demonstrate the drive and ambition to improve their skills and should consult Management for opportunities and advice.
    - Management should encourage and mentor their staff as well as work with their supervisors to explore opportunities for their own training.
    - Employees and Manager’s should seek the best approach to Career Progression and Development and are free to try different arrangements such as job rotation, job shadowing, or such modules that will have minimal disruptions to daily operations.
    - **Useful guidelines:**
* This policy covers all on rolls staff without any discrimination. For temporary staff, on short

term contracts, training can be considered at their manager’s discretion.

* Management should keep records of all training for reference and devise a means of measuring or quantifying the impact. It is important to look at how to improve the training.
* All training efforts must meet cost and time limitations while fitting the needs of the employees and the company.
* Employees are encouraged to take advantage of the training opportunities provided and to apply the acquired knowledge and skills to advance their career and the interest of the company.

# Applying for Training

* + - When employees want to attend external training programs or conferences, they should follow this procedure:

1. Employees and Management identify the need for training.
2. Employees and Management discuss proposed training programs.
3. HR reviews the proposal against company policy, budget and training content.
4. If HR approves in written then, logistical preparations are created in consultation with the employees and Management.
5. The cancellation of training should be communicated to HR immediately and employees will meet any fees as a result.
6. Where training has an examination component, the employees are required to sit the exam and present the results to the company. If they fail, they may retake the exams at their own cost as applicable.
   * + Ideally, the company may meet the cost of training including registration and a one- time examination. In some cases, this may also include transport and accommodation and limited personal expenses. This is at the discretion of HR.
     + Should the employees pay for the covered services, the company will reimburse against relevant documents such as receipts and invoices subject to approvals and subsequent expense capping
     + If employees make the subscriptions, they should inform the HR in writing and provide associated details and costs. Invoices for such should be submitted to HR as soon as they are available and must be endorsed by Management

# Other Key Points

* + - **Training WAIVER:**
      * The first waiver for the training is to be issued by RM of an employee & the second waiver for the training is to be approved by the Delivery head who discusses the reason with the Reporting Manager of the requesting employee.
      * Any other exceptions to the above shall be approved by the HR Head/BU Head in writing.
      * **EXCEPTION:** There will be no waivers required for the non-attendees of Integrated Business Induction, as it’s a continuous training which is conducted each month, so the ones who miss it previously are aligned to the next training dates.

# Self-Development:

* + - * Employees are free to work on their self-development plan and can approach HR for career guidance.
      * The same needs written recommendation from BU head and approved by COO.

# Training Completion:

* + - * In case if a training program involves multiple sessions or chapters, an employees’ training will be considered completed only if he/she has attended all the chapters/sessions/modules of that training
      * In case if any of the sessions are left unattended, then the employee should be aligned in the upcoming similar sessions

# Training Effectiveness Monitoring/ Evaluation:

* + - * Training effectiveness evaluation can be measured through pre (optional) & post assessment tests depending upon the type of the training.
      * It can also be measured through the feedback received from their reporting managers

# HR has the following responsibilities:

* + - * Assessing training needs and researching industry trends.
      * Researching relevant corporate training programs, institutions, or consultants.
      * Supporting training programs and employee growth opportunities.
      * The training plan/calendar will be updated at-least quarter

# List of Mandatory Trainings

|  |  |  |
| --- | --- | --- |
| FTE & Consultants (excluding Assignment Based Freelancers) | Duration | Location |
| Corporate induction | Monthly | Thane, Noida, Chennai and Kolkata |
| Integrated ISMS training  Induction | Monthly |
| Business Induction | Quarterly |
| POSH (Non-ICC Members) | Biannually |

**Note:** Any other training apart from the above list are considered Non-Mandatory unless specifically mandated by the HR for a team member basis his role / designation or management feedback.

* 1. **Training Templates & Repositories**
     + The current HR repository shall be used to maintain documents and records in lieu of this L&D policy.
     + Training Documents created / maintained with regards to the said policy
       - Overall Org Training Planner / Tracker – Updated Quarterly
       - Training Attendance Sheet – Post every training
       - Training Feedback Form – Post every training
       - Training Effectiveness Evaluation – (as applicable)
  2. **TRAINING FLOW CHART**

**Assess &**

**Identify Training Needs**

* Training Need Identification (Beginning of the year)
* Performance Management System
* Training Calendar / Plan

**Plan for Training**

* Annual Trainers Feedback Dashboard (For internally identified trainers)

**Training**

**Capability**

* On the Job

**Provide Training**

* Classroom method
* Training Feedback

**Record Keeping** • Training Attendance

**& Maintenance**

**Training**

**Evaluation & Monitoring**

* Training Evaluation Results (Technical)
* Updates on PMS / Feedback from reporting manager