

कोल इण्डिया लिमिटेड

(भारत सरकार का उपक्रम)

COAL INDIA LIMITED

(A Govt. of India Enterprise)

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संदर्भ सं: CIL/C5A (PC)/L&D/400

दिनांक: 20.03.2020

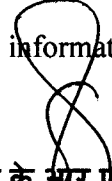
कार्यालय ज्ञापन

विषय: CIL Executive Learning & Development Policy

CIL Board in its 400th meeting held on 12.03.2020 approved "CIL Executive Learning & Development Policy" for unlocking the potential of human capital across the Organization which will help in building critical Organizational capabilities required for achieving corporate plans. A copy of the approved Policy is enclosed for implementation.

As per the direction of the Nomination & Remuneration Committee and CIL Board, the CIL Executive Learning & Development Policy is dovetailed with CIL Talent Management Policy.

The Policy shall come into force with immediate effect. This is for information and compliance by all concerned.

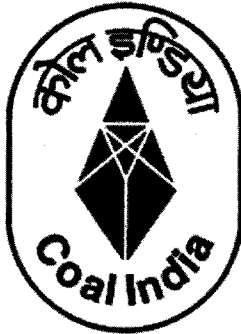

20/03/2020
(पी.वी.के.अर.एम. राव)
महाप्रबंधक (कार्मिक/नीति)

ई-मेल के माध्यम से वितरण:

1. D(T)/ D (P&IR)/ D (F)/ D(M), CIL
2. CMD, BCCL/ CCL/ CMPDIL/ ECL/ MCL/ NCL/ SECL/ WCL
3. CVO, CIL
4. D(P)/D(F), BCCL/ CCL/ ECL/ MCL/ NCL/ SECL/ WCL
5. D(T/ES), CMPDIL
6. CVO, BCCL/ CCL/ CMPDIL/ ECL/ MCL/ NCL/ SECL/ WCL
7. GM/TS to Chairman, CIL
8. GM/ HoD (P/EE), CIL/ BCCL/ CCL/ CMPDIL/ ECL/ MCL/ NCL/ SECL/ WCL
9. GM/ HoD (Finance), CIL/ BCCL/ CCL/ CMPDIL/ ECL/ MCL/ NCL/ SECL/ WCL
10. GM/ HoD (HRD), CIL/ BCCL/ CCL/ CMPDIL/ ECL/ MCL/ NCL/ SECL/ WCL
11. Company Secretary, CIL – this is issued in reference to letter No. CIL/XI(D)/04112/2020/24955 dated 18.03.2020.
12. GM, NEC
13. GM, NDLO
14. GM/ HoD, IICM
15. DGM/TS to D(P&IR), CIL
16. HoD (System), CIL – with a request to please upload the same in CIL website for information and compliance by all concerned.

COAL INDIA LIMITED

**CIL Executive Learning &
Development Policy**



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1.1 Title and commencement

This policy will be called the ‘**CIL Executive Learning and Development Policy**’. It will come into force with immediate effect.

1.2 Scope and applicability

This policy will apply to all executives of Coal India Limited and its subsidiaries. The provisions of learning and development policy, as specifically provided, will also apply to Management Trainees (MTs).

1.3 Learning and development (L&D) philosophy

The L&D initiatives are planned to be strongly aligned with the current and future leadership requirements to achieve organizational aspirations articulated in terms of vision, mission and objectives. The initiatives will be designed and administered with the intent of unlocking the potential of human capital across the organization, develop a leadership pipeline at all levels and to build critical organizational capabilities required for achieving corporate plans. The people in the organization will be given wide exposure to varied L&D opportunities based on the business requirements and their individual potential.

1.4 Key objectives of L & D policy

The following are the specific objectives of L&D initiatives:

- a) To align entire value chain of L&D activities with the business requirements.
- b) To give wide exposure of L&D opportunities to the executives.
- c) To create a culture of continuous learning across the organization.
- d) To evaluate, on periodic basis, the effectiveness and relevance of L&D activities.
- e) To ensure a strong L&D team to drive learning and development across the organization.

1.5 L&D framework

L&D framework helps to understand key elements and value chain of L&D activities. The same is illustrated in the figure given below. The framework consists of following 5 key elements:



1.5.1 Training Need Identification (TNI)

It is a systematic process of identifying the training requirement of the organization from multiple sources as detailed in the policy.

1.5.2 Developing training calendar and training plan

This process is a bottom-up exercise in CIL, involving all stakeholders. A typical training calendar of CIL lists down the schedule of all the training programs which are to be conducted in a given year/ training cycle, whereas a training plan would provide details of the participants' profile, trainer, location etc. of the training program.

1.5.3 Designing training programs

It entails deciding the content of the training program (based on skill/ knowledge to be imparted) under the 4 tier training model detailed in the policy, mode of delivery, profile of participants, trainer, training budget etc.

1.5.4 Training administration

Training administration is the actual implementation of the training program as per the agreed training plan and design as detailed in the policy.

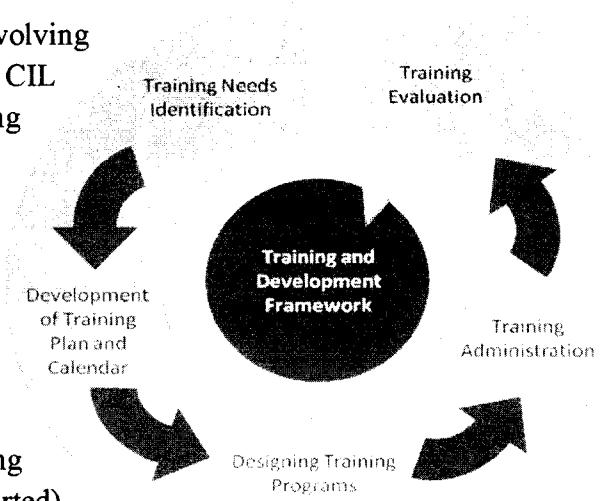
1.5.5 Learning evaluation

Learning evaluation is the process of assessing the value added by the training program to bring about the intended benefits.

1.6 Training cycle and training hours

A training cycle in the organization would be of 4 years for each executive, commencing from the year of implementation of this policy. All executives will have to undergo mandatory training of 90 training hours in a training cycle and not beyond that.

In case, if any Executive has not completed the mandatory training in a training cycle of 4 years, he/she will not be eligible for promotion to next higher grade. This will be implemented on amendment of CIL Executive Promotion Policy.



1.7 L&D process

1.7.1 Training Need Identification (TNI)

Training needs of the organization will be identified for a training cycle based on the following inputs by subsidiaries:

- a) Training requirements of individuals as assessed through PMS.
- b) Managerial/ behavioural competency assessment through 360 degree appraisal.
- c) Assessment through the assessment/ development centers by external agencies.
- d) Strategic intent of the organization as specified in CIL's plan and strategy.
- e) Inputs obtained from the organization or leadership team based on business/ technology/ strategy change.

TNI will be conducted by a multi-disciplinary team to be formed by the Director (P&IR), CIL in every training cycle.

1.7.2 Training plan and calendar

Training plan for every training cycle and Training Calendar (**Annexure I & II**) every year for tier I, II, III & IV will be created under the 4 tier training module for a training cycle based on TNI by IICM in consultation with subsidiary HRD team. Training plan will consist of the following key pointers:

- a) Target participants (by name) of the training program.
- b) Bodies responsible for hosting and conducting the training programs such as Indian Institutes of Coal Management (IICM), MINREM, STC CMPDIL, Management Development Institutes (MDIs), External Partners and empanelled external training providers.
- c) Faculty of the training program.
- d) Kind of training evaluation to be done.

While considering the list of participants, the factors like hours of training completed, nature of training already attended, succession plan and residency period in a grade should be taken into account and accordingly, priority should be fixed.

The training plan will be approved by the CIL apex training board.



1.7.3 Training administration

All training providers such as IICM, STC, MINREM, MDIs shall be responsible for effectively implementing the training plan as per the calendar.

1.7.4 Learning evaluation

The training providers responsible for organizing the training program will also be responsible for evaluating the effectiveness of the training program. Training program effectiveness may be evaluated at one or more of the following levels as agreed in the training plan:

- (i) Reaction level (Level-1): First reaction of participants in terms of likeness, relevance, engagement levels, participation levels, perceived practicability, potential for applying the learning, ease and comfort of experience and level of effort required to make the most of the learning can be evaluated to gauge effectiveness of training programs. A questionnaire would be used in this regard (**Annexure III**).
- (ii) Learning level (Level-2): Enhancement in knowledge and skill levels of the participants and key learning after attending the training programs is the second level of evaluating the effectiveness of training programs. Level 2 evaluations can be done by assessments/ tests before and after the training. Each training program will have a questionnaire distributed before and after the test by the trainer.

Level - 1 and Level - 2 evaluations can also be combined together depending on the nature of training.

- (iii) Behavioral level (Level-3): Level 3 evaluations is intended to know if the individual is able to apply the learning from the training in his work and would be done after 4 months of the training program. The expected outcomes of the training should be informed to the Reporting Authority of the executive. The subsidiary HRD department would send the evaluation format to the individual and his superior to collect the feedback. They can also conduct interview with the individual and the superior to collect the feedback (**Annexure IV**).
- (iv) Business impact level (Level-4): Training programs are evaluated for their impact on actual business results. Metrics such as value added per executive, productivity in terms of OMS (output per man shift), executive engagement index and other HR analytics may be used to evaluate the effectiveness of training programs at this level.



1.8 Four tier training design

Training programs of CIL will be planned and delivered to executives in 4 tiers as given below:

Tier	Nature of training program	Program organizers	Target audience
I	Foundation programs for freshers	IICM/ MINREM/ STC/ MDIs	E1-E2
II	Technical/ functional competency development program	CMPDIL/ STC/ MDIs/ External	E3- E5
	Managerial/ Behavioral competency development program	IICM/MINREM/ MDIs/ External	
	Basic leadership development program	IICM/MINREM/ MDIs/ External	
III	Advanced technical/ functional competency development programs	IICM/ CMPDIL/ External	E6-E7
	Managerial/ Behavioral competency development program	IICM/ MINREM / External	
	General Management program	IICM/MINREM/ External	
	Cross functional training program	IICM/ MINREM	
	Advanced leadership development programs	IICM/ External	
IV	Transformational leadership program	External	E8 and above
	Enterprise management program	External	
	Advanced General Management program	External	
Ethics/ Value refresher programs		IICM MDIs/MINREM	For all executives
Strategic Capability Development		IICM MDIs/MINREM	For all executives



Note:

- (i) Tier I foundation programs are courses planned for MTs/ departmental candidates. They span across introductory courses in technical/ functional areas and basic managerial competencies.
- (ii) Tier II programs are elaborated in section 1.8.1 and 1.8.2. The executives would go through a host of programs as identified by their training needs analysis stemming from individual and organizational perspective. The objective of these programs is to develop functional competencies and basic leadership qualities.
- (iii) Tier III programs are courses aimed for the middle management (E6 & E7) who are all presently holding critical positions with a view on developing them for leadership roles in the future. These are technical/ functional and managerial competency development programs to help them hone advanced concepts, methods and frameworks. General management programs like business strategy, modeling etc. and cross functional programs will help them widen their horizon and perspective to take on leadership roles in the organization.
- (iv) Tier IV program are senior leadership and management programs for the executives (E8 and above) to train them on corporate/ enterprise level themes.

The design and administration of various training programs in the 4 tier training model is elaborated below:

1.8.1 Technical/ functional competency development programs

Specific technical competencies will be identified for all the functions/ roles in the organization (**Annexure V**). Training programs will be designed for specific/ cluster of technical competencies under each key function. Separate programs will be designed for junior management (E1-E5), middle management (E6-E7) and senior management (E8 and above) depending on level of specific competency requirements. These programs would also include organizational competency development programs.

1.8.2 Behavioral/ Managerial competency development programs

Training programs will be designed for specific/ cluster of behavioral competencies under each grade/ function as per the competency framework given under the PMS. Separate programs will be designed for different levels of management depending on their specific competency requirements.



1.8.3 Leadership development and general management programs

CIL will organize leadership development programs for executives across different management levels. The basic leadership development program is intended to train the lower level management executives on basic leadership competencies. Middle level management will undergo advanced leadership development programs to equip them in assuming higher roles. Transformational leadership program is intended for senior executives, especially for the E8 & E9 grades, as these executives are in a transition point and they would have to be prepared for top management roles. Such program would be conducted in-house or in prestigious institutions in India or abroad.

1.8.4 Cross functional training

CIL will encourage its executives to acquire competencies in multiple functional areas of management to address the emerging business challenges by giving them exposure to following cross functional training programs:

- (i) Mining for non-mining
- (ii) HR for line managers
- (iii) Finance for non-finance
- (iv) Sales & Marketing for all (non S&M)
- (v) CSR/ Community development for all
- (vi) Environment management for all

1.8.5 Values refresher program

All the executives of CIL are expected to demonstrate highest level of values and ethics at all times as per the values dictionary. Each executive of CIL will compulsorily participate in values refresher program once in 4 years.

1.8.6 Designing training program

The designing of all the programs under the 4 tier model given in table at clause - 1.8 will be done by IICM in consultation with functional experts/MINREM/MDIs and keeping in view of the future requirements and advancements in the field.

1.9 Learning module for MTs

All MTs will undergo 1 year on - boarding and on- the- job training program as below:



1.9.1 One year training plan

The one year training program for MTs will aim to achieve a gradual transformation of MTs from theoretical knowledge to practical application across functional areas. It would be planned as per the following schedule:

S. No.	Training module	Location	Duration
1.	On-boarding program (Campus to Colliery transformation program)	As per Annexure VI	16 weeks
2.	(i) On-the-job skill building program* (ii) Learning projects** (a) Functional area (b) Cross functional area	Place of posting	35 weeks
3.	Learning review***	IICM	1 week

* 'On-the-job skill building programs' would be a guided on-the-job training at the place of posting of the MT to learn functional skill of his own discipline. The learning performance of MT would be assessed by his reporting authority which will carry a weightage of 30 marks for training closure. The assessment would be submitted to IICM.

** On completion of the C2C transformational program, the MTs would undertake any 2 learning projects of their choice (one from their own functional area and another from cross functional area), in consultation with the coordinator, IICM.

The trainees would complete the project during the course of the 'on-the-job skill building programs' and submit the project report to coordinator, IICM at the time of learning review. IICM would assess the projects against a weightage of 10 marks each.

*** IICM will conduct learning review during the last week of the one year training followed by a learning review test which will carry a weightage of 30 marks. As part of the learning review, IICM would also review and evaluate the 2 projects completed by the candidate.

IICM would make a final assessment of the one year training program on the basis of report of the on-boarding program (Annexure VII), report of the on-the-job skill building program (Annexure VIII), project evaluation and the learning review test for closure of the training period.



1.9.2 Training closure

The one year training program of the MTs would be reviewed during the last week of the training period at IICM and would be closed based on their performance on the following events/ parameters:

S. No.	Training performance parameters	Marks
1.	Campus to colliery transformation program (Annexure VI)	20
2.	On the job skill building program (Annexure VIII)	30
3.	Learning projects (a) Functional area (b) Cross functional area	10 10
4.	Learning review test	30
Total		100

A candidate needs to score at least 60 marks to be declared successful for closure of the training period.

1.10 Executive development strategies

The following developmental strategies, for overall development of the executives are integral part of the L&D initiatives of CIL:

- (i) Mentorship program
- (ii) Self-development
- (iii) Job rotation
- (iv) Continuous feedback
- (v) Development center
- (vi) Internal technical certification (ITechC)
- (vii) Internal trainer certification (ITC)
- (viii) Learning chat (L Chat)
- (ix) Meet the Trainee' Program (MTPro)



1.10.1 Mentorship program

All the new joinees after completion of 1 year training program would be put through a 1 year mentorship program as per the CIL mentoring policy.

1.10.2 Self-development

The company will encourage all executives to pursue advanced courses and certifications in the specific areas of their discipline by supporting them through CIL Self-Development initiatives.

1.10.3 Job rotation

The company will provide executives wider exposure to gain expertise and wider perspective by rotating them in different sub functions under their discipline by rigorously implementing the Job Rotation and Transfer policy.

1.10.4 Continuous feedback

The company will encourage reporting authorities to give continuous feedback on performance and development need areas to executives at all level as part of the PMS.

1.10.5 Development center & 360 degree appraisal

CIL will enable the executives to have a better understanding of their strengths & developmental needs by periodically assessing their competencies under the competency framework of the company through assessment/ development center and 360 degree appraisal (in every 4 years). The scores of assessment/ development center and 360 degree appraisal of an executive will remain valid for 4 years for all purposes. Competency frame of the company for such assessment is provided in the **Annexure IX**.

1.10.6 Internal Technical Certifications (ITechC)

Professional development is identified as a priority area for performance improvement. CIL encourages professional development in one's own professional domain through a process of certification. 'CIL Internal Technical Certification' will be awarded for successful completion of such technical competency development program. A comprehensive evaluation framework will be put in place by IICM for such certification program.

All executives should be encouraged to get certified on areas of their functions & Strategic capability development areas and this would also be considered during promotions and other key assignments. These certification programs would be hosted by IICM. An indicative list of the areas of certifications is given **Annexure X**.

