

GRIL POLICIES & PROCEDURES			
Policy Name	Training & Development Policy	Number	GRIL/HR/T&D/2022-2

1. Introduction

This policy document lays down the processes and guidelines for the training & development function for all G R Infraprojects Limited (“GRIL”) stakeholders i.e. employees, customers, suppliers, contractors, consultants and advisors.

2. Objective

The objective of this policy document is to lay down the processes to be followed with respect to:

- Individual and Group Training Need Identification of employees
- Design & Delivery of training
- Measuring the effectiveness of training

3. Scope

This policy is applicable to all T&D activities and all stakeholders of GRIL. Training & Development activities include the following:

- Training Needs Identification
- Training Needs Assessment
- Diagnosis and Design of training program
- Delivery of training programs

4. Process

4.1 Training Need Identification

- The Training Need Identification (TNI) is conducted to identify the group and individual training needs.
- Training needs for individuals and groups are identified by T&D Department based on inputs received from:
 - (i) Employee Goal Sheet
 - (ii) Performance Management System
 - (iii) Requisition/Inputs from Department Heads
 - (iv) Requisition from Top Management
 - (v) Skill Matrix/Competency Mapping
 - (vi) Diagnostic Assessments
- Training needs can also be identified as and when required to enhance the professional capabilities using standard TNI format.
- Training needs are identified at the following stages:
 - a) At recruitment stage – Any immediate training needs if identified and discussed by the recruiting team and training team
 - b) During employee’s induction – When line manager and employee are setting up initial targets and objectives.

- c) At appraisal – Training needs as identified with the following year’s corporate plan & objectives and in line with the anticipated corporate change or projects to ensure competency and skill levels.

4.2 Training Budget:

- For training programs budget provision will be done by T&D Department at the start of each financial year.
- Any training need which is requirement of some project or special drives e.g. new product development, quality initiatives, cost management drives etc., It has to be discussed with Senior Management to incorporate the cost in their budget exercise.

4.3 Training Need Analysis

- T&D Department is responsible for analyzing the compiled training needs.
- T&D Manager will prioritize the training programs according to the needs of the Business Unit in alignment with the Business Plan and this will be validated by T&D Head.

4.4 Training Planning and Scheduling

- T&D Executive will prepare the training calendar and get it approved by T&D Head and CHRO.
- T&D Executive will plan and schedule training programs, as per the training calendar.

4.5 Training Program Design & Delivery

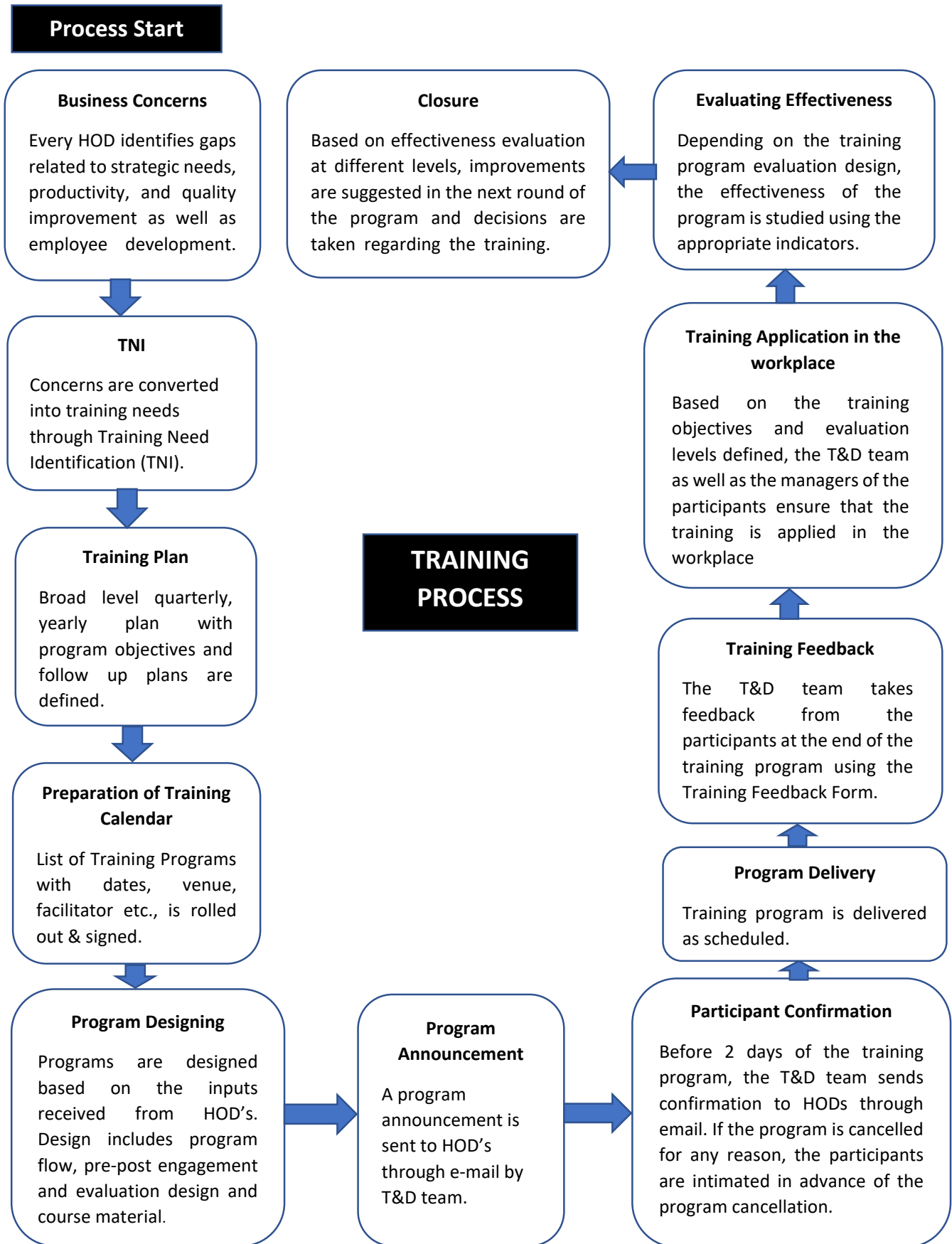
- Trainer(s)/T&D Team design the program based on the inputs received from HODs/DOs. The design is validated by T&D Head/ Trainer as applicable.
- The design of the program includes program flow, pre- and post-program engagement, evaluation design and course material as applicable.
- T&D Executive ensures arrangements for training facilities/ aids, faculty, provision of course material etc., as and when required.
- T&D Executive will ensure training delivery as scheduled and training feedback/effectiveness analysis & communication.
- If there is any need of travel and stay arrangements of the Participants/Trainer, GRIL travel desk to take care for the same with the approval of T&D Head.

4.6 Training Evaluation

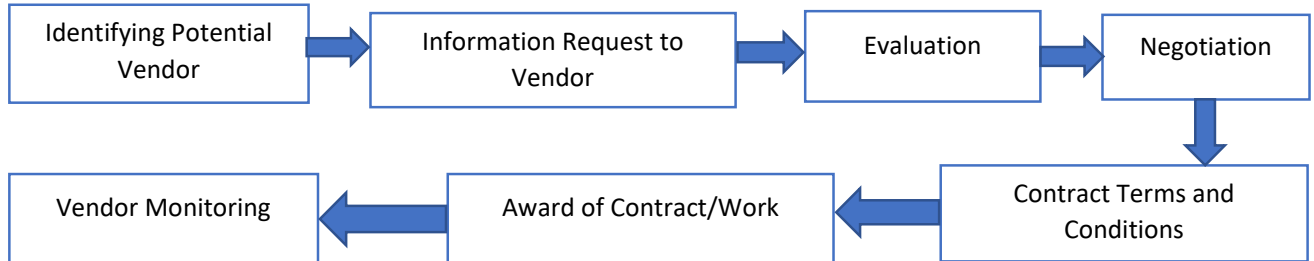
- The effectiveness of the training imparted will be evaluated based on the ‘Training Effectiveness Guidebook’ which is based on the Kirkpatrick Model.
- As per the guidebook the effectiveness will be evaluated using various effectiveness indicators depending on the level at which the program has to be evaluated.
- The level-wise basis for measurement and responsibility is as follows:

Training Evaluation Stage	Process to be Followed	Ownership
Level 1	Feedback to be taken by the T&D team at the end of the training program. Feedback to be taken from:	Designing the feedback form: T&D Head
	<ul style="list-style-type: none"> a) Participants (Feedback Form) b) Trainer (Written/Verbal feedback) c) Managers/HOD’s (Written/Verbal feedback) 	
Level 2	Pre-Test and Post-Test are administered.	<ul style="list-style-type: none"> a) Developing the tests: T&D team/Trainer b) Overall responsibility: T&D team c) Records to be kept: Records of the assessment results to be kept by the T&D team.

Training Evaluation Stage	Process to be Followed	Ownership
Level 3	Desired skills, behaviours, attitudes after program are defined separately that are relevant to the specific program and develop assessment instruments for the training.	<p>Constructing the assessment instruments: Trainer/T&D Head</p>
Level 4 (ROI / Direct Business Impact)	Data on these indicators have to be maintained by the HODs as a regular practice.	<p>Defining criteria: Trainer/T&D Head</p>
	<p>Specific indicators have to be defined for specific programs. If data is not maintained, such data should be maintained at least from such time that training is announced and planned.</p> <p>If such data is not available, data on matched groups for trained and untrained employees should be studies post training.</p>	<p>Maintaining Data: Line Managers</p> <p>Ultimate responsibility for maintaining data and communicating data: HOD</p>



5. Training Vendor Selection Process:



6. Induction Training

- **Corporate Office (CO):** New joinees induction will be conducted by Corporate T&D/HR team.
- **Site:** New joinees induction will be conducted by Site HR team for their respected area.

7. Resources

- All necessary resources required to perform the above-mentioned activities would be provided to all as part of their work environment and work infrastructure.

8. Review

- This policy will be reviewed and updated by GRIL as required in line with best practice & current legislation.