

L & D Approach Document

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Purpose & Scope:

The Company recognizes the value of professional development and personal growth for employees. The guiding principle is to align the Learning and Development (L&D) initiatives to business strategy. The L&D needs of an individual are therefore designed keeping in mind both the business needs and individual development needs. These are formally reviewed as a part of the Annual Performance Evaluation process.

Objective:

The main aims of this policy are :

- Ensure that employees are supported and enabled to meet the changing demands of the business so that the Company achieves its strategic objectives
- Provide a working environment where continuous learning and development takes place to help staff in their roles, increase motivation and enhance staff retention.

Policy Statement:

Company aims to strategically allocate funding to selectively support L&D on a need and merit basis.

We believe in a partnership approach between L & D and Managers for the delivery of learning. As a result, L&D framework is based on below,

- Major learnings for employee from
 - real life and on-the-job experiences, tasks and problem solving.
 - from feedback and from observing and working with role models
- Formal training and Certification on Business need only to be planned by L & D.

Roles and responsibilities

- I. The Head of HR is responsible for establishing a framework to support regular review, communication and reinforcement of this policy.
 - Managers are responsible for:
 - Supporting and encouraging employees to put in place and act on individual Development Plans;
 - Managing resources accordingly to allow individuals to undertake necessary development;
 - Ensuring that development outcomes are achieved and that there is an appropriate return on the development investment evident in on the job contribution and performance.
 - Employees are responsible for:
 - Considering their own development needs and putting in place an individual Development Plan;
 - Attending necessary training or undertaking any identified development;
 - Managing their role to ensure business continuity during any absences for training
 - Applying the learnings, they have undertaken when they are back on the job
- II. Responsibility for execution is delegated to the L & D Team in partnership with line management, with oversight from the Business Units.

PLANNING TRAINING AND DEVELOPMENT

Any new training will be planned because of a training needs analysis. In addition, the Company is committed to reviewing training initiatives so that relevant training and development is provided for skills in specific job areas, new technologies, change in work procedures, Client driven etc.

Types of training and development activity

Training and development are much more than attending off-the-job training courses. As far as possible, the type of training and development activity selected must be that which is most appropriate to both the training need and the learner(s), to provide value for money and best use of opportunities and resources.

Development activity can take a wide range of forms, including, but not limited to:

- Induction programmes, including a mentoring program (new starters and those returning from extended leave e.g. maternity, secondment, long term illness etc.)
- On-the-job training
- In-house training activities
- External training courses, including those leading to accreditation
- Attending external conferences
- Working with others and sharing good practice
- Shadowing colleagues
- Participating in working groups or contributing to project teams
- Keeping abreast of developments within own specialist areas
- Taking on new responsibilities or new work with appropriate support and

Drawing on the Expertise and Experience of Others

Where possible, development activities will draw on the knowledge and skills of existing employees. This has the advantage of allowing advice, guidance and on-the-job training to be given in a way that is directly applicable to the work context, and highly relevant to the staff member.

CresTech encourages the use of all the above methods.

External training providers

External providers of training will be used where appropriate. External providers will be fully evaluated regarding quality and value for money and they will be required to adhere to our

internal policies, as appropriate, such as health and safety and equal opportunities. We will aim to use local providers where they are able to meet our requirements and where this reduces costs and the environmental impact (e.g. from travelling).

Training and development requests for staff

The training and development request for staff will be routed through concerned Manager with Approval of BU/Function Head.

Training and development requests will be assessed based on priority rating as a development need, which:

- Contributes to Company's strategic objectives
- Contributes to organizational development
- Is relevant to the individual's role and their professional development
- Provides good value for money

Evaluating training and development

- Evaluation of training and development activities is essential to be able to measure the impact and effectiveness of training and development on individual performance and on the achievement of strategic objectives, and to objectively assess and demonstrate the value of training to the organization.
- The effectiveness of all training and development activities is evaluated at different levels to ensure that they have met the need for which they were identified and to assess the value to the organization.
- Individuals and line managers must evaluate each individual development activity immediately after the activity has taken place or on an ongoing basis for activities which are phased over a period. Discussions should also take place after a further three months to assess whether the individual's learning needs have been met and to what extent and how the learning from the training or development has been applied

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