

Learning & Development Policy

1. Introduction

The overall purpose of the policy is to set out guidelines and purpose for the training and development of employee's that have skills need or career path.

The policy emphasizes the importance of maintaining a continuous learning program to develop a core of well-trained individuals whose performance will enhance the company's abilities to perform at a level that is consistent with growth and profitability objectives.

The company shall attempt to create a learning environment where employees' will be prepared to accept change, develop new skills and take responsibility for their own continuous learning, in partnership with their Immediate manager, Training Manager and Managing Director, to ensure their effective contribution to the successful achievement of both business and personal goals.

The company's success will depend on the professionalism, skill and commitment of all employees'.

2. The Company Aims to Ensure that:

- There is always an active training plan in place at the start of every financial year to cover the forthcoming 12-month period.
- Sufficient funding is set-aside in the financial budget to cover planned training expenditure for the current / impending financial year.
- Employees fully understand their job function and expected performance standards through having accurate job descriptions and an annual appraisal review.
- Each employee has the opportunity to learn and become more experienced in his primary job function.
- Each employee has the opportunity to learn and become experienced in secondary skills like Soft Skills.
- Each employee is enabled and actively encouraged to develop his/her personal potential.

3. Annual Appraisal System

The company has an annual appraisal system for each specific job description, which provides the Managing Director, Training Manager and Line managers with the opportunity to review each employee's performance. This will provide a mutual opportunity for developing objectives and agreeing targets in order to enhance personal performance and create training and development plans.

4. New Employees

All new employees will undergo a company induction plan to include the following topics.

- Quality Management System & Quality Policy
- Skills Needs Assessment
- Terms & Conditions of Employment
- Job & Place of work details

New starters will undergo an initial 6 months probationary period. During this time they must demonstrate a sufficient level of productivity and quality of workmanship. At the end of the probation period a formal review will take place involving the Employee, his/her immediate Manager. A training needs assessment will be carried out and relevant action plans agreed and implemented. Training will be arranged by the Training Manager and funded by the company after necessary approval. Where the expenditure exceeds Specific Amount the employee will be required to sign an agreement undertaking to repay any costs incurred during external training courses if he/she leaves the company within 1 year of receiving the training. This cost will not be reclaimed by the company under such circumstances where the company has terminated the employee's contract of employment.

5. Training File

The Training & Development Manager will be responsible for updating and maintaining the Training File that will hold the following documentation.

- Company training & development policy
- Skills & Competency Matrix
- Training & Development Plans
- Personnel Training Record Sheets
- Certificates of External Training

6. Management Team

The role of the management team is crucial for the successful implementation of this strategy. Management must encourage and coach all employees to learn from problems, mistakes, challenges and successes inherent in their daily activities. The Manager will be responsible for discussing, planning, implementing, organizing and reviewing all management / employee training and development needs / plans in the pursuit of the company's primary business objectives and with regard to long-term growth, operational stability, organizational change and personal fulfillment.

7. Specifics

- a. All employees, without exception, are expected to have a minimum of 60 hours of training per year.
- b. Depending on Project schedules training may be conducted during normal business hours OR after normal business hours.
- c. Non-Attendance will lead to negative feedback to HR and will affect appraisal/variable pay etc.
- d. Give and Take. Some employees (Leads, Managers) will have the choice of fulfilling their training requirement by providing training instead of undergoing training. This is controlled by the following guidelines.
 - I. Any employee that wishes to give training will need his supervisor's approval.
 - II. Any training given will count towards the annual minimum commitment per employee.
 - III. Based on the trainee's feedback, rewards will be provided to employees that Give training.
- e. AppShark will maintain a technical library. This library will consist of books and industry periodicals (magazines) that provide knowledge and know-how in subjects that fall in the domain of the various practice areas of the company.
 - I. Employees will have a chance to request books of their choice
 - II. All Such requests will need to be supported by Peers, Supervisor AND the Practice Manager.
 - III. Once approved, if the purchase is within budget, it will be acquired in a reasonable amount of time (as needed to locate a supplier, place and order and receive the book).
 - IV. Magazine Sample Reimbursement Policy: Any employee can purchase a magazine as a sample to submit to Peers, Supervisor and Practice Manager for their review. The employee can claim the purchase price of that magazine from Training & Development Manager, subject to following terms:
 - 1)The magazine must have relevance to one or more AppShark's practice areas.
 - 2)The magazine cost should be less than Rs. 500 per copy.
 - 3)The magazine should be current (most recent edition of that magazine), and should be in new condition.
 - 4)A receipt has to be presented to get cash re-imburement.
 - V. Once a sample is received, Training & Development manager will send out a message to employees in the specific practice area so that they can review it and more importantly, no other sample purchases occur for the same magazine.