Version History

Ver. No.	Authors	Date	Reviewers	Review Date	Release Date
1.0	Academy Team	27-Aug-2018	QMF	31-Aug-2018	03-Sep-2018
1.1	Academy	4-Dec-2018	QMF	7-Dec-2018	09-Jan-2019
1.2	Academy Team	02-Feb-2019	QMF	02-Feb-2019	02-Feb-2019
2.0	Academy Team	11-Dec-2019	QMF	13-Dec-2019	16-Dec-2019
2.1	Academy Team	10-Feb-2020	QMF	13-Feb-2020	18-Feb-2020
2.2	Academy Team	5-Jun-2020	QMF	8-Jun-2020	8-Jun-2020
3.0	Academy Team	2-Nov-2020	QMF	6-Nov-2020	10-Nov-2020

Change History

Ver. No.	Section	Date	Change Information	Trigger for Change
1.0	All	03-Sep-2018	New Release	-
1.1	7.1	09-Jan-2019	Modification of Process	Document Modification Request Form
1.2	4.0	02-Feb-2019	Updated section 4.0	Document Modification Request Form
2.0	4.0.	11-Dec-2019	Updated section 4.0, 11.0	Added QMS-L4-FR-ACD-11 Soft Skill Training Feedback
2.1	4.0,7.2,7.3	10-Feb-2020	Added Templates for Course Content Designing and Trainer Evaluation	Closure of External ISO audit Finding
2.2	7.4	8-Jun-2020	Added Reference for Online Learning Tool Such as LMS	SOP for LMS Tool
3.0	All	10-Nov-2020	Annual Review	Changed font and corrected Indexing

Table of Contents

Academy Process

1.0 Objectives

The objective of this document is to define the process for trainings conducted through the Academy.

2.0 Scope

This process applies to all the processes, and / or sub processes under the purview of the Academy.

3.0 Policy

3.1 Policy Statement

- To provide training to trainees for optimal results in projects and engagements

3.2 Framework to Support or Implement this Policy

- The stated policy is implemented as per the procedure mentioned below

4.0 References to (checklists, forms, guidelines, lists, standards, templates, other processes)

Process Element	Description	ID
Checklists	Checklist for Batch and Lateral Trainings	QMS-L4-CK-ACD-01
Forms	NA	NA
Guidelines	Do's and Don'ts	QMS-L4-GD-ACD-01
Lists	NA	NA
Standards	Standards for Coding in Dot Net	QMS-L4-CD-ADT-01
	Standards for Coding in Java	QMS-L4-CD-ADT-02
Templates	Monthly MIS	QMS-L4-FR-ACD-01
	Schedule for batch	QMS-L4-FR-ACD-02
	Day wise Portion Completed for Batch	QMS-L4-FR-ACD-03
	Mark sheet	QMS-L4-FR-ACD-04
	Progress Report for Trainees	QMS-L4-FR-ACD-05
	Technical Training Feedback	QMS-L4-FR-ACD-06
	Infrastructure Information	QMS-L4-FR-ACD-07
	Final Report Card	QMS-L4-FR-ACD-08
	Reviewer's Feedback	QMS-L4-FR-ACD-09
	All Batches History	QMS-L4-FR-ACD-10
	Soft Skill Training Feedback	QMS-L4-FR-ACD-11
	Technology Course Content Template	QMS-L4-FR-ACD-12
	Trainer Evaluation Form	QMS-L4-FR-ACD-13
	SOP for LMS Configurations	QMS-L4-FR-ACD-14
	Risk Management Plan	QMS-L4-FR-MR-03
Other Processes	NA	NA
	NA	NA

Process Element	Description	ID
Tools	Learning Management Systems (LMS)	Network Hosted

5.0 Entry Criteria

Inputs	Source Processes
HR	List of Candidates for the batch
Academy	List of Courses to be conducted
Academy	List of Trainers

6.0 Responsibilities

| Role	Responsibilities
Candidate	• Appear for aptitude test and clear the test • Appear for 1st Technical Round and clear test • Appear for 2nd Technical Round and clear test • Appear for HR interview and clear the same • Attend to the course opted • Appear for the various evaluations of training and clear the same • Learn the courses opted as per schedule and perform based on the expectations • Provide trainers feedback to Academy • Maintain proper discipline during trainings • Complete the training as per schedule and as per expectations
Trainer	• Devise technical training programs according to organizational requirements • Produce training schedules and classroom agenda • Determine course content according to objectives • Prepare training material (presentations, worksheets etc.) • Manage the required infrastructure for the classroom • Execute training sessions, webinars, workshops etc. in groups or individually • Arrange for and conduct on-site training when needed • Keep and report data on completed courses, absences, issues etc. • Observe and evaluate results of training programs • Determine overall effectiveness of programs and make improvements

Role	Responsibilities
Manager	• Draw an overall annual Academy plan and execute the same in co-ordination with the respective technical teams • Deploy a wide variety of training methods • Conduct effective induction and orientation sessions • Monitor and evaluate training program's effectiveness, success and ROI periodically and report on them • Manage training budget • Provide opportunities for on-going development • Resolve any specific problems and tailor training programs as necessary • Maintain a keen understanding of training trends, developments and best practices • Take feedback from Manager where candidates are deployed on sample basis

7.0 Process Description

Academy is the function that is instrumental in training the resources and prepares them for placement at client site. The team works with the new trainees for technical and non-technical training, and if required additional time spent with the resource to hone his / her skill set.

The steps detailed in the process document is applicable to all the resources who are recruited from campus recruitment drives, walk-in, through advertisement or through reference. All resources who are inducted as "Trainees" will be skilled through this process

Overview Diagram
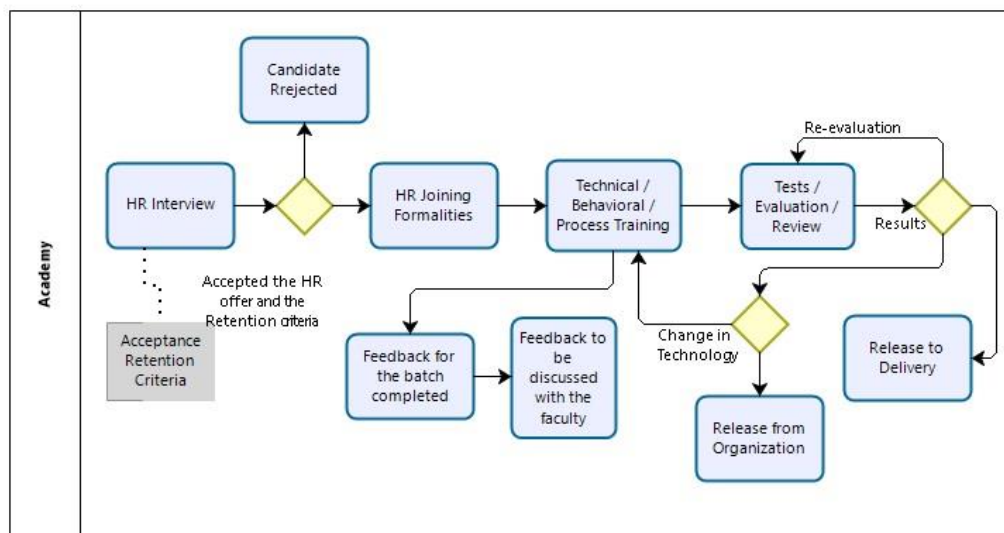
7.1 Procedure for Academy (Trainee Selection and Evaluation)

• All resources, who have no prior experience, and have been approached by, or have come to the organization from various source of recruitment will undergo the process defined as part of the Talent Acquisition for Trainees

- The candidate will have an HR round, wherein the candidate would be more of a non-technical conversation with the candidate. The HR at this point also mentions the Retention Criteria details to the candidate
- If the candidate clears the HR round and also accepts the Retention Criteria clause, will be inducted as an employee with an offer letter
- The candidate then undergoes a series of training on technical, and non-technical topics
- The training is conducted with the following methods and modules
    - Classroom Training
    - Hands-on
    - Senior Resource Interaction
    - Soft skill (communication, presentations, email writing) conducted by HR
    - Online Learning Portals such as Learning Management Systems (LMS) tool
- After each module of training the candidate is evaluated with the help of test/quiz configured
- The unsuccessful candidates must take the re-test, and clear the evaluations
- The successful candidates are ready to be inducted into their delivery teams.
- There could be situations wherein a candidate has to be moved onto a different technology
- Then the candidate would have to undergo the specified technology, Non-technical, Process awareness training and training and clear the necessary evaluations/quiz configured
- On completion of every batch, the team must conduct a feedback for the batch.
- The feedback will be conducted by any other teaching member of the training team.
- The feedback has to be discussed with the concerned faculty, for improvements and encouragement
- The candidate will then be sent to the delivery team for further opportunities.
- In an exceptional scenario, a candidate after having undergo multiple technology trainings and has not been placed to any project or engagement, could be released from the organization.
- Feedback shall be taken for completed batches from the Manager where resources are been deployed on sample basis after completion of 1-3 months (5-10% per batch)

7.2 Procedure for Designing Course Content

- Course Content for identified technology will be designed with the help of inputs from respective Technology Lead and Trainer.
- Course content will be updated using QMS-L4-FR-ACD-12 Technology Course Content Template and will be shared with Delivery Lead of respective technology or Centre of Excellence (COE) Team for review.
- Reviewed course will be authorized and approved by Academy Head for execution during training batch.
- Once finalized, training shall be imparted using online learning portals for classroom/self-training and assessment

7.3 Procedure for Trainer Evaluation

- This process is followed to evaluate the Trainer for training conducted.
- This evaluation includes parameters such as Quality of Training delivered, Subject Knowledge and Behavioral Aspects of Trainer.
- The process of trainer evaluation is initiated by Academy Head once in six months.
- The Evaluation of trainer is done by Academy Head or Senior Trainer or Delivery Lead of respective technology/ member of Centre of Excellence (COE) team.
- The QMS-L4-FR-ACD-13 Trainer Evaluation Form is used to evaluate the trainer.
- On Completion of evaluation, Improvement Action Plan sheet will be updated in case of any improvement area identified.
- Closure of identified improvement areas to be monitored by Academy Head.
- The rating guidelines for Trainer evaluation are defined as follows:

Rating	Description
4	Outstanding
3	Good
2	Acceptable
1	Not Suitable

7.4 Procedure for Online Learning Portal/ LMS Tool

- This process is followed to conduct online trainings, self-assessment, and evaluation of the trainer for training conducted
- Registered candidates will appear for courses assigned over online learning portals
- Candidate would undergo training, self-assessment configured for each course
- Once completed with training and assessments, trainees would provide training feedback
- QMS-L4-FR-ACD-14 SOP for LMS Configurations will be referred for managing activities while using LMS tool

8.0 Quality Mechanisms

- Evaluation of trainees at identified frequency
- Feedback for the conducted training
- Evaluation of trainers at identified frequency

9.0 Quality Objectives

Sr. No	Objectives	Responsibility	Frequency of Measurement	Reporting of Measurement	Target to Achieve
1	% of Students passing in the Written Evaluation	Head – Academy	3 months	Mark Sheet	90%
2	% of Students passing in the Viva voce (Oral) Evaluation	Head – Academy	3 months	Reviewer's Feedback	90%
3	Feedback for trainers	Head – Academy	3 months	Batch Completion	>=3.5
4	Trainer Evaluation Score	Head – Academy	6 Months	Batch Completion	>=3

10.0 Identified Risk

- All risks identified for the process will be recorded into the Risk Management Plan (RMP)
- Risks will be reviewed and monitored as per the agreed schedule

11.0 Exit Criteria

Outputs
Technology Course Content
Training Schedule for batch
Monthly MIS
Daily Portion Completion Status
Mark sheet
Progress Report for Trainees
Training Feedback Form
Technical Training Feedback for Trainees
Infrastructure Information
Risk Management Plan
Soft Skill Training Feedback for Trainees
Trainer Evaluation Form
Training Course Content, Quiz Records, Training feedback