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UPES

UNIVERSITY WITH A PURPOSE

UPES PRINCIPLES OF ENGAGEMENT

Human Resources

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I. Employee Development Policy

1. Objective

- 1.1. UPES strives to achieve and maintain high levels of impact on its students, and on the wider Industry, and recognizes that it is necessary to support the efforts of its employees by investing in their knowledge and capabilities.
- 1.2. This policy is intended to facilitate and support employees to expand their knowledge / skills and prepare themselves for their current and future roles, and to ensure a high standard of delivery, that is aligned to the vision and strategic objectives of UPES.
- 1.3. The policy provides a framework and guidelines for learning and development initiatives at UPES.

2. Applicability

- 1.1. This policy is applicable to full-time and part-time employees, including those appointed on contract basis.

3. Guidelines

3.1. Equal Opportunity for Development

- 3.1.1. UPES is committed to ensuring equality of opportunity, in terms of both access to training and the development of individual potential. Decisions about learning and development will be made without any discrimination towards race, gender, disability, age, marital status, sexual orientation and religion of employees.
- 3.1.2. Every decision related to learning and development shall be taken based on the overall growth objectives of UPES, development needs of the employees, the envisaged impact of such training on UPES and its employees and the available budget.

3.2. Responsibilities of Stakeholders Involved in Employee Development

3.2.1. Responsibilities of HR

- a. As a part of the role, HR shall strive to build a culture of learning and development across UPES by:
 - Providing guidance to School Heads / Functional Heads / Reporting Managers for identification of training needs of individual employees.
 - Ensuring creation and execution of learning and development plan and initiatives, in line with priorities at UPES, budget and guidelines specified in this policy.
 - Monitoring quality and effectiveness of employee development initiatives on a periodic basis.

3.2.2. Responsibilities of School Heads, Functional Heads and Reporting Managers

- 3.2.3. UPES believes that the role of School Heads, Functional Heads and Reporting Managers is critical in encouraging and developing employees to become more competent to carry out their present and likely future responsibilities.

3.2.4. It is the responsibility of each School Head / Functional Head / Reporting Managers to co-partner with HR and foster a culture of learning & development within their teams.

3.2.5. **Responsibilities of Employees**

- a. Each employee is accountable for her/his own development.
- b. Each employee is expected and encouraged to take an active role in managing their learning and development at UPES.
- c. Employees should participate actively in learning & development initiatives driven by UPES – whether internally or externally (conducted by learning & development partners) and get benefitted from these learning opportunities.
- d. Employees should also provide honest and timely feedback of the training received. This will enable UPES to improve its learning and development programs continually.

3.3. **Training Budget**

- 3.3.1. The budget for trainings at school / functional level shall be estimated by the respective School and Functional Heads. This will then be submitted to the approving authority.
- 3.3.2. The approving authority for training budget for the financial year will include the Vice-Chancellor, Head of Finance and Director - HR.
- 3.3.3. Once the budget is approved, notional allocation of budget will be done to schools and functions.
- 3.3.4. Approvals shall be required by the respective School/ Department and Director – HR for the utilisation of this budget.

3.4. **Identification of Training Needs**

- 3.4.1. Training needs shall draw from the needs of UPES as well as those of its employees.
 - a. University's needs shall be based on the strategic growth objectives & priorities and on changes & developments taking place in the environment in which it operates.
 - b. Individual needs for each employee shall be identified during the Performance Appraisal Process, based on gaps in current performance levels and / or the need for the position / position holder to assume greater responsibility, owing to a promotion or job enrichment.
- 3.4.2. Training needs should cover both technical and behavioural aspects, to ensure a comprehensive and holistic view towards employee development.

3.5. **Training Calendar**

3.5.1. Training Calendar will be prepared by Director - HR in consultation with the Vice-Chancellor, School and Functional Heads.

3.5.2. Final sign-off on Training Calendar will be given by Vice-Chancellor.

3.6. Training Nomination

3.6.1. Employees will be nominated for training programs by the respective School Heads / Functional Heads, on recommendation of their Reporting Manager, keeping in view the individual training needs of the employees and approved training calendar and budget.

3.6.2. Self-nomination shall also be encouraged to inculcate a sense of ownership amongst employees for self-development and growth.

3.7. International Seminar / Conference

3.7.1. Faculty members shall be allowed foreign travel for attending UPES funded seminar / conferences once in 2 years.

3.7.2. Vice-Chancellor may nominate faculty to travel abroad to attend such international seminar / conferences, in consultation with the respective School Head as per the policy guidelines.

3.7.3. Further, if a faculty wishes to attend such international seminar / conference, s/he may:

- a. Request her/his Head of Department, who would send the recommendation to the School Head.
- b. The School Head in consultation with Dean - Academic Development & Innovation will share their recommendation with HR.
- c. HR shall vet the request as per the policy guidelines.
- d. Once the eligibility criteria have been ascertained, HR will forward the request to the Vice-Chancellor for approval who shall then sign-off the request.

3.7.4. Faculty members attending such UPES funded seminars/conferences shall be considered on-duty for such period.

3.7.5. In case such an international seminar/conference is not funded by UPES, faculty shall still be considered on-duty provided it furthers the interest of UPES and/or the employee.

3.8. Types of Trainings

3.8.1. Mandatory Trainings

- a. Some elements of learning and development activities at UPES are mandatory for all employees.
- b. Mandatory trainings include Induction, Training on Prevention of Sexual Harassment at Workplace and Code of Conduct.

- c. Besides these, UPES may introduce additional mandatory trainings from time to time for all (or a certain group of) employees, based on the University's needs.

3.8.2. **Nomination based Trainings**

- a. Developmental trainings are specific to individual employees / group of employees, based on their current performance levels and requirement of current or envisaged roles.
- b. Developmental trainings include functional or technical trainings and behavioral or soft skills trainings.
- c. UPES will provide developmental trainings to its employees from time to time, based on their individual training needs and University priorities.
- d. Such training shall require either self-nomination or nomination by Reporting Manager/School or Functional Heads.

3.9. **Training Methods**

3.9.1. Training methods include:

- a. Classroom training
- b. External training program
- c. Industrial Internship
- d. Conferences and seminars
- e. On-the-job training
- f. E-learning

3.10. **Guidelines on Trainers**

- 3.10.1. Trainings can be conducted either by external trainers or by internal trainers, depending upon the nature of the training.
- 3.10.2. UPES may also engage Faculty from renowned institutes, like IIT / IIM etc., or industry experts / guest speakers for identified trainings.

3.11. **Attendance in Training Programs**

- 3.11.1. Employees are expected to attend and actively participate in the training program for which they are nominated.
- 3.11.2. If a nominated employee is unable to attend the training program, owing to any personal or medical exigency, s/he should inform the Reporting Manager and HR about the same in advance.
- 3.11.3. Attendance shall be monitored and recorded for all training programs. Records pertaining to attendance in training programs shall be maintained by HR.

3.12. **Training Feedback and Evaluation**

- 3.12.1. Training Feedback enables UPES to assess the effectiveness of Training Programs, and to identify areas of improvement and develop corrective actions, as required.

- 3.12.2. Training feedback will be collected through Training Feedback Form (Annexure 15), which will be filled by the participants (employees) and submitted to HR immediately after the completion of the training program.
- 3.12.3. Employees are expected to fill-in the feedback form with complete honesty.
- 3.12.4. In order to gauge the effectiveness of the training sessions/internships(Abhigyat), employees may have to undertake one or more of the following:
- a. Objective written test, before and/or after the training session;
 - b. Submit a report and / or make a presentation on key learnings from the training program.

3.13. Training Reports

- 3.13.1. All training and development details shall be internally documented by HR, including:
- a. Documents pertaining to individual training needs and development plans of employees;
 - b. Training Calendar;
 - c. Training Budget vs. Actual Costs;
 - d. List of Participants (proposed vs. actual participants, based on attendance);
 - e. Training Materials;
 - f. Training Reports / Presentations;
 - g. Training Feedback Forms;

3.14. Travel Arrangements and Related Reimbursements for Training Programs

- 3.14.1. In case an employee is required to travel to attend a training program, the required travel arrangements and related reimbursements shall be provided in accordance with the guidelines indicated in the Travel Policy.

3.15. Recovery of Training Cost in Case of Separation

- 3.15.1. In case an employee resigns within 1 year from the date of completion of an international training program / conference / seminar, then pro-rated cost of training (including cost of travel, stay and training) shall be recovered from the full and final settlement of the employee.