



## **TRAINING & LEARNING POLICY FOR ALL EMPLOYEES OF THE CORPORATION**

### **1. HRD Vision**

*Create work ethos of growth through professionalism and achievement of excellence.*

### **2. HRD Mission**

*To achieve performance excellence by inspiring a dedicated workforce in an environment of organizational learning & mutual trust.*

### **3. Objective of the Policy**

- (a) To identify Training Needs of the human resources keeping in view objective of the organization.
- (b) To provide a minimum of seven days training in a training year to all employees.
- (c) A separate budget provision equivalent to minimum of 1.5% of the salary expenditure (i.e. Basic Pay + D.A. of all employees) will be kept in the annual Revenue Budget of the Corporation as minimum investment for Training of Employees, which will be progressively enhanced to 5%.

### **4. Training Need Analysis**

In order to identify training, learning & developmental needs of Human resources, a Training Need Analysis (TNA) will be carried out periodically, through expert agencies.

### **5. Annual Action Plan**

An yearly action plan will be formulated by HRD/Personnel Department, keeping in view the targets set in the relevant MOU of the Organization. Similarly a long term action plan will also be formulated keeping in view the Organization's Vision, Mission and objectives for the period.

### **6. Training year**

Training year shall mean a period of one Financial year commencing from 1st April to 31st March of the subsequent year.



## 7. Separate Budget provision and details of expenditure

The Corporate HRD group, will prepare the detailed HRD Calendar and annual budget based on the same. The sum invested on Training shall be monitored quarter wise (i.e. April-June, July-September etc.)

## 8. Types of training programme

- (a) **In-House Training Programme:** a training programme designed, developed and conducted within the company, exclusively for the regular employees of the company including trainees, with or without the assistance of external agency(ies).
- (b) **External Training Programme:** a training programme designed, developed and conducted within India by an outside agency, exclusively for the employees of the company. This includes nomination to open programme conducted by any Expert Agency.
- (c) **Foreign Training:** Shall be regulated by separate Policy document and Guidelines.

## 9. Training programmes for SC/ST employees

HRD group(s) will ensure that employees of scheduled caste and scheduled tribe categories are adequately nominated to training programmes.

Corporate HRD group will also endeavor to organize training programmes exclusively for SC/ST employees.

## 10. Training programmes for women employees

HRD group will encourage women employees to be adequately nominated to training programmes. CorporateHRD group will also endeavor exclusive training progamees for women employees.

## 11. Induction /Orientation Training for Board Members:

- i) **For New Board members:-** The endeavour will be to provide training within 03 months of the appointment of the new Director. A detailed presentation on the business module, profile, performance, strategic plans, current issues and challenges, commercial issues etc. shall be made by Senior Executives of the Company.
- ii) **For Independent Directors:** At the convenience of the Independent Directors, a visit to the on -going construction projects/power stations shall be arranged to familiarize them with the business environment of the Company.



- iii) All the Directors shall be updated on all business related matters including Plant Operations, Technical aspects, Risk Assessment & minimization practices and procedures, Safety snapshots, Finance, Marketing, HR etc. and new initiatives proposed by the Company through presentations and written material at the meeting of the Board of Directors and other meetings of Committee of Directors.

### **External Training:**

At the convenience of the Independent Directors, Government Nominees and Functional Directors they shall be nominated for training programmes, seminars, conferences, conventions on the matters related to Corporate Governance, Business Ethics and Conduct, Directors Duties and Responsibilities, Conflict of interest, Leadership, Excellence, International Business, Strategies for Sustainable Growth, Board room Practices, Risk Management & Risk mitigation, Corporate Social Responsibilities etc.

In case the number of Directors to be trained is such that exclusive programme is not feasible, efforts shall be made for alternate programme for the left-over members.

In order to excel and meet the global standards, all Functional Directors would be provided an opportunity to attend foreign training programme ( upto one week duration) at globally acknowledged centre of learning in reputed International Universities/Institutions. After attending such a foreign training programme, a Director will be required to complete a cooling-off period of one year before they can be considered for another foreign training programme.

### **Frequency of training Programme:**

The endeavour will be to provide training for a period of 07 days to 11 members of the Board of Directors every year depending upon the nature of training. The training could be in more than one spell aggregating to minimum 07 days. Corporate HRD department will be the Nodal Department for arranging the training programme.

### **11.5 T.A/D.A.:**

Independent Directors will be eligible for TA/DA for attending training programmes at par with TA/DA admissible for attending Board meetings.



## 12. Categorisation of programmes

On the basis of duration/training programmes (both - in-house/external) are categorised as under :

- |     |                 |   |                          |
|-----|-----------------|---|--------------------------|
| (a) | Short duration  | : | upto three training days |
| (b) | Medium duration | : | upto five training days  |
| (c) | Long duration   | : | above five training days |

## 13 Limit on the number of programmes

- (i) An employee may be nominated for training programmes (in house or external) within the limits stipulated herein.
- |     |                 |   |                            |
|-----|-----------------|---|----------------------------|
| (a) | Short duration  | : | maximum of three in a year |
| (b) | Medium duration | : | maximum of two in a year   |
| (c) | Long duration   | : | once in two years          |
- (ii) Relaxation of the above limits on the number of training programmes for an employee in a year can be permitted by CMD.

## 14. Non-Attendance/absence of training programme

- (i) Non-attendance of any training programme for which an employee has been nominated will be allowed by the approving authority only.
- (ii). Where an employee has been nominated but has absented or withdrew in midst of the programme or has partially attended the programme without giving adequate reasons for the same, the cost of the programme may be recovered from the monthly salary of the employee (interest free) in twelve equated monthly installments. The recovery may be relaxed/waived off on the recommendations of Head of Project/Station or Head of the Deptt. at Corporate Office other offices, by the General Manager (HRD) for employees upto E4 level and for others by the Director (Personnel).

## 15. Initiation/processing of training programmes

- (i) For Executive Development Programmes and Advance Management Courses, the Corporate HRD group, will process nominations to reputed institutes like Administrative Staff College of India-Hyderabad; XLRI Jamsedpur; MDI Gurgaon; IIMS, IIT's; NITIE Mumbai, PMI NTPC, NOIDA, NPTI/NIFM- Faridabad, Indian Institute of Public Administration, New Delhi and other reputed institutes/Govt. agencies in the field of Financial Management, HRM, General Management and other management functions, specialized technical bodies in various technical fields etc.



Adopting systems approach, the Corporate HRD group, Rishikesh will also make all out efforts to tie-up long term training arrangements (at least for a year at a time) with reputed institutions/institutes so as to reduce administrative processing time and avail inherent advantages including financial one wherever feasible.

- (i) Nominations shall be processed by HRD Group. In exceptional cases, where other departments process the nominations, same shall be intimated to the HRD group, Rishikesh.
- (ii) Training & learning need of Non-Executive(s) at Plants / Projects / Units will be planned and implemented by the concerned HRD Group at the Plant/Unit. Head of Personnel/HRD will be Officer-Incharge - Training. A Training action plan will be prepared by the Officer-Incharge -Training along with estimated investment to be made and forwarded to Head, Corporate HRD for compilation of Annual Training Plan and Budget as per usual procedure. The Annual Training Plan will comprise the details of Training Programme(s), Investment required & the Agency to be engaged for imparting the training.

#### **16. Training of HRD Personnel**

The training of HRD Personnel/Trainers will be managed sufficiently. Such Personnel would be identified by Head of Corporate HRD group, and their training plans would be drawn comprehensively. The number of training days for HRD Personnel /Trainers would be limited to 45 training days in a training year generally.

#### **17. Training database**

Corporate HRD group will maintain database/information and general MIS on the various aspects of HRD in a standard quarter and submit the database to the Director (Personnel) quarterly.

#### **18. Manpower placement**

The requirement of manpower of the HRD group would be reviewed so as to enable them to conduct all training & development activities effectively in a planned manner.

#### **19. Outsourcing of Training Programmes**

As far as possible training action plan will be implemented by outsourcing and availing the facilities of prestigious Institutes/Agencies.



## **20. Induction Level Programme**

Director(Personnel)will be the competent Authority to finalize the induction level programme for fresh entrants in Executives category and Head HRD (not below the rank of GM) will be the competent Authority to finalize the induction level programme for fresh entrants in Supervisory and Workman category. The budget provision will be increased so that training need of the regular employees are satisfied as per annual plan of the year. Executive can make a request to Corporate HRD through their Annual Appraisal Report for their choice of training programme of medium duration within India.

## **21. Economy in Expenditure**

In order to maximize the training & learning opportunities within the budget provision, economy in expenditure will be observed. Accordingly Air Journey ((for entitled level) will be in economy class. Moderate institutional accommodation offered by training institutions will to the extent available be availed of on sharing basis, upto level of AGM. Facility/Entitlement applicable for business trips will not be claimed as a right, if facility during the training course is lower.

## **22. Review/Interpretation of the policy & procedure**

In order to ensure that the Training & Learning Policy and Procedure acts as a dynamic policy to address all possible business/organization transformations which are bound to take place, the power to review/amend the policy & procedure for future shall be vested in Chairman & Managing Director. As regard interpretation of this policy, power to interpret shall be vested in Director (Personnel).



**NOMINATION FORMAT FOR TRAINING PROGRAMME**

**Annexure-I**

**THDC INDIA LIMITED**  
**(Corporate HRD)**

**No. THDCIL//HRD/  
Dated:**

**Subject: - Request for Nomination(s) by HRD Department for the Training Programme.**

Kindly nominate ..... employees(level.....) from your unit/department for the programme (details mentioned below).

1. **Organizer**
2. **Programme Title**
3. **Programme Objectives**
  
4. **Date of Programme**
5. **Venue**
6. **Type of Programme** **Residential/Non-Residential**
7. **Total Investment**
8. **Competent Authority**
9. **Last Date of Nomination**
10. **Category** **SC/ST/OBC/PH/General**

**Executive(HRD/Personnel)**

**Distribution:**

- 1.
- 2.
- 3.



**Annexure-II**

## **THDC INDIA LIMITED**

No. THDCIL/  
Dated:

Subject: - Recommendations for the Training Programme Title of the  
programme ..... , Date....., Venue.....

**Name of the Employee(s)/  
Designation/  
Employee Number** :

**Deptt ./Unit** :

**Category** : **SC/ST/OBC/PH**

**Whether nomination is as per Para  
12 of THDCIL Training & Learning  
Policy dated 01.09.2007** : **YES / NO**

**Whether there is any relaxation  
under Para 12 of THDCIL Training &  
Learning Policy dated 01.09.2007** : **YES/NO**

**Course Fee** :

**Type of Programme** : **Residential/Non-Residential**

**Details of Agency/Institution  
organizing the programme** :

**Remarks, if any** :

Signature of Recommending Authority

Competent Authority  
{As per clause 26(a) of DOP}

HRD Department





Annexure-III

**THDC INDIA LIMITED**  
(Corporate HRD, Rishikesh)

No.THDCIL/HRD-OD/

Dated:

Subject: - Approval of Competent Authority for the Training Programme by HRD Department.

1. **Organiser** :
2. **Programme Title** :
3. **Programme Objectives** :
4. **Participants** :
  - 1.
  - 2.
5. **Venue** :
6. **Date of Programme** :
7. **Type of Programme** : Residential/Non-Residential
8. **Course Fee:** : Rs..... /- per participant
9. **Total Investment** : Rs...../-
10. **Whether there is any relaxation under Para 12 of THDCIL Training & Learning Policy dated 01.09.2007** : YES/NO
11. **Competent Authority:** Head(HRD) / Head(Project) - Upto level of Dy.Mgr. (E4) Functional Director - For Mgr to DGM(E5 to E7) CMD - For AGM/GM & Above (E8 & Above)
12. **Budget Provision** Budget provision exist for nominations
13. **Remarks**

Head(HRD)

Executive (HRD/Personnel)

Competent Authority  
{As per clause 26(a) of DOP}