

**BHARAT FORGE**



## Policy on Training and Development

<b>Name of the Document</b>	<b>Policy on Training and Development</b>
<b>Version</b>	<b>12</b>
<b>Issuing Authority / Document owner</b>	<b>Human Resources</b>
<b>Last Revision Date</b>	<b>01.10.2021</b>



**A] PURPOSE**

To define policy relating to technical as well as behavioral training for officers. To improve the capabilities of officers in line with the changing needs of the Company i.e. to groom the officers to be competitive to meet the requirements of global presence of the company.

**B] APPLICABILITY**

This policy is applicable to all the officers and the newly joined officers (officers).

**C] POLICY****Objectives**

1. To provide opportunities to all the officers to develop their job-related knowledge and skills through behavioral & technical training to develop with the new technology
2. To provide induction training to all the new officers to help them to understand how the function of their job relates to the organization as a whole.
3. To provide technical and infrastructural support for all kinds of training activities in- house as well as on deputation.
4. Promotion of value orientation towards quality and excellence.

**Training Methodology****I. Process of Behavioral & Technical Training****1. Training Needs Identification**

By three ways the training needs are identified :

**Training Tracker:** Training tracker is a web based tool which is developed internally to identify behavioral training needs of the officers. In a year each officer has to undergo two soft skill training programmes.

**Performance Appraisal:** In the Performance Appraisal process the officer has to fill in the details of training that he desires to attain. There is a mutual agreement between the Appraisee and Appraiser on training requirement.

**Operation Skill Matrix :** This is identified on 0 to 3 level. Training need is identified where Appraiser will find a gap of training related to Appraisee (between existing and required skill).

**2. Training Calendar**

Training Calendar will be prepared by Training Centre in consultation with respective Department Heads. This Calendar will be based on the training needs identified by above three methods.

### 3. Impartation of training

Based on point 2 above Training Centre will organize Training of respective officers with the help of internal or external faculty.

### 4. Evaluation of the feedback

To measure the effectiveness of the program, feedback needs to be submitted by the participants. The tailor made evaluation form is prepared for each program as the requirements of evaluation are different for different programmes.

For Technical training, pre/post test is also carried out on sample basis to evaluate the knowledge acquired by the candidates.

### 5. Recording of training imparted

- **HR Portal**

All the trainings imparted are recorded in the HR portal by training centre.

- Continuous Improvement Program (CIP) data for training is submitted to Quality System Cell (QSC.) every month by Training Centre.

### 6. I] Organization of training

- a) Selection of the institute or the trainer is done after the verification of the training content and by considering the profile of the trainer. Training Centre will prepare a panel of Internal and External Trainers who are specialized in respective fields.
- b) Selection of the Trainer will be finalized by VP : H.R.
- c) Accordingly the training program is organized and all administrative arrangements will be made by Training Centre.
- d) Evaluation of the program will be conducted by training centre.

### II] On the Job Training

After the officer completes his induction programme, the Department Head will organize an on the Job Training for him. For those joining in Junior Technician to Engineer Grade, they will be placed with existing officers of the Department for on the job training. For employees from other levels, Department Heads will ensure that the officer is fully integrated with the Technical / Professional requirement of the Department.

## II. Process of Deputation for training to outside organization:

Officers are nominated for training programmes that are conducted by professional organizations.

1. The Invitation brochures are sent to Department Heads.
2. The Department Heads have to nominate the participants to be sent for the Training programme.
3. The nominations should be sent to Training Center from where they are sent for approval from appropriate authority.
4. If the cost of Training Programme is more than Rs. 10000/- then the approval of Executive Director is a must.

5. If the cost of Training programme is less than Rs. 10000/- then Divisional Head's can accord sanction.
6. On receipt of sanction the Training Center registers the officer's candidature for the Training Programme and will ensure payment of the Training Fees.
7. After the completion of the training program, feedback needs to be submitted by the candidate about the effectiveness of the training programme to Training centre.
8. All the nominations have to be routed through Training Centre only.

### III. BIRLA INSTITUTE OF TECHNOLOGY AND SCIENCE, PILANI (BITS Program) (B.Tech. Manufacturing Technology)

BFL has entered into an agreement with BITS Pilani in the year 2004 with the following objective :

- **Objective of the program**  
"To develop future managers by enhancing the knowledge level and managerial skills in the officers, and offer them a career path for their growth".
- **Process of selection of BITS Candidates**
  1. Officers who are B.Sc. or Diploma Engineers, having minimum of two years of work experience in BFL are eligible to apply for the programme.
  2. Such applications will be routed through respective Departmental Heads. Department Head will select the officer by considering his growth potential & performance.
  3. The entrance test for the course is being conducted with the help of BITS, Pilani.
  4. First 100 top rank holders are considered for Personal Interview.
  5. Interview panel comprises of one member each from MCD Division, CDFD Division, Human Resources, and Faculty from BITS Pilani.
  6. Officer who qualify in the personal interview will be considered for the course.
  7. Around 40-45 candidates are selected every year for the programme.
  8. This programme is fully sponsored by BFL.
  9. Continuation of the programme and candidate will be at the sole discretion of BFL Management.
- **Duration of the Programme**  
The duration of the programme is three and a half years.
- **Bond**  
The officer selected for BITS Programme shall have to sign a Bond with BFL to serve the organization for a period of five years after completion of the programme. In case of breach of agreement the officer will have to pay liquidated damages of Rs.5.00 Lacs to the Company.
- Those who have completed their BITS Programme will be given the following :-
  - a. They will be given an increase of **Rs.2000/-** p.m. in their Personal Allowance.
  - b. Since BITS degree is equivalent degree in Engineering Programme of any other statutory university, CTC of concerned officer will be brought to Rs.2.77 Lacs p.a. which is applicable CTC to degree engineer employed.

IV BFL has also entered into an agreement with BITS, Pilani for an M.Tech. Programme in Design Engineering in 2015.

#### a) **Objective**

“To strengthen as well as enhance the understanding, skills and decision-making power of undergraduate level engineers on design of products based on strong foundation of science so that the design is robust, economical and caters to the downstream product life stages such as manufacturing, assembly and maintenance”.

**b) Process of selection**

1. Officers who are B.Tech. or B.E. or equivalent in Metallurgical, Mechanical, Production Engineering with first class (60%) with minimum two years' experience in relevant work area in BFL.
2. Age should not exceed 40 years on date of application.
3. Applications will be routed through respective Departmental Heads. Department Head will select the officer by considering his growth potential & performance. Final selection will be based on interview which will be conducted by BFL.
4. Around 5 candidates will be selected per batch.
5. This programme is fully sponsored by BFL.
6. Continuation of the programme and candidate will be at the sole discretion of BFL Management.

**c) Duration of the Programme**

The duration of the programme is two years. First year will be at attending classes in BITS, Pune premises on Sundays and second year will be project work at BFL.

**d) Bond**

The officer selected for the M.Tech. Programme shall have to sign a Bond with BFL to serve the organization for a period of three years after completion of the programme. In case of breach of agreement the officer will have to pay liquidated damages of Rs.3.0 Lacs to the Company.

**e) Those who have completed their BITS M.Tech.Programme will be given a minimum CTC rise of Rs.1.00 Lac per annum.**

**V. Master Engineer Program**

**a) The Objective of the programme:**

“To develop certain skill sets amongst potential officers over a period of time with a view to improve business process and become more competitive”.

Co-ordinators for the programme would be as follows :-

- MCD-I - Mr. Chavan
- CDFD Mundhwa and Baramati - Mr.P.M.Tale

**b) Selection process :**

1. Officers having (Diploma / Degree in Engg.) qualification with min 3 /4 years of experience are considered for this programme.
2. Departmental heads identify the potential officers and send the nomination to above co-ordinators.
3. Entrance test is conducted for this purpose.
4. Candidates qualifying in the entrance test are considered for the programme.

- c) Those who complete their Master Engineers Programme will be given a one time increase of Rs.15000/- p.m. in their Personal Allowance.

#### VI. Defence Institute of Advance Technology, Girinigar, Pune. (DIAT)

BFL has entered into an agreement with Defence Institute of Advance Technology, Girinigar, Pune. (DIAT) for an M.Tech. Programme in Materials Science in 2014.

a) **Objective**

“To develop capabilities in Engineers for Research and Development, Advance Material Engineering and Science”.

b) **Process of selection**

1. Officers who are B.Tech. or B.E. or equivalent in Metallurgical, Mechanical, Production Engineering with first class (60%) with minimum two years experience in relevant work area in BFL.
2. Age should not exceed 40 years on date of application.
3. Applications will be routed through respective Departmental Heads. Department Head will select the officer by considering his growth potential & performance. Final selection will be based on written test and interview which will be conducted by BFL-DIAT
4. Around 5 candidates will be selected per batch.
5. This programme is fully sponsored by BFL.
6. Continuation of the programme and candidate will be at the sole discretion of BFL Management.

c) **Duration of the Programme**

The duration of the programme is two years. First year will be at DIAT campus and second year will be project work at BFL.

d) **Bond**

The officer selected for the M.Tech. Programme shall have to sign a Bond with BFL to serve the organization for a period of three years after completion of the programme. In case of breach of agreement the officer will have to pay liquidated damages of Rs.10.0 Lacs to the Company.

#### VIII Post Graduate Diploma in Quality Management

BFL has entered into an agreement with CII Institute of Quality, Bangalore for conducting a “Post Graduate Diploma in Quality Management” in year 2012.

**Objective of the Course**

- a) To groom existing QA / Production team members from various divisions (in middle management level) as Potential Quality Heads for existing / new facilities.
- b) To create a Talent Pipeline for Quality professionals with up to date knowledge & Skills.

**Selection process**

All candidates with the following background are eligible to apply :-

1. Candidates who have potential and zeal for Quality/ Production / Engineering will be considered for this programme.
2. **Experience / Qualification Requirement for the course would be :-**

Minimum eight to ten years of experience in Quality/Production/ Engineering, and should have passed B.Sc. (Physics / Chemistry) from a recognized university or Diploma in Engineering recognized by any State Board of Technical Education or B.E. with minimum of 1<sup>st</sup> Class (in all divisions)

3. Applications will be routed through respective Departmental Heads. Department Head will select the officer by considering his growth potential & performance. Final selection will be based on written test and personal interview.
4. Around 25 candidates will be selected per batch.
5. This programme is fully sponsored by BFL.
6. Continuation of the programme and candidate will be at the sole discretion of BFL Management.

### **Duration of the Course**

1. The duration of the course is one year

## **IX ADVANCED TECHNICAL TRAINING INITIATIVES AT BFL**

1. Industry 4.0 and CAD-CAM-CNC lab to conduct Boot camp training ( condensed form of training to be effectively delivered in short term).

### **a) Objective of the program :**

#### **1.1 Industry 4.0 :**

"To strengthen as well as enhance the understanding and skills of our Officers in hydraulics, pneumatics, PLCs, Sensors, robots, and applying all these concepts to improve system efficiency based on real time data acquisition at the place where individual is deputed for work at present and in future."

#### **1. 2 CAD CAM CNC :**

"To strengthen as well as enhance the understanding and skills of our Officers in machining process, modern cutting tools, CNC machines, CAD and CAM required to reach our goal of digital manufacturing.

This will make our officers future ready to operate and control digital factories.

### **b) Process of selection/nomination:**

1. Officers who are BSc, Diploma or B.E. or equivalent in any stream of Engineering with minimum two years' experience in BFL.
2. Age should not exceed 50 years on date of nomination. Exceptional cases having potential will be considered as special case.
3. Officers to be nominated by respective Departmental Head. Department Head will select the officer by considering his growth potential & performance. Final selection will be based on approval by top management.
4. Around 20 participants will be selected per batch.
5. This training programme is fully sponsored by BFL.
6. Continuation of the training programme and participant will be at the sole discretion of BFL Management.

### **c) Duration of the Training Programme :**

The duration of the training programme is six weeks.

Level 1	2 Weeks
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Level 2	2 Weeks
Level 3	2 Weeks

**d) Evaluation Process :**

1. Every participant has to undergo pre and post evaluation process as part of the training programme.
2. Post evaluation passing % - 70 and above.
3. Opportunity will be given twice to officers who have scored below expected % to improve their scores. Even after second opportunity if concern officer fails to reach expected level, such negative performance will adversely impact his/her annual performance appraisal.
4. Participants will have to identify, plan and implement within defined time frame improvement (OEE) projects (at least one) after completion of each level. It will be further reviewed by BFL top management.
5. Refresher batch will be conducted for officers scoring less than expected % and will be at the sole discretion of BFL Management.

**e) Attendance :**

1. Participants nominated for this training programme should refrain from taking leave during the training except for emergency reasons.
2. Participants having planned leave coinciding with training duration should inform their HODs before nomination process.
3. Participants who take leave for emergency reasons need to get their leave approved from their reporting manager and ensure communication of the same to the training manager through email.

**f) Code of conduct**

1. The officer selected for this training programme shall have to adhere to rules and disciplines laid down for the lab.
2. In case of breach of any rule, strict disciplinary action will be taken against such officer.

**2. BFL started boot camp training for Designer in the CFD engineering to enhance their Skills.**

- a) Objective : "To strengthen as well as enhance the understanding and skills of our Designer's in designing the forging process, by using the advance software tools like Forge-3, UG-NX, Work-NC required to reach our goal of Digital Manufacturing.
- b) Process of selection:
  1. Engineers/officers who are BSc, Diploma or B.E. or equivalent in any stream of Engineering with minimum two years' experience in BFL.
  2. Age should not exceed 50 years on date of nomination. Exceptional cases having potential will be considered as special case.
  3. Officers to be nominated by respective Departmental Head. Department Head will select the officer by considering his Growth potential & performance. Final selection will be based on approval by top management.
  4. Around 16 participants will be selected per batch.
  5. This training program is fully sponsored by BFL.
  6. Continuation of the training program and participant will be at the sole discretion of BFL Management.



## c) Duration of the Training Program:

The duration of the training program is fifteen weeks.

Level 1	4 Weeks
Level 2	5 Weeks
Level 3	5 Weeks

## d) Evaluation Process:

LEVEL 1 : Detailed presentation to CMD by each group

LEVEL 2 : Detailed presentation to CMD by each group + written exam + Actual result of part on the shop floor.

LEVEL 3 : Detailed presentation to CMD by individual + Actual result of part on the shop floor.

**3. THORS E-learning.**

## a) Objective of the program :

"To enhance knowledge level of our Officers in basic as well as upcoming technical areas such as Gears, Cold Forming etc. through web based training which provides them flexibility to learn at their own pace and results in improved efficiency at better speed.

b) **Process of selection/nomination:**

1. Officers who are BSc, Diploma or B.E. or equivalent in any stream of Engineering with minimum two years' experience in BFL.
2. Officers in Assistant Manager to AVP grade to be nominated by respective Departmental Head for different courses relevant to their field of work.
3. This training programme is fully sponsored by BFL.
4. Continuation of the training programme and participant will be at the sole discretion of BFL Management.

c) **Duration of the Training Programme :**

The duration of the training programme is 1 year.

Courses to be covered maximum is 34.

d) **Evaluation Process :**

1. Every participant has to undergo pre and post evaluation process as part of the training programme.
2. Post evaluation passing % - 80 and above.
3. Participants will have to complete all courses for which they are nominated by their HODs in the stipulated timeframe i.e. 31<sup>st</sup> Dec 2018. If concern officer fails to reach to complete those courses in defined timeframe, such negative performance will be adversely impact his/her annual performance appraisal.

e) **Code of conduct**

1. Answers to quizzes, and exams, will be the learner's own work and not be shared with others.
2. Learners will not engage in any other activities that will dishonestly improve their results or dishonestly improve or hurt the results of others.
3. In case of breach of any rule, strict disciplinary action will be taken against such officer.