

Learning and Development Policy

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Author	Akshay Ankalikar
Reviewed By	Sandeep Datta
Approved By	Susshruth M. Apshankar
Owner	Sandeep Datta
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1. Introduction

1.1 Purpose

The organization intends to establish a continuous learning environment for all employees thereby encouraging them to undergo Learning & Development (L&D) programs to enhance their domain, technical & behavioural competency.

Policy on L&D serves as a guiding document for all learning interventions at SGA.

1.2 Policy Statement

SGA values the continuous development of all employees in support of our strategy. We aim to put activities in place to ensure everyone is competent in their current role and can respond to changing requirements.

We aim to provide opportunities for longer-term career development where this meets individual and SGA needs.

1. Responsibility for development is shared between individuals, managers, directorates and Human Resource
2. Development opportunities will be accessible to everyone and communicated to all

1.3 Objective

The objectives of institutionalizing the L&D activities are:

1. To ensure that employees are assisted in imbibing skills required to perform their current & future assignments, roles and responsibilities
2. To ensure that all employees are provided relevant development opportunities
3. To enable employees to contribute towards organizational capability building
4. To encourage employees to attain certification(s) and undergo internal as well as external training(s) relevant to their area of work

1.4 Scope

1. The policy is applicable to all SGA employees
2. L&D activities identified for employees will be executed within the scope of available time and resources and in alignment with organization's development objectives

1.5 Equal Opportunity Clause

SGA is committed to the principle of equal opportunity for all employees and to providing employees with a learning environment free of discrimination and harassment. All training decisions at SGA are based on business needs, job requirements and individual qualifications, without regard to race, color, religion or belief, national, social or ethnic origin, sex (including pregnancy), age, physical, mental or sensory disability, HIV Status, sexual orientation, gender identity and/or expression, marital, civil union or domestic partnership status, past or present military service, family medical history or genetic information, family or parental status, or any other status protected by the laws or regulations in the locations where we operate. SGA will not tolerate discrimination or harassment based on any of these characteristics.

1.6 Glossary of Terms

Terms	Description
BU	Business Unit
CEO	Chief Executive Officer
COO	Chief Operating Officer
DH	Department Head
HR	Human Resource
INR	Indian Rupee
L&D	Learning and Development
RM	Reporting Manager

2. Responsibility

HR department shall be responsible for verifying the effectiveness of the process and its revision whenever required.

3. Process

1. The primary focus of L&D is to facilitate and bridge the gap between the current skills of employees and the skills required to perform their current, future assignments, roles & responsibilities effectively
2. L&D activities are planned and budgeted annually
3. Overall training requirements for business units / departments will be considered based on inputs received through the training plans received from BU Lead
4. RM will facilitate creation of development plans for their respective team members
5. Resources required for supporting L&D activities such as training facilities & equipment will be made available
6. L&D department will identify and evaluate suitable trainers to conduct trainings
7. L&D requirements for employees will be identified based on development requirements and organizational needs
8. Training needs may arise out of following sources:
 - a. Performance management
 - b. Career development
 - c. Project specific
 - d. Any other sources
9. Relevant trainings will be announced to all employees through training calendars

4. Training and Certification Reimbursement Provision

4.1 Purpose

This provision is designed to encourage employees to attain certification(s) and undergo external training(s) / other skill building events relevant to their area of operation /s thereby

helping employees in their development and contribution towards organizational capability building

4.2 Scope / Eligibility

All full-time employees of SGA are entitled to undergo approved certification(s) / organization sponsored external training(s) / other skill building events.

4.3 Process

1. For any certification(s) / organization sponsored external training(s) / other skill building events, organization will reimburse the expense upon successful completion of the course
2. This expense will include cost of certification(s) / external sponsored training(s) and applicable taxes along with cost of study material mandated to be procured in order to undergo the certification / training
3. To avail benefit under this provision an employee should follow the approval process defined under the policy
4. The employee should contact L&D team to understand the certification and training that falls under this provision
5. One certification / external sponsored training will be allowed in a financial year
6. Multiple certification(s) / external sponsored training(s) will be considered on case basis depending on the business justification provided to L&D team

4.4 Approval Matrix

1. An employee will be required to take prior approval from BU Lead and share approval email to L&D department
2. BU Lead will be required to check the eligibility of the employee for undergoing certification(s) / organization sponsored external training(s) / certifications / skill building events as well as the business / role requirement before approving the request
3. BU Lead must ensure that the approval on training or certification is provided after ascertaining the relevance of the same for the business / project, role an employee is performing or aspires to perform at SGA
4. Certification(s) / organization sponsored external training(s) / skill building event expenses would be reimbursed; subject to approval from BU Lead taken prior to undertaking the certification / external training
5. On receiving the approval or request from the BU Lead, L&D department will support based on requirement, or the employee may directly contact the agency / institution for direct enrolment based on convenience. L&D department will reimburse the certification fee to the employee
6. An employee will be treated as 'On-Duty' during the training days. Before proceeding for training, an employee should mark himself/herself as 'On-Duty' over Workday and the same should be approved by his / her RM. All leave guidelines would apply as per the existing Leave Policy. Training hours are not credited for undertaking external certifications by the employee

7. The cost of undergoing external certification(s) would be approved as per the following approval matrix. Designation Approval Limit for Certification(s) (in INR)

Designation	Approval Limit
Analyst / Senior Analyst	Up to 25,000
Project Manager/ Manager / Senior Manager	Up to 50,000
AVP and above	Up to 100,000

8. The policy permit partial reimbursement of expenses incurred on certification(s) / organization sponsored external training(s) / skill building events. The employee will be able to claim reimbursement of such expenses only in totality
9. Upon completion of the certification(s), the employee would be required to fill up 'Certification(s) and Training Completion Form' (Annexure 1) & attach all relevant documents such as mark sheets, a copy of certificate obtained from the certification body / institute, along with all supporting bills in original. The same should be submitted immediately to the L&D department not later than 30 days of completion of the training / certification failing which the L&D department will not be able to get the expenses reimbursed, and release the amount to the employee

4.5 Expenses covered under Certification(s)/ Organization Sponsored External Training(s)

1. The total cost incurred on each certification(s) / organization sponsored external training(s) would be inclusive of the following:
 - a. Cost of tuition / training(s) fees and / or examination fees would be borne by SGA
 - b. Cost of books and any other study material to the extent prescribed by the certification(s) body / institution would be borne by SGA
 - c. SGA will not bear any extra cost incurred in certification renewal or for additionally procuring a diploma / degree certificate post completion of the course
 - d. SGA will cover travel expenses as per Travel policy if the trainings are held outstation
2. In case the employee exits the organisation before completion of one year from the date of submission of the reimbursement documents to Learning and Development Team, the cost of the certification(s) / training(s) would be recovered from his / her full and final settlement

4.6 Exceptions

Any exception to this policy would require approval from CEO / COO.

Annexure – 1 – Certification & Training Completion Form

Employee Name	Employee Id	Department/Delivery Unit
Name of Passed Certificate/ External Training	Conducted by (Name of Agency/ Institution)	Date of clearing the Certificate/ External Training (dd/mm/yy)
1		
2		
3		
Expenses Incurred in INR (Bills / Receipts attached)		
Description		Amount paid by self (INR)
1		
2		
3		
Net Amount Payable (INR) (In words also)		
Name and Signature of the employee		
Date (dd/mm/yy)		
Remarks (if any)		
BU Lead Name & signature		
Head - HR Name & signature		