

1. Organization & Workplace	
1.23 Learning & Development Policy	
Owner	People & Organization
Approved By	CPO, CFO & CEO
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## 1.23 Learning and Development Policy

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### Features

Learning at Jazz is a self-driven focus. Jazz facilitates learning and development through a framework, finalized in accordance with organizational priorities to enable business driven capabilities, leadership skills and self-driven development options. Learning and Development opportunities are delivered through a mix of methods including face-to-face courses and workshops, digital learning and micro-learning.

#### 1.23.1 Jazz Employees have a responsibility to

- 1.23.1.1 Discuss Learning and Development needs with their line manager and document them in the personal development plan (PDP) as part of the annual performance review.
- 1.23.1.2 Follow through the PDP by enrolling for, attending/completing the learning solutions agreed with their line manager, facilitated by P&O through framework and tools.
- 1.23.1.3 Discuss new learning needs, not already available, with their line managers.
- 1.23.1.4 Have frequent developmental discussions with the line manager to discuss learning progress.
- 1.23.1.5 Complete a post-course feedback form on the attended/completed learning interventions

#### 1.23.2 Line managers/HODs are required to

- 1.23.2.1 Discuss Learning and Development needs with individual employees as part of the annual performance review process and subsequent development dialogues.
- 1.23.2.2 Discuss new learning solutions for their team member(s), not already available, with business partners.
- 1.23.2.3 HODs to approve learning requests raised by their team member(s) in line with the business priorities and individual development needs

#### 1.23.3 P&O is responsible for

- 1.23.3.1 Enabling an L&D framework and tools
- 1.23.3.2 Determining and advising on L&D process
- 1.23.3.3 Ensuring communication with regards to L&D opportunities across the organization
- 1.23.3.4 Gauging the effectiveness of the Learning and Development programs
- 1.23.3.5 Owning Learning and development budgets

#### 1.23.4 Certifications

- 1.23.4.1 Employees can pursue company-paid certifications provided they are aligned with business priorities and approved by HODs
- 1.23.4.2 The employee should submit a proof of completion within 45 days of result. A non-appearance in exam will be subject to a deduction of fee from salary

1.23.4.3 Failure to pass the certification exam will be subject to 25% deduction of the full certification payment.

#### **1.23.5 International Training:**

1.23.5.1 Employees can be enrolled for company-paid international F2F courses provided there are no alternative options available locally and the skill requirement is critical for business. All such requests need to be approved by the respective CXO and the CPO on a case to case basis.

1.23.5.2 Employee upon his/her return from the training would have to institutionalize and impart the learning as part of retaining and building internal organizational/institutional knowledge within 3 months of his/her return.

1.23.5.3 Such trainings imparted by the employee for other employees would not be compensated monetarily. For maximum benefit, two employees from the same division should not be nominated for the same international course unless the business need so necessitates.

#### **Useful Notes:**

- Training based travel and accommodation arrangements will be made in line with Travel Policy once a TAF is duly approved
- Employee can claim Per Diem Allowance as per Jazz Travel Policy if he/she has to travel intercity or international. Per Diem will be reimbursed based on approved TAF; in case of residential programs, per diem allowance will not be applicable
- Travel arrangements for Local Trainings would be charged to L&D Budget, while for International Trainings, employee's Divisional budget would be charged
- Website subscriptions/professional memberships need to be aligned with respective CXO and managed from divisional budgets
- Enrollment for business conferences need to be aligned with respective CXO and managed from divisional budgets
- All employees should complete mandatory trainings as and when assigned e.g. those related to compliance/regulatory, etc.
- Training Days and Travel days for training will be counted as regular working days
- Payment of International Trainings where vendor is not registered and there is time constraint, can be done through P&O's Corporate Credit Card and reimburse through expense claim process mentioned in the corporate credit card policy.