



**HR Vision** : Strategic business partner for attaining the organization objective by attracting, retaining, developing and deploying the right human resources while promoting the culture of great place to work.

**ADVIK**  
Passionately Innovative

## **Learning & Development Monthly Progress Report**

**Sep 2022**

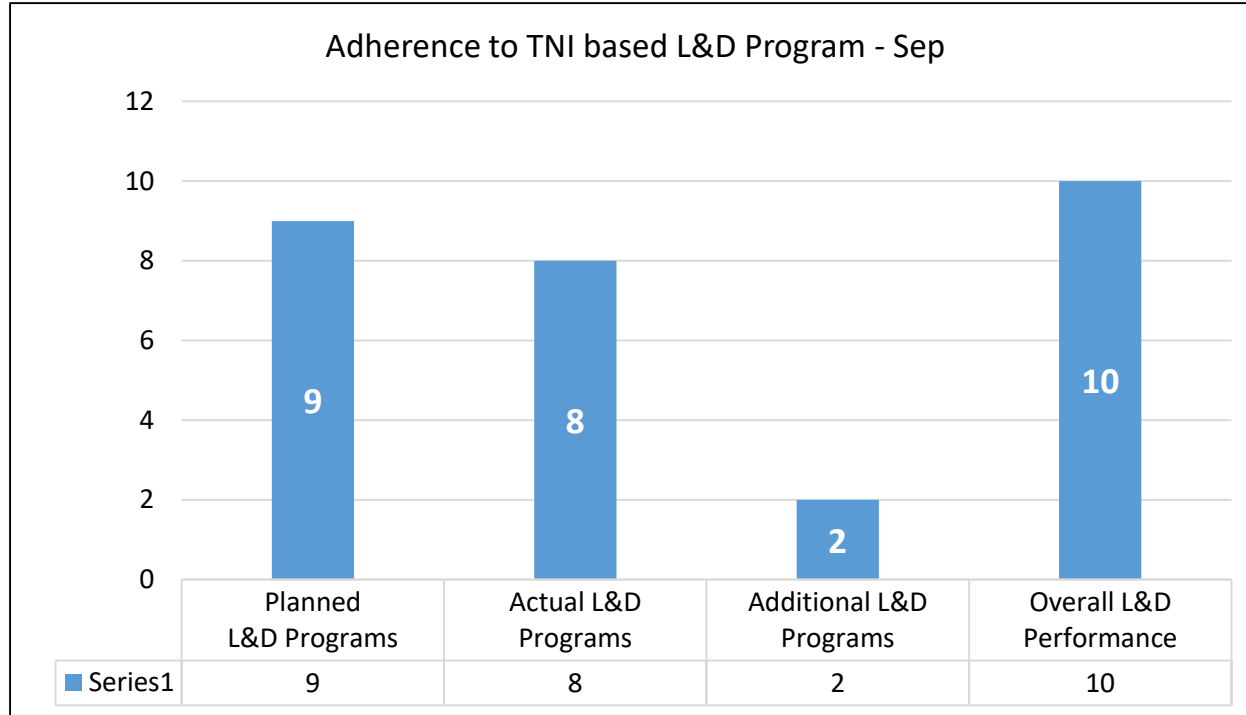


**HR Mission:** To build a value & knowledge base organization by inculcating a culture of collaboration, governance, capability building, innovation and people processes maturity.

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# L&D Performance Report : TNI based L&D Programs - Sep'22



**TNI based Program Adherence % for Sep'22:**

- TNI Planned Target Adherence = 90%
- TNI Actual Program Adherence = 89%
- Overall Performance Adherence with additional programs = 111%

**TNI based Program Adherence Snapshot**

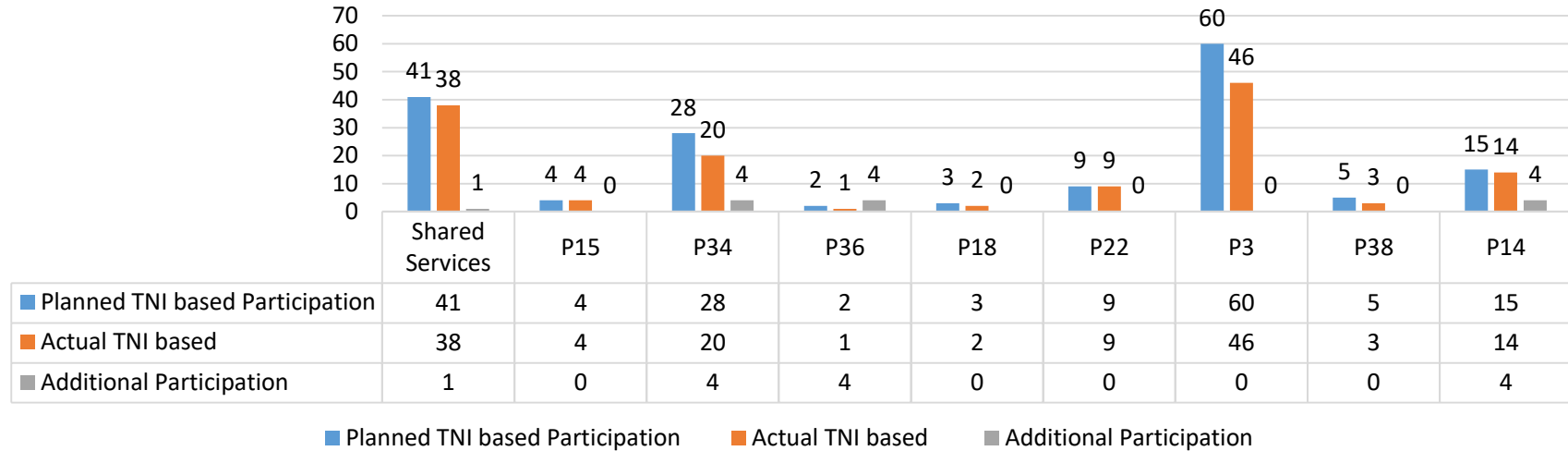
- Annual TNI Programs Planed FY 22-23 = 80 Nos.
- YTD TNI Actual Program Adherence = 50 Nos.

## Inferences

| Particulars             | Description   |
|-------------------------|---|
| Planned L&D Programs    | Planned L&D Programs published in the Bi monthly Training Calendar  |
| Actual L&D Program      | Actual L&D Planned Programs facilitated/organized   |
| Additional L&D Program  | Additional L&D Programs are those programs which are not published in the Bi monthly calendar but the L&D team invest time and efforts to organize those programs |
| Overall L&D Performance | This includes - Actual Planned L&D Programs + Additional L&D Program organized for the respective month   |

# L&D Performance Report : Plant Wise Participation –Sep'22

**Participation Performance Count**



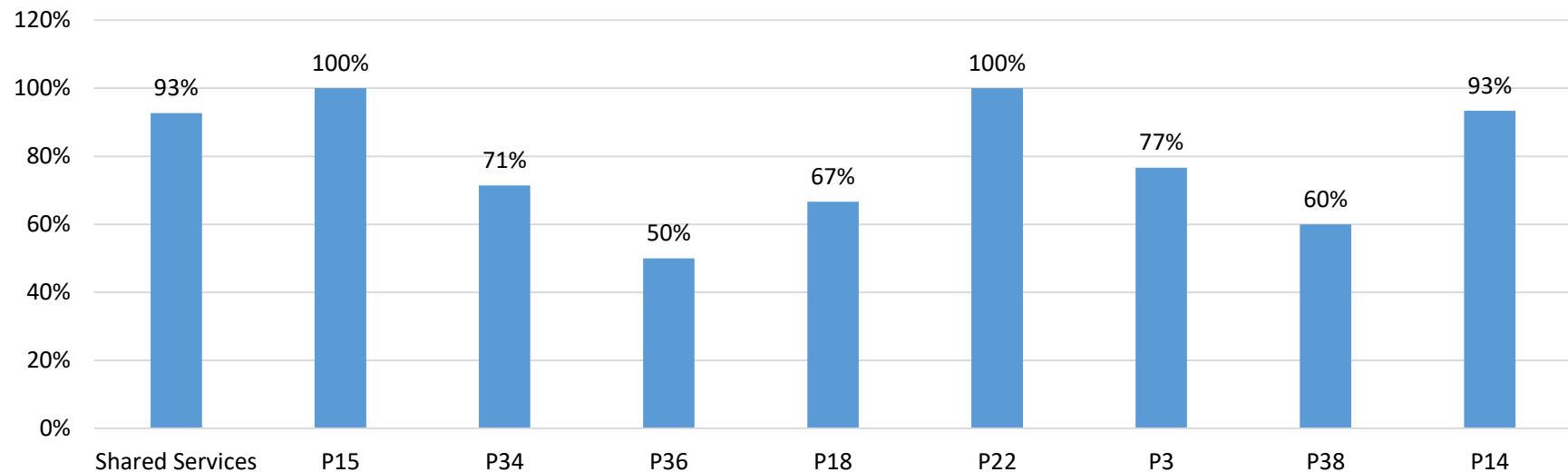
**Facts** - All Actuals are 100% Self nominated. Whereas this has taken lot of follow up and reminders which is indirect indication of docility towards L&D among masses.

**Action Taken** – Emailed to the managers of the respective department to send their team members for training.

**Challenges** – The Challenge of Enrollment via LMS still prevails. Though people enroll via LMS its only after multiple follow ups via emails.

**Way Forward** – Following the escalation matrix we will seek help from the PH and OH to drive LMS enrollments.

**Plan v/s Actual Participation %**



## L&D Performance Report : Seminar & Conference Participation – Sep'22

| Sr. No | Participant Name | Training Name         | Organizers                | Date                                     |
|--------|------------------|-----------------------|---------------------------|--|
| 1.     | Carol George     | Green Hydrogen Summit | Infinity Expo Private Ltd | 8 <sup>th</sup> & 9 <sup>th</sup> Sep'22 |

# L&D Performance Report : Trainer Effectiveness for L&D Programs – Sep'22

| Sr. No                                      | Training Topic                                     | Trainer Name    | Feedback Score Scale 1-5 | Participants | Feedback Response Received | Response Percentage |
|---|--|-----------------|--------------------------|--------------|----------------------------|---------------------|
| 1.  | Deeper Understanding of IPR- Patents & Designs     | Shubham Gade    | 4.2                      | 26           | 11                         | 42%                 |
| 2.  | 8D Problem solving                                 | Pritesh Swadia  | 4.3                      | 8            | 5                          | 63%                 |
| 3.  | Yamazumi   | Goutam Gosh     | 4                        | 7            | 4                          | 57%                 |
| 4.  | Planning & Organizing                              | External        | 4.25                     | 16           | 9                          | 56%                 |
| 5.  | Basic Excel  | Vijay Kharche   | 4.6                      | 27           | 15                         | 56%                 |
| 6.  | CNC Programming                                    | Viraj Bangal    | 4                        | 17           | 8                          | 47%                 |
| 7.  | Taxation Knowledge                                 | Sandesh Ugare   | 4.5                      | 26           | 9                          | 35%                 |
| 8.  | Problem Solving Techniques (Includes 7QC Tools)    | Girish Mestry   | 4.7                      | 16           | 8                          | 50%                 |
| 9.  | Process Validation                                 | Pandurang Ghure | 4.2                      | 7            | 4                          | 57%                 |
| 10.   | Internal Audit Tool (LARS) and Internal Compliance | Ranjit Waghmode | 4.7                      | 8            | 4                          | 50%                 |
| <b>Average Feedback score for the month</b> |  |                 | <b>4.4</b>               |              |                            |                     |

We continued using the QR code for participants to scan and share their feedback for the training.

**Note :** The scores have been calculated on Likert Scale where 1 is least and 5 is the highest.

**Challenges :** Feedback count is less as participants do not give feedback and lack of focus from unit HR team members



# L&D Performance Report : Training Effectiveness for L&D Programs(Technical) – Sep'22

| Sr.No | Technical Training Name    | Month | Category | Approach | Trainer Effectiveness | Employee Satisfaction | ALP Submission |
|-------|----------------------------|-------|----------|----------|-----------------------|-----------------------|----------------|
| 1.    | Problem Solving Techniques | Aug   | A        | External | 95%                   | 96%                   | 13%            |

### Definitions

**'A' Category Trainings** – All Behavioural and Technical Trainings of 8 hours and above

**'Other' Category of Training** - All Behavioural and Technical Trainings of 4 hours or below

| Rating Scale | Percentage | Inferences          |
|--------------|------------|---------------------|
| Scale of 5   | 100%       | Outstanding         |
| Scale of 4   | 80%        | Exceeds Expectation |
| Scale of 3   | 60%        | Meets Expectation   |
| Scale of 2   | 40%        | Needs Improvement   |
| Scale of 1   | 20%        | Poor                |

# L&D Performance Report : Training Effectiveness for L&D Programs(Behavioral) – YTD

## Behavioral Training Program Effectiveness For YTD

| Sr. No | Topic                 | Category (≥ 8 Hours) | Approach | Training Feedback Effectiveness % | Pre Training Effectiveness HOD Feedback % (Target Group Level) | Training Conducted On       | Overall Target Group improvement Target (10% from base)   | Effectiveness Evaluation after 90 to 180 days Days course conduct | Post Training Effectiveness HOD Feedback % (Target Group Level) | Actual Target Group improvement Target (10% from base) | Qualitative Remarks   |
|--------|-----------------------|----------------------|----------|-----------------------------------|--|-----------------------------|---|---|---|--|---|
| 1.     | Conflict Management   | A                    | External | 88%                               | 50%  | 8 <sup>th</sup> April, 2022 | 55%   | 8 <sup>th</sup> July 2022 till 8 <sup>th</sup> Oct                | 73%   | 14.60%   | The group has improved 14.6% against 10% improvement target |
| 2.     | Presentation Skills   | A                    | External | 93%                               | 52%  | 25 <sup>th</sup> Aug, 2022  | The Post training effectiveness will be measure post 3 to 6 month from the date of training completion. |   |   |  |   |
| 3.     | Planning & Organizing | A                    | External | 85%                               | 54%  | 19-Sep-22                   |   |   |   |  |   |

| Sr. No | Topic                                | Category ((≥ 8 Hours) | Approach | Training Feedback Effectiveness % | Employee Satisfaction | Training Conducted On     | ALP Target 70% | ALP submitted % | ALP Actual Applied %   | Qualitative Remarks                      |
|--------|--------------------------------------|-----------------------|----------|-----------------------------------|-----------------------|---------------------------|----------------|-----------------|--|--|
| 4.     | Train The Trainer                    | A                     | External | 99%                               | 90%                   | 23-24 May 2022            | 70%            | 100%            | 50%  | 5 people out of 10 applied the learnings |
| 5.     | Competency Based Interviewing Skills | A                     | External | 88%                               | 88%                   | 24 <sup>th</sup> Aug 2022 | 70%            | 21%             | The application of ALP% will be shared post cumulative TDC submitted |  |



# L&D Performance Report : Training Effectiveness

| Sr. No | Training Name                                      | Month | Category | Approach | Trainer Effectiveness | Employee Satisfaction | ALP Submission |
|--------|--|-------|----------|----------|-----------------------|-----------------------|----------------|
| 1.     | Deeper Understanding of IPR- Patents & Designs     | Sep   | Others   | Internal | 84%                   | 85%                   | NA             |
| 2.     | 8D Problem solving                                 | Sep   | Others   | Internal | 82%                   | 87%                   | NA             |
| 3.     | Yamazumi   | Sep   | Others   | Internal | 80%                   | 80%                   | NA             |
| 4.     | Basic Excel  | Sep   | Others   | Internal | 91%                   | 90%                   | NA             |
| 5.     | CNC Programming                                    | Sep   | Others   | Internal | 80%                   | 80%                   | NA             |
| 6.     | Taxation Knowledge                                 | Sep   | Others   | Internal | 90%                   | 87%                   | NA             |
| 7.     | Process Validation                                 | Sep   | Others   | Internal | 84%                   | 84%                   | NA             |
| 8.     | Internal Audit Tool (LARS) and Internal Compliance | Sep   | Others   | Internal | 94%                   | 92%                   | NA             |

**Trainer Effectiveness** – Average Ratings from training feedback form questions around - (1) Content of the Training and (2) Effectiveness of Trainers Presentation scores  
**Overall Employee Feedback** - Average Ratings from training feedback - Overall Training Feedback score

**Definitions - 'Other' Category of Training** - All Behavioural and Technical Trainings of 4 hours or less

| Sr. No | L&D Initiatives | Status   |
|--------|-----------------|--|
| 1.     | <b>MDP</b>      | IDP's have been submitted for all. Individual coaching is on track. <b>Agreed target of H1 with respect to interventions and TDC are 100% complied.</b>  |
| 2.     | <b>Hi Pot</b>   | Hi Pot Policy is signed out. Filtration for Hi Pots candidates is been concluded with the Talent Board. Assessment center design and commercials are under discussion. <b>Agreed target of H1 with respect to interventions and TDC are 100% complied.</b> |
| 3.     | <b>Striker</b>  | Reinforcement approach has been designed. <b>Agreed target of H1 with respect to interventions and TDC are 100% complied.</b>  |

# L&D Performance Report : Mid Term Operating Plan 2025

| Sr. No   | Program  | Action Taken   | Bottle Neck / Update   | Way Forward   |
|--|--|--|--|---|
| <b>Operations &amp; PE - Operative Model TNI</b> |  |  |  |   |
| 1.   | Sol Purge Valve - Soldering Process & Equip Selection                                  | Function wise Program list was shared with respective functional head as per original plan<br><br>Month Planned received from OH | <b>We will not be doing this operation in-house however will be doing this operations at supplier place- SQIG, plant QA, PE team will need to go through this training to understand failure modes of this process</b> | Ajit Deokar will give the further details about Trainer & also about training location (may need to invite P3 & P14 team) |
| 2.   | Sol Purge Valve - Moulding Process & Equip Selection                                   |  | <b>We will not be doing this operation in-house however will be doing this operations at supplier place- SQIG, plant QA, PE team will need to go through this training to understand failure modes of this process</b> | Ajit Deokar will give the further details about Trainer & also about training location (may need to invite P3 & P14 team) |
| 3.   | Drum Gear shifter - DCT Functioning & Importance                                       |  | <b>On Hold, customer is busy</b>   | Will be done in Oct-22  |
| 4.   | Vacuum & Vane Pump - Process Critical CTQ, Performance & Testing                       |  | <b>Needs deliberation to finalize location</b>   | Planned in Oct– will be doing in Bangalore so team can get practical learning.  |
| 5.   | CNG - 4WH - Process Design & Equipment Selection                                       |  | <b>Got rescheduled 3<sup>rd</sup> time</b>   | Planned in 2 parts –<br><b>1<sup>st</sup> session planned for 10<sup>th</sup> Nov'22</b>                                  |
| <b>SCM - Operative Model TNI</b>                 |  |  |  |   |
| 6.   | Cast Iron casting capability Enhancement (Process + Tooling)                           | Function wise Program list was shared with respective functional head as per original plan<br><br>Received participants list     | <b>Internal Trainer has been finalized for 04-Nov-22.For advance batch hunting for external trainer</b>  | For advance batch need support for identifying an external trainers   |
| 7.   | Rubber Seals : Process know how for compounding (SCM +R&D + SQIG team to be finalized) |  | <b>Exploring Trainers/Training Partners</b>  | Have received 1 contact will connect with him.  |
| 8.   | Electrical : Switch and Wiring Harness: Process Know How                               |  | <b>Have written to Ramesh &amp; Sachin for support , awaiting response</b>   | Need support to get inputs from them  |
| 9.   | Technical Training on E Pump, Hydraulic Pump, EGR                                      |  | <b>Have written to Ramesh, Sachin &amp; for support , awaiting response. Parveen G has responded to conduct training on E pump</b>   | Need support to Identify Trainer/Vendor   |

# L&D Performance Report : Mid Term Operating Plan 2025

| Sr. No                               | Program  | Action Taken   | Bottle Neck / Update  | Way Forward                              |
|--------------------------------------|--|--|---|--|
| <b>R&amp;D - Operative Model TNI</b> |  |  |   |  |
| 1.                                   | VA/VE training   | Function wise Program list was shared with respective functional head as per original plan<br><br>Month Planned received from OH<br>Function wise Program list was shared with respective functional head as per original plan<br><br>Received participants list | <b>L&amp;D has shared the Vendor details and cost with R&amp;D Heads. Awaiting Inputs on date &amp; participants list from them to schedule the training.</b> | Seek help from their HOD's for inputs    |
| 2.                                   | Material & Heat treatment selection guide line for Ferrous, Nonferrous, Rubber & Plastic material (SCM No 2) L4/L3 |  |   |  |
| 3.                                   | Fluid Dynamics   |  | <b>Still exploring trainers</b>   | Need support to Identify Trainer/Vendor  |
| 4.                                   | Reliability Engineering (L3 & above as early as possible)  |  | <b>L&amp;D has shared the Vendor details and cost with R&amp;D Heads. Awaiting Inputs on date &amp; participants list from them to schedule the training.</b> | Seek help from their HOD's for inputs    |
| 5.                                   | Minitab Essential  |  |   |  |
| 6.                                   | BLDC Motor Design  |  | Planned for H2 as per R&D Leaders   | Follow up in H2 to schedule the training |
| 7.                                   | CFD  |  | On hold by R&D  | No action required as its on hold        |
| 8.                                   | Analysis/Simulation Software / CAE   |  | On hold by R&D  | No action required as its on hold        |
| 9.                                   | SCADA Basics   |  | <b>Awaiting inputs from Vendor, have followed up multiple times. Sachin Choudhari connected with Vendor to discuss about the content and training date</b>    | Follow it more aggressively              |
| 10.                                  | Basic Creo - drop  |  | To be dropped   | No action required as its dropped        |
| 11.                                  | Electromagnetics Basics & Simulations  |  | Drop until resource are on boarded  | No action required as its on Hold        |

# DOJO Centre Training Summary Plant Wise – Sep'22

| Sr. No | Training details  | P-15, P-34, P-36, P-39 | P-03 | P-22 | Company Level |
|--------|---|------------------------|------|------|---------------|
| 1.     | No. of Associate Joined vs Trained                        | 282                    | 47   | 7    | 346           |
| 2.     | Records of Training effectiveness Monitoring              | 282                    | 47   | 7    | 346           |
| 3.     | No. Employee Fail in Training effectiveness Monitoring    | 2                      | 0    | 0    | 2             |
| 4.     | No. Employee Retraining if fail in Training effectiveness | 2                      | 0    | 0    | 2             |
| 5.     | No. of operator observance Plan vs actual                 | 100%                   | 100% | 100% | 100%          |
| 6.     | No. of poison cake test conducted as per plan             | 100%                   | 100% | NA   | 100%          |
| 7.     | Records of Multiskilling training plan vs actual          | 100%                   | 100% | 100% | 100%          |
| 8.     | Skill Upgration Plan Vs Actual                            | 100%                   | 100% | 100% | 100%          |
| 9.     | No. of Staff Induction training                           | 8                      | 0    | 0    | 8             |
| 10.    | Training Effectiveness Monitoring for the Staff           | 0                      | 0    | 0    | 0             |
| 11.    | No. New DOJO Model implemented                            | 1                      | 0    | 0    | 1             |
| 12.    | No. of Training Module implemented                        | 1                      | 0    | 0    | 1             |

**Thank You**