TRAINING & DEVELOPMENT POLICY

1. Purpose:

1.1 To provide training standards and guidelines to enhance the competencies and motivation of the employees to learn effective methods to peak perform and unleash their potential in delivering the vision and mission of the university and live the values of the university in daily work life.

1.2 To identify performance gaps at university, department and individual levels to bridge the gaps and enhance the standards of Service Quality.

1.3 To train employees to service the customer needs effectively and efficiently.

2. Scope:

All faculty members and staffs of Sankalchand Patel University and its constituent Colleges/Institutes.

3. Policy:

3.1 Sankalchand Patel University encourages and will facilitate the improvement of the knowledge, skills and qualifications of employees.

3.2 Identification of the training needs for the employees lies with the HOIs.

3.3 HOI is to submit the training requirements to the HR Department of the University through Dean of the concerned faculty

3.4 The ownership for the training and development of personnel rests with the HOD.

3.5 The HR department will implement, facilitate, coordinate, record and report training & development related activities. HOI is to work in coordination with the HR department for proper implementation of the training program

3.6 The responsibility for budgeting, incorporating and controlling annual costs for training would rest with the Institution.

3.7 Training needs are identified at:

3.7.1 Individual level-

- The training needs of the individual employee are identified as part of the performance appraisal by the concerned HOD with inputs from the employee and the Reporting Officer.

- The HOD should complete the section titled "Training Needs Identification" for identifying the training needs of his/her departmental employee's

appraisal format. This form should be forwarded to Head-HR for compilation and further process.

3.7.2 Department Level-

- The training needs of the function or department are identified by the departmental head in consultation with Head-HR & Training to accelerate the performance of the department.

- Department head should prepare a justification note titled "Identification of Departmental Training Needs" for identifying the training needs of his/her department. This justification note should be forwarded to Head-HR & Training for compilation and further process.

3.7.3 University level-

- The Registrar identifies the training needs at the University level in consultation with the various Section Heads to accelerate the performance of the organization.

- Head-HR & Training should prepare a justification note titled "Identification of University Level Training Needs" for identifying the training needs and submit to the Registrar for getting it approved from the Provost.

- University shall conduct a specialized Training Program.

3.8 Training needs are analyzed and classified as here under:

- Behavioral: e.g. – Attitudinal Behavior, Interpersonal Relations, Personality Assessment, Organizational Culture etc.,

- Technical: e.g. – Subjects and topics with an objective to update / upgrade technical knowledge.

- Educational: e.g. – National Accreditation Board of Hospitals and Healthcare Providers (NABH), National Accreditation Board for Testing and Calibration Laboratories (NABL), International Organization for Standardization (ISO) Protocols & Audit, Orientation to the organization & departments, Work Culture, etc. and knowledge up-gradation through Certificate Courses, Diplomas, Workshops etc.

- Leadership & Managerial: e.g. – Strategy planning, Managing People, Leadership, Capability Building, Creativity, Forecasting, Innovative Techniques, Team Building, Collaboration, Motivation, etc.

- Once the training needs are analyzed, solutions for correcting the gaps in performance will be identified to aide designing of training programs.

- The training programs are to be designed based on the needs identified.
- Where the training needs are not fulfilled by the internal training resource outside training programs may be considered. All such requisitions; the Head-HR & Training should forward to the Provost through the Registrar for scrutiny and decision.
- Head-HR is bestowed with the responsibility of sourcing and identifying the outside trainers for the programs in consultation with Registrar.
- The Management may organize "Train the Trainer" programs to build trainers pool within the organization.

3.9 Implementing Solutions:

3.9.1   Head-HR shall be the Training Coordinator for University / Institute. He will release the SPU Training Calendar on quarterly basis for the training programs to be held during the following month.

3.9.2   The Training Calendar will have training programs that are designed to address the individual, department and university training needs.

3.9.3   The training calendar contains the following information.
- Title of the training program.
- Dates / Timings / duration of the training program.
- Trainer name / the training agency name, wherever applicable.

3.9.4   HOIs will forward nominations for the programs well in advance from the date of release of training calendar to the Head-HR/Training Coordinator.

3.9.5   It is the responsibility of HOIs to maintain the training records of every employee working in their department. The Training coordinator will coordinate and collate the records with the help of HOIs.

3.10   Evaluating Training:

3.10.1   It is imperative and also the training philosophy that training programs should contribute for the performance development. Therefore
- At the culmination of each training program the participants are provided with a feedback questionnaire; which details parameters for the effectiveness and efficiency of trainer and program.
- Each participant is expected to complete the format with individual views on each question asked.

3.10.2 The post training evaluation forms to be completed by the employee should serve further as tools to evaluate the trainer and the training programs.

- Every employee after attending the training program shall submit his/her feedback on the effectiveness of the program to the trainer.

- The departmental heads/HOIs shoulder the responsibility of not only sending the employee to the training programs, but also follow-up with the employee after the program for the effectiveness of training. The departmental head also has to serve as a counselor in case of any unwanted skewness in the performance even after the training.

3.11 The trainer should also record his or her evaluation of the trainee and submit it to the Head-HR/Training Coordinator so that he will share the information feedback with the departmental head.

3.12 The evaluation of training programs should indicate whether the gaps in performance are corrected. In case the performance gaps are not corrected then they once again become either training needs or non-training.

4. Training linkage to Performance Appraisal:

4.1 It is the philosophy of Sankalchand Patel University to ensure that training contributes for the performance development.

4.2 When the employee is assessed for rewards during his / her appraisal period, training programs attendance and how the employee made use of training will be considered.

4.3 In each appraisal year employees will have to clock stipulated number of training hours. Normally training requirements are derived based on the performance Appraisal, Guidelines of the regulatory authorities, Promotion guidelines, Career Advance Scheme etc.

- Faculty members are to be trained as per academic norms.
- Non-Teaching Staff should complete minimum 8 hours of training during the appraisal.

4.4 High performing employees will be provided opportunities to attend training programs that facilitate additional learning for the growth of the employee.

4.5 Growth opportunities for demonstrating desirable workplace outcomes.

5. **Training and development modes will include:**

   5.1 In-house training programs

   5.2 Nomination to external training programs

   5.3 Job rotation

   5.4 Participation in conferences & seminars

   5.5 Faculty Development Plans

   5.6 Visits to other Facilities / Institutions

   5.7 On The Job Training

   5.8 Out Bound Training

   5.9 Online Training