COSDEC ALPHA

Learning & Development Policy

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Approved By: Office of the Managing Partner

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1. Objective

The purpose of Learning and Development (L&D) at Cosdec Alpha is to ensure that all employees have the skills required to perform their job well and to provide opportunities for skill enhancement for Employee career progression. L&D policy also ensures that the employees are upskilled to be in line with the Company's expansion, upgradation or diversification programs

This L&D Policy would provide the steps and standard operating process for All Process related, Mandatory training, technical skills, Soft skills, and Behavioural Learning programs, adequately custom-designed relevant to the Organization.

2. Scope and Applicability

All employees of Cosdec Alpha are covered in this policy for training on Process related skills, Soft skills, Mandatory training and Behavioural Learning programs across employee levels, as well as existing and new skill development, refresher training, Coaching and Mentorship programs. The Policy also serves as a guideline for member firms of the Cosdec Alpha Network.

This policy is owned by the Office of the Managing Partner at Cosdec Alpha and is reachable at info@cosdecalpha.com

3. Policy/Process

3.1. The L&D Process

Identifying Learning Sessions: Based on the business need, certain topics would be suggested and discussed with Management and the Operations Process Heads. Meetings would be conducted to finalize the topics for the Learning sessions, duration, eligibility and cost.

3.2. L&D Calendar

Based on the lean and peak period of various processes and Holiday lists, L&D Calendar is prepared. The calendar will be available to the Cosdec Alpha teams under the Training Module.

3.3. Nomination process

Learners list is shared with Managers for receiving nominations from them. Nominations happen Monthly/quarterly/half-yearly. Reporting Officers have to nominate their team members for each of the programs in Cosdec Alpha which will be approved by the Head of People Operations and L&D. The L&D Team will finally approve the nominations.

3.4. Source Vendors (parallel activity to L&D calendar)

Based on the topic selected for conducting learning sessions, vendors or L&D institutes are approached who conduct the required learning sessions, where internal trainers are unavailable. Vendors would be requested to share content outlines, commercials, facilitator profiles and client references for verification. The collected data would be presented to the Management for finalisation of the vendor. Once the vendor is finalised, the training institute would sign a Non-disclosure Agreement and Purchase Order before conducting the programs.

3.5. Need Analysis conducted by the Facilitator

Once the Vendor is decided to conduct learning sessions, the Facilitator would meet the learners and any other stakeholders of the session as & when required (like the Learners reporting officers, Managers and L&D Team) to understand the requirement to develop the content for the learning session.

3.6. Invite Mail to all the Learners

Based on the nominations received at Cosdec Alpha, the L&D team will finally approve the nominations, post which an automated mail will be sent to the nominated employees. Once the employee gets a mail, the individual has to log in to Cosdec Alpha to know the program and session dates they are being nominated and accept so as to block the calendar for the event.

3.7. Pre-Assessment

All the learners would be assessed by the Facilitator before or during the learning session on a certain set of agreed parameters based on the content of the program to understand their competency level.

3.8. Outside Venue

Training can be held at a facility outside of the office depending on the availability of space and plan. It will be a decision of L&D for the same. Requirements will be shared with the Facility / Admin department to book the venue and arrange for the logistics as required.

3.9. Details of the learning session

Four days before the learning session, Venue and timing details will be updated on the Cosdec Alpha dashboard under the Training module for employees' view.

3.10. Logistics plan

Three days before the learning sessions are scheduled, the L&D team coordinates with Facility / Admin department for room arrangement (Eg: cluster seating) and logistics are requested by the Facilitator.

3.11. Learning Session

The session would be delivered on the scheduled date and is coordinated by the L&D team to ensure the successful delivery of the session.

3.12. Attendance

An attendance sheet will be given to the learners for their signature. Employees attending any scheduled training either inside or outside of the office premises will be considered to be on official work for the purpose of attendance.

3.13. Employees who fail to attend a session

It is highly recommended that all employees and partners that are nominated for a session attend it unless in emergency situations. In case an employee fails to attend the session due to illness or any other valid reason as approved by the Manager or People Operations, then the L&D team will accept their absence.

3.14. Feedback forms

Feedback will be made available at Cosdec Alpha's internal portal and employees who have attended the session will fill in the feedback online before the last session.

3.15. Post Assessment

Post assessment is conducted for all the learners on the agreed parameters based on the content of the program to understand the progression made before and after the learning session. Post-assessment is conducted only for certain types of programs where the progression can be tracked immediately after the session.

3.16. Assessment reports

Assessment reports are shared by the Facilitator with the Action plan after the session. The action plan would be shared with the learners and the Reporting Officer who would be assessing the learners (or team members) periodically.

3.17. Refresher Sessions

Refresher programs are conducted for all the learners who would have attended learning sessions. During the refresher sessions, learners are assessed on the same set of parameters used during the pre-assessment. A comparison is done with the pre-assessment scores with the assessment done during the refreshers to understand the progression made by each of the learners.

<u>For Associates and Under</u>

- If it's a 1-day program then 1 refresher is conducted
- If it's a 2-day program then 2 refreshers are conducted

<u>For Managers, Team Leads and above</u>

- One refresher is conducted for all the programs irrespective of no. of days it's conducted.

3.18. Tracking of Assessment

The L&D team would maintain all the Assessments (for all levels) in the form of Trackers to review;

- The progress of each learner from time to time.
- To review the skill enhancement.
- To assess the effectiveness of the learning session.

3.19. Minimum training hours

It is required that every employee (where nominated) would need to attend 24 hours of training in a calendar year. The attendance will be tracked and will impact the quarterly/bi-annual/yearly appraisals as applicable.

4. Special Circumstance and Exception

Any Deviation from this policy has to be approved by the Head of People Operations. There will be no exceptions to any mandatory training, irrespective of the level or grade of the employee.

5. Non-compliance and Consequence

Non-compliance with any mandatory training such as Denied parties / Embargo country list, Data privacy, POSH, etc (if any) will lead to severe business and legal consequences both for the Company as well as the employee.

For more information, write to us at careers@cosdecalpha.com