# Training and Learning

**Overview**

Employee training and development is identified as a vital function in a learning organization that provide structured and formal opportunities for technical and non-technical competencies applicable to the relevant job roles and functions required in achieving the overall divisional and organizational objectives.

**Policy on Training and Development**

Company recognizes employee training and development as a vital function and is committed towards identifying training needs across the divisions and positions in a timely manner and in providing required trainings and evaluate the training outcomes toward enhancing the employee performance.

**Framework**

* Ensure the training and development initiatives are in alignment with the job function as well as organizational goals.
* The captured training needs require addressing competency gaps identified in the process of evaluating performance arising as a performance gap due to a lack of technical or non-technical competency.
* Identify the skills gaps through assessing the gap between the skills possessed by the employees and the required skills needed for future development.
* The training need requires to be approved by the divisional head as well as the individual.
* Ensure timely evaluation of training in terms of the training session as well as the training impact on performance.
* Ensure a training budget is approved for the function of training and development and a dedicated officer is appointed to coordinate the training and development function under the HR division. Records on training initiatives require to be updated and maintained.
* The training calendar should be prepared for the period from January to December. The *ad hoc* trainings shall be captured as and when required.
* Ensure that the appropriate style of training is selected that fit the learning styles of the participants.
* Ensure that the trainings are clearly identified with training objectives and goals, milestones in achieving the desired training objectives.

**Procedures**

* The training needs shall be identified through a divisional process that captures each staff member of the division that ensure approval from the divisional head as well as coordinated through the divisional staff members. The divisional heads as well the staff members shall take into account the performance gaps identified in the performance evaluation process that relate to competency gaps in this identification process of training needs as well as future business operational needs (See Templates on Capturing Individual Information on Training Needs and Capturing Divisional Training Needs.
* HR officer in charge of training and development shall evaluate the identified training needs across the divisions and group the staff that requires similar trainings as well as prioritize the needs in consultation with the divisional heads.
* Develop training objectives under the categorized training needs and identify the most effective training mode in terms of results, time and cost.
* Categorize the trainings that could be provided through internal trainers and that which requires external trainers.
* Develop an annual training calendar that structure the training, training objectives, trainees, mode of training and trainers, timelines and fee estimations in line with the training budget (See Template on Annual Training Plan).
* Make available the training and development plan to all staff, preferably providing individuals with personalized notice. This ensures that all employees are advised of the available learning opportunities and provides equal access to developmental opportunities.
* Capture the ad hoc training needs that may arise from time to time on business urgencies.
* Training programs that have been planned in the annual training calendar shall be implemented by the HR division in coordination with relevant head of division/section. It requires to organize monthly planned training programs in a systematic way followed by the guided program planning process (See Template on Training Program Planning and Approval Process).
* Maintain documentation on training and development function by the HR division.
* Identify the most effective evaluation method of trainings provided in a timely basis to capture the progress through training (See Template on Sample Form for Training Feedback Evaluation).

###

**Template on Capturing Individual Information on Training Needs**

# Name of the Division:

|  |  |
| --- | --- |
| **Name of staff member:** |  |
| **Section/Unit:** |  |
| General |
| 1. | Are you a new employee or a long-standing employee of the company? |  |
| 2. | How long have you been in your present job? |  |
| Confirmation of Current Duties |
| 3. | Indicate the key duties and responsibilities in your job role  |
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| Job Analysis |
| 4. | Describe the tasks you regularly perform that are critical to carrying out your job effectively. |
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| 5. | Describe the type of equipment you are required to use (for example, Machinery, Equipment, Computers, Printers, Data Systems etc.). |
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|  | What are the technical competencies required in your job? |  |
|  |  |
| 7. | To what extent does your job require you to work closely with other people, such as customers, clients or people in your own organization? Please circle. |
|  | Very little Moderately A lot |
| 8. | How much autonomy is there in your job, ie, to what extent do you decide how to proceed with your work? Please circle. |
|  | Very little Moderately A lot |
|  |  |
| Training Needs |
| 9. | To perform your current job: What training do you still need (either on-the-job or a formal course) to perform your current job competently (e. g. IT literacy, English as a second language, etc.)? |
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| 10. | To perform other jobs in the organization: What other roles in the organization would you be interested in doing if a vacancy became available (eg, transfer to another section, higher position, etc.)? |
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| Future Development Needs |
| 11. | What are your career aspirations? |
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| 12. | What training or development do you need to help make this happen (e. g. external degree study, formal meeting procedures, leadership training, etc.)? |
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| Recognition of Prior Learning |
| 13. | What training have you attended within the last three years? (This will help identify if any training sessions have been missed or if any refresher training is required.) |
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| 14. | What training or skills have you acquired outside your current job that may be relevant to the wider organization? |
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| 15. What are the most preferred methods of training that you desire?…………………………………………………………………………………………….....................………………………………………………………………………………………………………….Action Plan |
|  | Agreed training and development to be provided over the next 12 months: |
|  | Training |  |
|  | 1. |  |
|  | 2. |  |
|  | 3. |  |
|  | 4. |  |
| Signature of Staff Member | : |  | Date : |  |
| Signature of Supervisor | : |  | Date : |  |

**Template on Capturing Divisional Training Needs**

Division: …………

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Technical Competencies**  | **Staff 1** | **Staff 2** | **Staff 3** | **Staff 4** | **Staff 5** | **Staff 6** | **Staff 7** |
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| **Non-Technical Competencies**  | **Staff 1** | **Staff 2** | **Staff 3** | **Staff 4** | **Staff 5** | **Staff 6** | **Staff 7** |
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**Note:** Tick the staff that requires the specific technical and non-technical competencies from the list identified

**Template on Annual Training Plan**

**Annual Training Plan (Training Calendar) for the Year ………….**

**Month of ……………**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Program No** | **Program Title** | **Target Participants (job category)** | **Related Division**  | **Venue/ Training Institution**  | **Expected Participants #** | **Program Duration – Days #** | **Estimated Cost (Rs)** | **Cost per Head (Rs)** |
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**Month of ……………**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Program No** | **Program Title** | **Target Participants (job category)** | **Related Division**  | **Venue/ Training Institution**  | **Expected Participants #** | **Program Duration – Days #** | **Estimated Cost (Rs)** | **Cost per Head (Rs)** |
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**Month of ……………**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Program No** | **Program Title** | **Target Participants (job category)** | **Related Division**  | **Venue/ Training Institution**  | **Expected Participants #** | **Program Duration – Days #** | **Estimated Cost (Rs)** | **Cost per Head (Rs)** |
|  |  |  |  |  |  |  |  |  |
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**Training Program Planning Template**

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| **To** |  |
| **From** |  |

|  |  |
| --- | --- |
| **Date** |  |

|  |  |  |
| --- | --- | --- |
| 1. **Program**

**Description**  | **Program Title**  |  |
| **Scheduled For** |  | **Days #** |  |
| **Venue**  |  |
| 1. **Objectives** (What would be the training needs?)
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|  |
| 1. **Target Group**

(Who would be the participants?) |  |
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|  |
|  **Participants #** |  | **Female** |  | **Male** |  |
| 1. **Subject Contents** (What specific subjects that would be covered?)
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|  |
| 1. **Methodology** (How training is delivered or techniques used?)
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|  |
| 1. **Expected Outcome** (What the results that could be achieved after the training?)
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| 1. **Resource Persons**

(Who would be the persons undertake training sessions? see the session plan). |  |
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| --- | --- | --- |
| **8. Training Aids and Materials** | **Training Aids:** |  |
|  |
| **Training Materials:** |  |
|  |
| **9. Logistic Arraignment** | **From** | **To** | **Place /Venue** | **Capacity** |
| 1. **Lecture or Seminar Hall**
 |  |  |  |  |
| 1. **Training Room**
 |  |  |  |  |
| 1. **Audio Visual Equipment**
 |  |
| **10. Transport Arrangement**  | **Resource Persons** | **Company Staff**  | **Participants** |
|  |  |  |  |
| **11. Cost Estimate**  | **Unit Cost (Rs)** | **Quantity & Day #** | **Cost (Rs)** | **Mode of Payment** |
| Hall charges  |  |  |  |  |
| Additional cost for the halls  |  |  |  |  |
| Residential facilities  |  |  |  |  |
| Meals  | Breakfast  |  |  |  |  |
| Lunch |  |  |  |  |
| Dinner  |  |  |  |  |
| Tea  | Morning  |  |  |  |  |
| Evening  |  |  |  |  |
| Resource persons fees  |  |  |  |  |
| Participants’ attendance allowance |  |  |  |  |
| Transport cost  |  |  |  |  |
| Stationary cost  |  |  |  |  |
| Sundry cost  |  |  |  |  |
| **Total Cost & Unit Cost per Head** |  |  |  |  |
| **Budget Code**  |  | **Cash Advance**  | **Rs.**  |

**Prepared by**-----------------------------------------------  **(Head of Division/Section) Checked and recommended by**

 **HR Manager** ---------------------------------------

**Approved by**--------------------------------------------- **(ED/CEO)**

**Note:**

1. Quotations to be submitted, if the meals, hall/residential facilities, transport or any other services are obtained from external parties
2. The Session Plan to be prepared followed by the relevant template reference.

**Template on Training Feedback Evaluation**

**Sample - Training Evaluation Form**

**Instructions:** Using the understanding that you now have at the end of today’s training, please rate the items below about the training you have received.

**Date & Time :**

**Topic/s Covered:**

**Presented by :**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Description** | **Pre & Post** | **Low** | **Medium** | **High**  | **Does not Apply**  |
| 1 | Ability to counsel clients/Staff about the topic/s covered in this training  | Before the Training  | 1 | 2 | 3 | 4 | 5 | 6 | 0 |
| After the Training  | 1 | 2 | 3 | 4 | 5 | 6 | 0 |
| 2 | Ability to manage clients/ staff regarding topic/s covered in the this training  | Before the Training  | 1 | 2 | 3 | 4 | 5 | 6 | 0 |
| After the Training  | 1 | 2 | 3 | 4 | 5 | 6 | 0 |
| 3 | Overall Knowledge of the topic/s covered in this training  | Before the Training  | 1 | 2 | 3 | 4 | 5 | 6 | 0 |
| After the Training  | 1 | 2 | 3 | 4 | 5 | 6 | 0 |
|  |  |  |  |  |  |  |  |  |  |
| 4 | Clarity of the Training Program  | Presentation and explanation  | 1 | 2 | 3 | 4 | 5 | 6 | 0 |
| 5 | Time Management  | From the start to the end  | 1 | 2 | 3 | 4 | 5 | 6 | 0 |
| 6 | Responsiveness  | Total back ground understanding & Management  | 1 | 2 | 3 | 4 | 5 | 6 | 0 |
| 7 | Overall facilities provided to make comfortable environment for the participants.  | During the Training  | 1 | 2 | 3 | 4 | 5 | 6 | 0 |
| 8 | Any other comments that you would like to communicate to the Trainer / Training Department /Sponsors / Supervisors  |  |