LEARNING &

DEVELOPMENT

POLICY

Document Control

Prepared by	Reviewed by	Recommended by	Approved by
Work Group – Learning Plan, Policy & Process	Middle Management	Department Heads	Head H.R.

Document History

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1. **Purpose**

   To follow industry best practices and fair standards in its human resource management procedures, Securekloud adheres to the following Learning & Development Policy & Process. L & D as a function of Human Resource Management concerned with organizational activity aimed at bettering the Performance, Capability growth, Development of individuals, Teams and as an organization.

2. **Policy Statement**

   Securekloud is committed to facilitate continuous learning among its associates. This commitment plays an important role in ensuring that the associate keep themselves abreast of the changes in technology.

   Securekloud facilitates learning at various levels— at organizational level to build the required skill base; at project level to fulfill project-specific needs, and at individual level to develop the skills of the individuals.

   Securekloud endeavors to provide a minimum of 6 man-days of learning per associate per year, which covers Technical, Behavioral and Managerial and leadership level development programs.

3. **Entry Criteria**

   3.1 Identifying the learning needs: The learning needs are identified strategically as per organization's business needs, for New joiners / New hires at the time of joining, Individual Development Plan, Performance Improvement Plan during appraisal and at an organizational level for various levels.

   3.2 Planning & Administering the Learning Program: Learning Calendar are prepared based on the following criteria a) As per Organizational Learning Need b) Adhoc request from Department Heads on any project Specific. c) Self-nomination by associate approved by Department Head.

   3.3 For Evaluating Quality of the learnings conducted: Learning Programs are implemented and assessed based on the feedback received from the participants, trainers and supervisors.

4. **Scope**

   The scope of this process covers all activities involved in identifying, planning, administering, executing and evaluating the learning programs conducted by Learning & Development Team of H.R. Department. This plan and procedure will not address to On the Job Learning Methodology imparted within the respective Departments.

5. Applicability

This policy covers all Securekloud India associates.

6. Eligibility

Applicable to associates of Securekloud India at all levels

7. Learning & Development Team Structure

The overall responsibility of Learning & Development team is with the Human Resources Department with due approval from Head H.R., where applicable.

The roles and responsibilities of each member / group are detailed below:

7.1 Roles & Responsibilities – Head – H.R.

- Approval of Learning Needs
- Approval of Learning Plan
- Approval of Learning Budget
- Approval of External Trainers
- Review of Metrics / Learning Effectiveness
- Custodian of Approved Learning Needs
- Planning and Communication of Learning Calendar
- Preparation and Monitoring Learning Budget
- Evaluation & Recommendation of External Trainers
- Implementation of Learning Program
- Implementation of Corrective Action based on recommendation by L & D / Trainers upon review and evaluation of Learning Feedback, Learning Effectiveness
- Custodian of Learning Records

7.2 Roles & Responsibilities – Trainers

- Preparation of Learning Course Contents
- Imparting Learning
- Conducting Assessments / Quiz
- Evaluation of Participants

7.3 Roles & Responsibilities – Team L & D

- Identification of Learning Needs
- Collation of Trainers List (Internal & External)
- Implementation of Learning Program
- Evaluation of Learning effectiveness
- Preparation & Communication of Learning Metrics

8. **Learning Methodology**

Learning Programs can be delivered in the forms of classroom learning, with the aid of internal/external trainers, on the job, Digital Learning.

Classroom Learning are offered in a classroom setting with hands-on instruction by a skilled Trainer. Such learning provides the learner with an environment that includes a lab, an instructor, and a structured approach of learning.

Digital Learning are provided with self-paced instructions, impart learning, monitor trainee progress, provide feedback, and assess results with no or only periodic involvement by a Trainer.

Buddy Program is for new joiners who are aided / assisted by a Colleague from the same team, who as a Buddy guides them to get acclimatized with the Securekloud Culture, Practices.

Mentoring is a process where a person who possesses knowledge, expertise, in certain area as an advisor, counselor, informally transmits, or guide or support or provide feedback to a junior on work, career, or professional development.

9. **Types of Learning**

Learning programs conducted shall be any of the following types:

- Early Talent Programs
- Up Skilling program
- Role Based Learning program
- Project Specific Learning program
- Cross Skilling Program
- Continuous Learning Program
- Knowledge Sharing Sessions
- Process Learning

9.1 Early Talent Programs

The learning program conducted for the new recruits in the level of trainees shall be deemed as Entry Talent Program. Entry Talent Program shall be planned based on recruitment plans of the organization.

Planning & Scheduling of E.T.P.

Based on the requirements to onboard new batches for the various Departments, Team H.R., advices the L & D Team to schedule E.T.P. batches. The L & D Team takes approval of Head H.R. before the formal launch of E.T.P. batches, works out planning of faculty members for the classes and other logistics.

L & D Team shall take inputs from Project teams on technical aspects, coverage and duration. L & D Team shall decide on the topics, technical contents, duration and methodology for administering such program. On completion of E.T.P. program, L & D team directs to H.R. Operations on the date of release of the trainees. H.R. Operations decides on allocation of trainees to different projects in consultation with Department Heads.

Trainees securing less than 60 % in any of the topics in E.T.P. are administered re- assessments. Under such circumstances, the trainees who secure over and above 60 % are referred to H.R. Operations for allocation and if not, the same will be escalated to H.R. Operations for further action from their side.

9.2 Up Skilling Program

Learning programs, which are specifically focused to address the different project teams, are deemed as Up Skilling Program.

As part of Skill Improvement programs, L & D Team shall plan and organize Technical Programs; Behavioral programs, Software Technologies, Quality, Project Management, and topics related to domain areas / industry practice. Based on the learning needs identified, L & D Team prepares the learning plans for associates working in Projects / Departments and recommends to Head H.R. for approval.

Planning & Scheduling of Up Skilling Program

L & D Team prepares the draft of quarterly / monthly learning plans based on the learning needs identified from sources like Project Teams, Process, H.R., Senior Management of the Organization. L & D Team reviews, suggests, and takes inputs from the Department Heads, as and when required, and approves the learning plans for release.

9.3 Role Based Learning Programs (R.B.T.)

Associates, to perform their respective roles and to adhere to the quality standards of the organization, need to be trained. Some of the roles shall be Trainee, Team Member, Leader, Manager and Top Management. L & D Team shall ensure that every individual is trained to perform his / her role in the organization and maintain such information.

Planning & Scheduling of Role Based Learning

On need basis or as part of succession planning or in consultation with Department Heads, L & D Team shall decide on role-based learning to be conducted during the month. L & D Team based on the suggestion from Department Heads works out the plan for release. L & D Team shall also design specific course in consultation with stakeholders for any new inclusion of roles in the organization. L & D Team shall design; develop courseware, duration and media for conducting the learning.

9.4 Project Specific Learning (P.S.T.)

These are highly customized programs conducted after receiving inputs from the Project Managers / Project Leaders. These are identified at the time of project kickoff or similar meetings. These highly focused learning programs cover advanced concepts specific to the projects to help the associates perform their roles at the project level.

Planning & Scheduling of Project Specific Learning

L & D Team shall identify faculty / vendor for such project teams and allocate infrastructure for conducting such programs. Learning records and information pertaining to programs shall be maintained by L & D Team if such programs facilitated through L & D Team. However, only the project teams shall maintain any learning, knowledge sharing / transition effort or on-the-job learning happening at the project level. The performance of associates to be recorded and to be communicated to L & D Team through Learning Effectiveness Tracking Form.

9.5 Cross Skilling

Based on the business requirements, cross skilling are planned to augment skill base of associates. Cross Skilling are planned to include series of selective topics and modules with an objective to develop skills area or a set of skills / technology to meet niche areas of projects while anticipating the future.

Planning & Scheduling of Cross Skilling

L & D team designs the different elements of cross migration programs in consultation with H.R. / Department Head and Managers. Learning records - attendance form and the feedback

on cross skilling shall be maintained and the information shall be reflected in Metrics report. Corrective action shall be initiated based on the feedback.

9.6 Continuous Learning Program (C.L.P.)

Under this program, if there is a skill or practice which requires continuous learning, coaching then the best practices are translated into meaningful learning curriculum by L & D Team and shared with other project teams. Learning records - attendance form and the feedback on C.L.P. shall be maintained by L & D Team and the information shall be reflected in Metrics report. Corrective action shall be initiated based on the feedback.

9.7 Knowledge Sharing Sessions (K.S.S.)

Knowledge sharing on areas like technical, domain, current trends, and best practices are shared through knowledge sharing sessions organized by Teams within Departments. Such sessions may cover cross section of associates, cutting across designations. Faculty shall be drawn within the organization or through other external bodies.

Learning records - Feedback on knowledge sharing need to be maintained.

9.8 Process Learning

These programs are conducted after receiving inputs from the Project Managers / Process Group. The highly focused learning program covers new or changes in existing process to be followed as per the recommendations of Process Excellence Group. Based on the suggestion from Process Group, L & D Team works out the plan for release.

Learning records - attendance form and the feedback on Process Learning shall be maintained by L & D Team and the information shall be reflected in Metrics report. Corrective action shall be initiated based on the feedback.

10. Certification

L & D Team shall facilitate associates to acquire Certification in the Domain / Professional / Technical areas. The inputs to this are driven by business needs and the requirement spelt out by certifying bodies. Standard guidelines and instructions as followed for other learning processes may not be applicable to this offering.

The cost of an external certification course taken by associates who are qualified and willing to deliver learning sessions for new recruits could be reimbursed for the following categories of program, subject to terms and conditions set in as per Certification Policy.

- Technical Certifications by recommended organizations

- Certification courses to facilitate Process Excellence & Quality
- Certifications courses to enhance domain skills
- Certification courses to enhance Managerial skills

Organization expects the knowledge gained through this certification to be shared to others and would prefer the associate to work in the company as long as it needs to transfer this knowledge.

11. Learning Need Identification & Learning Budget

Learning required shall be gathered in all the categories like Technical, Behavioral, Domain, Process Learnings, etc. L & D Team then consolidates & scrutinize the learning requirements.

11.1 Identifying Proactive learning needs

Head – H.R. shall initiate a structured Learning need identification process from the Managers / Department Heads based on the expected business requirement.

11.2 Identifying Reactive learning needs

Learning needs, which are generally 'reactive' may come from associates, project teams, from time to time, which could be project specific or individuals' needs that are assessed during appraisal / review are termed as reactive learning needs. L & D team shall also refer to the Skill and Competency Matrix to finalize learning needs. Such programs shall be organized based on logistic considerations in negotiation with the project teams.

11.3 Learning Budget

L & D Team prepares budget & tentative schedule shall be framed for learnings requested, and send it to H.R. Head for approval

12. Resources for the conduct of Learning Programs

H.R. is provided with a budget approved by Head H.R. for manpower, materials and budget to conduct learning programs. Head H.R. decides on the financial aspects to the learning programs and involves L & D team as and when required for necessary approval. Learning need specific to Project / Department shall be indicated using the appropriate template.
The above template should contain details like Skills required / Time Frame and for whom the learning is required. It also should indicate the skill level to be attained by attending the learning.

L & D team shall plan and prepare the learning plans based on the Learning needs identified, on priority and the business needs of the organization. They also decide on the number of attendees for each program and accept participation through nominations. L & D team then selects the appropriate medium and the format to communicate the learning plans to the organization.

Learning expenses incurred are tracked on a quarterly basis and H.R. presents the same for review. Review of L & D team activities is carried out once in three months or six months with the Head H.R.

L & D Team also would make proposal for additional budget provisions as and when required during the fiscal year under review.

13. Planning and preparing the quarterly learning plan

Head – H.R. along with L & D team is responsible for preparing the learning plans based on the learning needs identified, on priority and the business needs of the organization. L & D team shall ensure that it is communicated to all the associates.

L & D team decides on number of attendees for each program and accept participation through nominations.

14. Learning Records

- Learning records shall be maintained which Database of Trainers, Database of Learning Material and Learning Database
- Learning records acts as a repository
- Selection criteria for the trainers that match competencies required for learning
- Learning materials are maintained for future references
- Evaluation on the actual performance after specific training

15. Service Level Agreement

Learning needs are to be communicated to L & D team by the respective departments. On receipt of learning needs, L & D team would plan, based on the priority and Organizational / Project Specific / Individual needs.

After receiving the consolidated learning needs, the L & D team will identify appropriate trainer/ Learning Partner , learning Pedagogy and other learning requirements (logistics, Lab, Stationaries, Venue etc).
The turn-around time for addressing any learning need that is requested after Learning Calendar is published would normally be 2 - 3 weeks' time (working days). However, any technology / area / tool, which is scarce or rare, L & D Team would take 4 – 6 weeks' time to identify sources and deliver learning programs.

The Learning Function also facilitates associates to take up external Certification in relevant Domain / Technology.

16. Designing the Learning Program

For each learning program, L & D team design the pedagogy, trainer, content etc. Based on the availability of internal SME's on relevant skills. L & D team identifies the Internal / external faculty for each learning program.

16.1 Internal Trainer identification

Internal trainers are identified by the L & D Team based on their expertise on the intended subject/ technology/ product Knowledge etc., Ans also refer to faculty resource file (Internal) which contains details of trainers for each programs conducted, skills matrix available with H.R. and through reference from the Department Heads.

The feedback rating on the internal trainers if rated less than 60% / 3 Rating on any learning session then he/she shall be dropped from the internal trainer list and he / she shall not be considered in future for the program. This information shall be maintained and the same shall be updated once in tH.R.ee months.

16.2 External Trainer identification:

L & D team shall engage external trainers / learning partners for conducting in-house learning programs with due approval from H.R. Head. L & D Team shall maintain and refer from faculty resource list (external) or market information for identifying external agencies and evaluates the Learning Partner.

Learning partners are shortlisted and validated based on their experience in the relevant area, authorized / certified learning, Cost etc. L & D team shall select appropriate Trainer's and share the Trainer's Profile to Subject Matter Expert (S.M.E.)

S.M.E. / Department Head / Project Manager shall screen and evaluate the Trainer's profile based on their expertise, experience in conducting similar programs, relevant working experience. Based on the evaluation, the Trainer shall be finalized & S.M.E. / Department Head / Project Manager) shall confirm on the content and duration of the learning.

L & D Team shall communicate to the Learning partner / Trainer about the Learning Schedule, Content, Material, Participants details etc., for getting their confirmation & finalizing the cost. Once confirmation is received from learning partner, L & D Team shall inform the trainer, the details & agenda to the learning requester and intended audience. This information shall also be maintained in electronic form.

16.3 Validation of the Course Contents

The criteria for identifying Subject Matter Experts / competent person will be skill level and related work experience and vendor will need to be an authorized partner of the product companies or should have conducted similar courses.

The faculty (Internal or External) will prepare a program schedule, which outlines the topics covered. The details like the course contents, skill level to be attained after the course is completed and inputs on evaluation and feedback mechanism are conveyed to the courseware developer. The communication should also include the information on minimum contents of the courseware.

The courseware developer will adopt appropriate media / technology for effectively imparting the learning and will develop the courseware according to courseware standards. The courseware is sent to the reviewer for evaluation. The reviewer will be an expert in that field or have at least two years of working experience in the relevant field.

The courseware developed will contain:
- Objectives of the course
- The target audience
- Skill level to be attained after attending the course
- Table of Contents
- Session Break-up
- Exercises / hands-on
- Quizzes / Assessment
- Study notes, wherever applicable

The L & D Team validate the course contents of the learning program for all the programs conducted. The technical contents given by the external agency or an internal faculty are validated by the S.M.E. / Manager / Department Head.

Courses conducted shall be pre-structured courses offered by the vendor / faculty or courses conducted after customization to our requirements. L & D Team shall decide on the technical contents, duration, methodology (virtual, classroom and on the job) and quiz while designing the course. L & D Team shall design learning programs in consultation with Trainer. Learning programs are scheduled considering the venue and physical facilities.

16.4 Nomination Process

L & D Team to circulate the learning calendar (quarterly and monthly) to all concerned through e-mail or Intranet Portal by the beginning of the quarter / month. Associates could nominate only if the programs are open. Associates interested in attending the program for

which nominations are open are requested to nominate themselves through Intranet Portal / mail duly approved by Supervisor / Manager.

Nominations closes by 5 working days prior to the start date of the respective program. Nomination status will be notified to the participants with the schedule, 3 working days before the start date of the program commences. Nomination will not be carried forward to the similar programs. New nominations requests are to be made for every calendar. In case of any change in learning program, communication to the participants would be sent by the L & D Team.

16.5 Learning Implementation Process

L & D Team is responsible for delivering the learning as per the learning calendar. If there are any deviations in organizing the learning program, the same needs to be informed to all the concerned stakeholders through e-mail or Intranet Portal and re-schedule the learning in the learning calendar.

16.6 Learning Waiver Process

There are two types of Learning Waivers - Learning Waiver and Waiver for Exit Criteria.

16.6.1 Learning Waiver

The Managers shall inform L & D Team through se-mail that associates already have requisite skills to perform their role on the Project. Managers / Lead shall initiate a learning waiver request to Head – H.R. with appropriate justification for waiver. The Head – H.R. / L & D Team will waive the learning for associates who have relevant experience in the skill(s) by referring to the records, which are available with H.R.

17. Attendance Form

L & D Team is responsible for maintaining appropriate Attendance form for keeping track on the details of associates attending such programs.

18. Evaluation

18.1 Evaluation of the Program / Trainer

On completion of learning, a questionnaire-containing key attributes on learning, relevancy and utility of such programs shall be captured to determine the effectiveness of the learning. Appropriate action shall be initiated based on the feedback. The feedback on the learning program given by the participants is recorded in the feedback forms.

The Feedback form has information to be filled regarding objectives of the program, specific learning from the program, and plan of implementing the learning, constraints, time allotted and rating given for faculty effectiveness. The feedback forms thus received from the participants is consolidated for analysis and appropriate corrective actions are recommended by L & D Team and correction actions are initiated by L & D Team.

Individual feedback forms can be retained for a period of one month and later shall be trashed. Quality of the learning program is evaluated at two levels viz. Faculty Effectiveness and Overall rating of the program.

To encourage knowledge sharing and reward the internal trainers for the effort put in, honorarium shall be paid to internal faculty members upto Managers based on the number of learning hours spent in learning delivery. These, however, are not applicable for Entry Level Learning and Project Specific Learnings. The honorarium rate will be Rs.250/- per hour subject to the condition that the average feedback score is 3 and above. The total amount shall not exceed Rs.2,000/-.

18.2 Learning Effectiveness

The L & D Team evaluates each of the programs at the completion through the feedback of the participants, Trainer and Supervisor. The effectiveness of the learning program is assessed based on

- Exit Assessments / Quiz conducted after the learning
- Staggered feedback from Managers / Lead after 3 - 4 months after the program for assessing the relevancy sand utility of the programs.
- The L & D Team shall make sure Assessments / quiz are conducted for all technical programs.
- The performance of the participants shall be determined on the basis of the following metrics.

Scores in Percentage Grade

Scores	Comments
> 80	Excellent
70 – 79 %	Very Good
60 – 69 %	Good
< 60 %	Average

The criteria for passing assessments / quiz conducted in the form of theoretical quiz or case study at the end of the learning programs shall be 60%. The evaluation record for learning program is maintained by L & D Team.

19. Learning Records

Learning records shall be maintained when it is initiated and organized by L & D Team. As for programs organized within project, the project teams shall maintain those records.

20. Exit Criteria

Identifying the learning needs: The learning needs upon identification through various sources are consolidated, reviewed and approved by H.R Head. based on which the Learning Calendar / Schedule are prepared.

Planning & Administering Learning Program: Based on the Learning Calendar, learning program is scheduled, communicated through mail / Intranet Portal, administered and attendance sheet is maintained.

For Evaluating Quality of Learning Program: Learning feedback from participants and trainers are collected, consolidated and analyzed against the objective of the learning program.

21. Audit

The evaluation of the implementation process outlined in this document is subject to Internal Quality Audits.

Templates

- Identification of Learning Needs (Project / Department)
- Quarterly / Yearly Learning Plan
- Monthly Learning Calendar
- Learning Attendance Sheet
- Learning Feedback Form
- Learning Feedback Analysis Report
- Learning Effectiveness Survey & Tracking Form
- L & D Metrics

The above policy supersedes all existing policies and procedures prevailing in the organization and this policy comes into effect from 02- Jan-25