

13 Learning & Development Policy

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Introduction:

People are the greatest strength of our organisation. We believe that to harness innovative and innate talent of the employees, we have to develop on a continuous basis, their knowledge, skills and attitude, by integrating individuals and organization requirements. Employee learning and development is a integral part of our Human Resource Philosophy.

An intensive and appropriately designed learning & development regime in relation to Induction training, comprehensive in-service orientation and development prospects for all at different levels, is regarded as a priority area to realize the vision of CATALYST.

Learning & development efforts shall be appropriately geared as a step in this direction. Whereas, the learning shall focus on competence needed to perform in employee's current jobs, Employee and Management development shall consist of learning of long-term nature. Its aim shall be to build existing organisational capabilities and develop the employees for future jobs with the organisation.

Objectives:

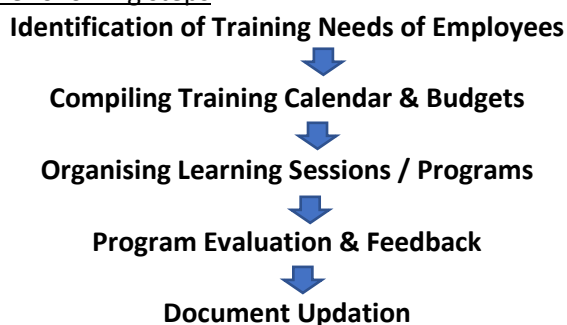
- To enhance knowledge, skills and behaviour of employee competencies at all levels.
- To keep pace with ever changing business needs and capability building.

Scope:

This Policy shall be applicable to CATALYST employees.

Process:

Learning Process involves the following steps



Identification of learning needs:



Identification of development need is the most important step in designing a Learning Program. This involves thorough analysis of entire organisation, all operations and all employees. This is necessary to find out the “skill gaps” so that proper learning program can be designed and prescribed to those it is needed. Following are the ways of **Training Need Identification (TNI)** at CATALYST.

- Input from Performance Appraisal
- Functional & Behavioural Competency Mapping
- HOD approval for Employee Competency Matrix
- HOD's / Supervisors recommendations
- Consideration of future challenges

Subsequently the HR department works out a Learning Calendar taking all the above-mentioned parameters into consideration and implements the same.

Each employee shall undergo a minimum of 2 man-days learning per calendar year and such learning shall be based on the development needs as assessed.

The learning budget is prepared based on the Learning calendar and source proposed for conducting the program. The elements of budgets include, faculty cost, venue cost, travel, course material cost and incidentals.

Learning Methods:

The method of learning appropriate to the category of person or nature of learning is selected to impart learning. Following are the broad classification of learning methods used.

- Induction Program for newly recruited employees at all levels.
- Cross Functional Trainings
- Structured Learning Sessions – both internal and well external
- Pre-examination preparatory learning courses
- Open Workshops
- Seminars / Conferences
- On the job learning
- Simulation
- Role playing
- Case study analysis
- Audio / Visual & films shows

Planning of learning also involves duration of learning, learning aids, number of persons to be trained, faculty selection, subjects to be covered etc.

Implementation of Learning:

- **Classification of Learning:**
This can be broadly classified into: On the Job Learning, Off the Job Learning
- **On the Job Learning:**
Mostly we use on the job training to fresh Diploma holders, Graduates, Postgraduates and also for Management Graduates. Initially they are undertaken through a rigorous induction



learning to understand the company's vision, Mission, core values, processes, systems and other related aspects and then they are put on the job training.

- **Off the Job Learning:**

Off the job training is further classified into In-house Learning and External Learning which is further divided into Behaviour Learning and Technical Learning.

- **In-house Learning:**

In-house Learning is conducted for a group of employees wherein faculty may be drawn from In-house or may be invited from outside. In-house learning can be either Behavioural or may Technical also.

- **External Learning:**

External Learning Program is conducted by Management Institutes, Management Consultants etc. They are in the nature of Conference, Workshops, Management Development Program etc. Nomination to external learning Program is selective and need based.

Great emphasis is laid on quality of learning i.e. selection of trainees, course material, methods of learning, physical facilities etc.

- **Evaluation of the Learning Program:**

Evaluation of the Learning Program is intended to find out effectiveness and improvement of the employee on the job, to ascertain its usefulness to improve career prospects of individual employees in the organisation and to identify the improvements required in the learning program. Feedback of the participants is elicited through a structured questionnaire. The feedback of trainees is assessed by the HR Department and corrective action taken.

- **Follow-up of the Learning Program:**

The effectiveness of the learning program is further assessed by immediate superior and the HOD during performance appraisal and the required feedback is given to the employee.

Learning Policy:

1. **Induction and Orientation:**

Learning is the process by which employees are integrated into an organisation so that they become productive as soon as possible. In order to ensure that this happens quickly and effectively, the process shall be planned, managed and adopted into CATALYST's overall learning plans. The initial impression of an organisation on an employee usually stays with him/her and its is therefore important to make this experience unforgettable and experientially positive.



2. The process of Induction and Orientation would be completed on the first day of the employee's joining the CATALYST family. This process would be achieving the following objectives:
 - i. On boarding the new employee and helping him/her to have an overview about the organisation
 - ii. Providing employees with the Procedural Information, Policy details and various department orientations.
 - iii. Take pride as CATALYST employee.
 - iv. Be inspired and charged-up to take up roles assigned to him/her.

Employee Check In on Day 1

- i. Reporting for 1st day joining
- ii. Welcoming the new joiner by introducing all Back Office employees.
- iii. Joining Formalities
- iv. Tour through the CATALYST Branch Offices/ Group Company profiles and CATALYST Vision, Mission and Values.
- v. Welcome Lunch and Tea
- vi. Induction Program as per annexure
- vii. Circulation of Joining Note
- viii. Feedback on Induction

Structured Learning Program (SLP):

Classroom learning efforts at regular periodical intervals during the career span of employees at all levels shall be specially intensified for making available Quality inputs to the CATALYST employees keeping pace with the changing needs and competencies required for job execution.

Internal SLP

Internal SLP shall be done:

- a. On the job (At department work site, desk learning) e.g. Job instruction
- b. Off the job (In CATALYST) e.g. Internal Competency Courses, Supervisor Enhancement Program (SEP), Executive Enhancement Program (EEP), Modules, Workshops, Seminars.
- c. Internal courses shall serve to meet learning requirements where a group of trainees have common needs identified through the Training Needs Identification (TNI) process. E.g. when some operational change, such as the Introduction to Computers, Means that a section of employees require re-learning or when there is an overall need, e.g. for a general improvement in Supervisory Performance Level etc.
- d. Such courses may be organised and conducted by CATALYST for groups of employees, by approved in-house faculty, or approved Guest Faculty either in-house or an approved outside agency or learning institute of repute. The programs might be in either of the following categories:
 - i. Value added soft skills programs e.g. SEP, EEP
 - ii. EDP/IT Courses
 - iii. Job related competency development courses



- e. The advantages of internal courses are that: they are 'tailor made' to meet specific needs, so that Issues are dealt with in terms of the CATALYST's own policies and practices; a body of knowledge and skills is developed which is generally recognised and applied, i.e. a common language and way of doing things; where trainees are drawn from different departments and/or locations, they can get to know and understand one another and acquire a sense of identity; courses shall be arranged when required (as per TNI) and at a convenient place shall be planned at the beginning of the Learning Calendar year during April, every year.

External Structured Learning Program:

The staff/officers, based on their Performance, TNI and/or aptitude may also be sponsored to the appropriate course(s) being conducted by reputed institutes. These courses shall be carefully selected in order to be sufficiently comprehensive and of lasting value. The institutions and organisations whose help could be enlisted for conducting these courses shall be approved and periodically reviewed and updated.

The Management, may its discretion, review this policy periodically and make modifications as necessary from time to time.

