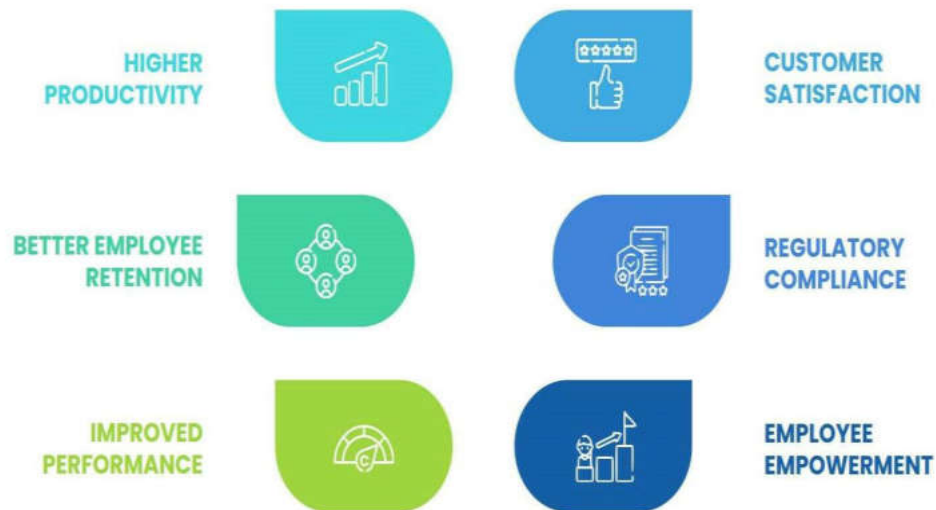




**THE BIHAR STATE CO-OPERATIVE BANK LTD.**  
Ashok Raj path, Patna-04

**TRAINING POLICY, 2024**



[On the basis of NABARD Circular No.131/IDD-03/2019]

**Reviewed by Bank's Board Item no.11 Dt. 01<sup>st</sup> November 2023**



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## Training Policy 2024

### 1. Preamble:

1.1. In order to enhance the effectiveness of the training process, it is necessary that all stakeholders are aware of the guidelines and concepts that govern the process. The rights and the responsibilities of all stakeholders as well as the Bank's position as regards development of its human resources are spelt out in the Training Policy.

1.2. The foundation of effective training is to state the Bank's stance on training in clear and unambiguous terms. The Training Policy, therefore, will ensure that all the staff members of the Bank are made aware that the Bank is committed to -

- a. developing staff and organizational capacity in order to improve processes and services provided.
- b. promoting a culture of continuous learning for the development of individual and the Organization.
- c. ensuring that training translates into improved work practices at the work place.
- d. adhering to the guidelines governing the training process as laid down in this policy.

### 2. Core Values of Training:

2.1. The manner in which the business objectives of the Bank are achieved depends primarily on the values and culture of the Bank. This is equally true of every initiative of the Bank. The values embraced by the bank define the manner in which strategy is executed. Training is no exception to this rule. The values on which the training efforts are based will define the quality and the standard of training as well as the processes involved.



2.2. The Training System in the Bank, for many years now, has been driven by the following Core Values, and the beliefs arising out of them:

- 2.2.1. **Every staff member is entitled to and needs training.** The Bank believes that, every staff member not only needs training but, is also entitled to an opportunity to upgrade his skills and to redefine his attitude.
- 2.2.2. **Training will be delivered based on the needs of the Organization and the individual staff member.** Since training targets adults, it is vital that training efforts meet the needs of the individual, not only with regard to the areas in which the training is given but the manner in which the training is imparted. The Training delivery will be participant-oriented and not trainer oriented. The training process will ensure that the training needs of the participants will be the driving force for the design and delivery of all the training programs, irrespective of the medium of training. The Bank also believes that the training needs of the individual should be addressed within the overall context of the needs of the organization.
- 2.2.3. **Training will target the needs of general and specialist segments.** One of the major challenges in training of a Co-Operative bank is that, by its very nature of business, there is a need for training of both General and Specialist segments. Training in the Bank addresses both these segments.
- 2.2.4. **A well-trained work force is fundamental for future organization sustainability.**
- 2.2.5. **The Bank's ability to face challenges thrown up by an ever-changing environment is enhanced by training.**



- 2.2.6. Training is a bank-wide responsibility managed by the training system in concert with field functionaries and departments at office.

### 3. Training Mission:

- 3.1. It is necessary to ensure that the activities of the Training System are aligned with these values in right earnest. In order to ensure this, the Bank has enshrined these values in a clearly defined Mission Statement of the Training System, which is given below.
- 3.2. TO PROMOTE A CULTURE OF CONTINUOUS LEARNING FOR THE DEVELOPMENT OF THE INDIVIDUAL AND THE BANK.
- 3.3. The Training Mission is framed to ensure that the Organization will be able to build multi-disciplinary teams that are highly motivated to achieve the Business objectives.
- 3.4. Consequently, the training system is committed to enhance its effectiveness through a process of continuous improvement.

### 4. Training Objectives:

- 4.1. Based on the Training Mission, the objectives of Training are-
- 4.1.1 To assess, on a regular basis, the training needs of both individuals and the Bank.
- 4.1.2 To help staff members to attain competence in basic work skills and knowledge with regard to their individual responsibilities.
- 4.1.3 Training should conduct as part of the onboarding process for new employee and as a periodic refresher process for existing employee.



- 4.1.4 To facilitate induction of new entrants through training.
- 4.1.5 To prepare staff members to discharge the responsibilities brought about by promotion and changes in job profiles or new job profiles resulting from a changed environment.
- 4.1.6 To enable staff to update their skills in technical and specialized areas.
- 4.1.7 To provide opportunities for staff to prepare for higher executive responsibilities.
- 4.1.8 To ensure that the strategy and initiatives of the Training System are in line with the Business Objectives of the Bank and they are designed taking in to consideration the requirements and inputs of all stakeholders in the system.
- 4.1.9 To provide opportunities for staff to work towards personal development.
- 4.1.10 To strive to ensure that the learning imparted through the Training System is ultimately translated into better performance at the work place thereby making the achievement of the Business Objectives of the Bank, a reality.
- 4.1.11 To bring about a marketing culture in the organization.

5. **Coverage of Policy on Training** - Training is imparted so that the needs of the organization and the individuals are met. These needs are driven by an external environment as well as the challenges arising internally in the Bank. Therefore, the entire spectrum of training activities should be shaped to ensure that these needs are effectively met. Accordingly, Training Policy of the Bank will cover training in the following forms:

5.1. **Internal Training** - This, primarily, comprises training programs developed by the Training System of the Bank. These training programs are designed through a prescribed process.

5.2. **External Training** - Some of the needs of staff members may not be completely satisfied through the training programs designed internally in the Bank. Needs of this nature are addressed by deputing the staff members to External Training Institutes and Establishments of repute viz., DNS, NIRB, RBI, IIBM, IIBF, CAB, BIRD etc. In cases where training in a specialized area is required to be provided to a select target group



it will be necessary to engage the services of individual faculty, reputed for their expertise in the area.

- 5.3. **Statutory & Mandatory Training** - These are the training programs which become necessary due to the directives of the Government of India, regulatory bodies such as Reserve Bank of India, and other institutions such as IBA (Indian Banks' Association).
- 5.4. **Short- & Long-Term Education Programs-** These are designed for sustained and continuous development of a specified target group such as Leadership Development and Executive Education on the lines of the already existing Management Education programs.
- 5.5. **Workshops** - The changing environment often throws up the demands in a specified area which can only be addressed by means of short duration workshops which are held location ally.
- 5.6. **Conferences/ Seminars** - Changes in certain policy guidelines and other sudden developments within the Bank and outside, also call for sensitizing the staff at specific levels of the Bank. These areas can both be technical as well as conceptual. To meet these requirements, the Training System organizes and holds Conferences targeting specified segments. Additionally, certain departments and verticals of the Bank often require staff to be trained to adapt to new products and processes. Conferences organized by the Training System address this need.
- 5.7. **Mentoring, Coaching & On-the-job training** - Due to the large influx of newly recruited officers, there is a requirement of imparting training inputs through these interventions. Hence, it is essential that the Training System will facilitate on-the-job training and prepare material that will enable mentoring and coaching to be more effectively implemented in the Bank.



## **6. Strategic Areas Identified for Training:**

6.1. The focus areas of training in the Bank are decided by the immediate Business Objectives of the Bank, captured in the Business Plan, at the commencement of the Financial Year. These are framed from the short and medium perspectives and for the current year, they are as under:

- 6.1.1. Marketing and Business Development
- 6.1.2. Credit Appraisal & Loan Documentation
- 6.1.3. Rural Lending and Financial Inclusion
- 6.1.4. NPA Management
- 6.1.5. Internal Checks and Controls
- 6.1.6. Information Technology
- 6.1.7. Risk Management
- 6.1.8. Human Resources Development
- 6.1.9. Customer Service Excellence
- 6.1.10. Leadership Development
- 6.1.11. Induction Process, Mentoring and Coaching.
- 6.1.12. Project Financing and Loan Documentation-Farm Sector
- 6.1.13. Customer Relationship Management
- 6.1.14. Preparation/ Analysis of Balance Sheet and Profit & Loss Account
- 6.1.15. Enhanced CAMELSC
- 6.1.16. Banking Compliance / Banking Ethics
- 6.1.17. Know Your Customer, Prevention of Money Laundering and Customer Protection
- 6.1.18. Corporate Governance
- 6.1.19. Capacity Building of Co-Operative Banks on Developing PACS as MSC



6.1.20. Information System (IS) Audit of Data center

6.1.21. Prevention of Cyber Crime and Frauds in Bank

6.1.22. Advanced Investment & Treasury Management with Trading Game

7. Stake-holders and their responsibilities:

7.1. Training Advisory Committee [TAC]

7.1.1. The Bank recognizes the need for an apex body that will define the overall requirements of the bank vis-à-vis training. This body should be composed of members who are privy to the context, concepts and information which result in framing various policies and strategies of the Bank. Thus, the Training Advisory Committee has been constituted.

7.1.2. The constitution of the Training Advisory Committee will be decided by Managing Director.

7.1.3. The Managing Director of the Bank is the Chairman of the Training Advisory Committee. Dy. General Manager (P&A), Manager (H.R) and PDR/Training In-Charge are the Members and The Dy. General Manager (Training) is the convener of the Committee convenes the quarterly meetings of TAC consultation with the Chairman and the other members of the Committee.

7.1.4. TAC approves annual training objectives and priorities

7.1.5. TAC gives directions to ensure that implementation of Business strategies is facilitated and Organization needs are met.

7.1.6. TAC periodically reviews training strategies.

7.1.7. TAC also decides the infrastructure development needs of training system.

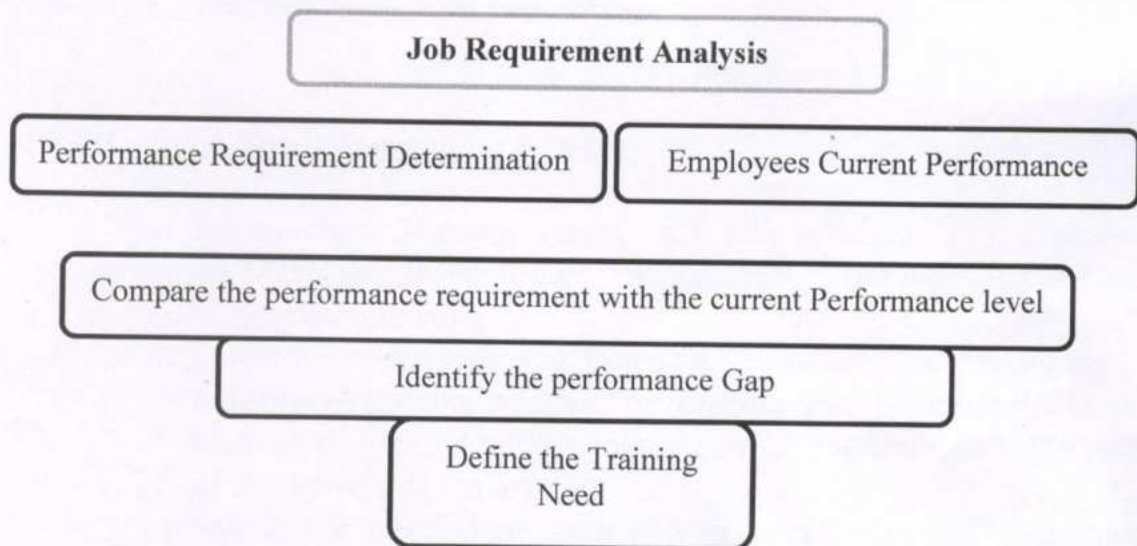
7.1.8. The Meeting of TAC is to be convened at quarterly (Three months) intervals to enable regular review of training activities of the Bank. The Chairman of the TAC and other Members of the Committee has to finalize suitable date for convening the Meeting of TAC every three months.



**7.1.9. Participants -**

- 7.1.10. Discuss training requirements with immediate supervisors.
- 7.1.11. Seek nomination to suitable programs.
- 7.1.12. Endeavour to utilize skills acquired at training at the workplace so that performance is enhanced.
- 7.1.13. Share the learnings acquired at Centers and locational training with colleagues at the work-place to have a multiplier effect of training.

**8. Training Needs Assessment:**



**8.1.1. Factors influencing Training Needs:**

- a) Organizational Needs and Priorities
- b) Development of new products and processes
- c) Skill enhancement requirements of individual staff members
- d) Functional Knowledge and direction in respect of current and emerging areas
- e) High potential development requirements
- f) Career Management and Promotion related aspects
- g) Findings and outcomes of Assessment Centers



8.1.2.

**Assessment of Organization and Individual Needs:**

- a) Organization Needs will be defined by the Training Advisory Committee who will ensure that these are in line with the strategies of the Bank.
- b) Organization Needs are also derived from time to time based on inputs of verticals
- c) Staff Members' training needs will be drawn from performance appraisal reports
- d) Staff members' training needs will also be defined based on inputs from Career Management and Performance Management sub-leads.
- e) Staff members needs will also be captured from the individual requests made to supervisors.

8.1.3. **Training Needs Assessment Process:**

- a) **Periodicity:** Training needs will be assessed and captured annually, usually at the commencement of the year at the time of business planning
- b) Performance Management forms will be collated and analyzed to determine training needs. The process will be co-ordinate by training system but will be jointly carried out along with the help of the Personnel Department
- c) Should the need arise for a new area of training, the training system will, with inputs from the Corporate Office / Field, design and deliver programs in the required area.

8.2.

**Training Nomination Process:** In line with the spirit of the Training Mission of the Bank, the nomination process is designed to accommodate three types of nominations:

- a) **Employee self-nomination:** Based on the calendar of programs, staff members may nominate themselves for training programs. The nominations are then vetted by the supervisor to ensure that the training matches the present and future job requirements of the employee.



- b) **Supervisory Staff nomination:** Supervisory Staff may also nominate and recommend certain staff members for specified programs.

8.3. **Training Calendar:**

- a) The training calendar is prepared annually and rolled out half yearly.
- b) The training calendar will have the name of the training program and the target group.
- c) Training Calendar, as and when prepared, will be hosted on the Bank's Intranet so that all employees can have access to the Training Calendar to facilitate nominations to Training Programs.
- d) The aim of the training system will be to provide at least 3 - 5 days training to every staff member every year.

8.4. **Training Evaluation:** Evaluation of the effectiveness of training is a vital part of the training process. It is not only important from the point of view of introducing improvements in the training methodology and content but also to assess the impact of training at the field level. **Training evaluation can be carried out at three levels.**

- a. At the first level, post training feedback is obtained from participants immediately after the training program.
- b. At the next level, pre-training and post training tests can be administered to assess the effectiveness of training. Post training assessment of training could also be carried out again after a lapse of a specified period of time, say a month so that the amount of learning retained effectively could be gauged.
- c. Once these two levels of training are stabilized, the Bank will endeavor to move to the next level of evaluation. This would be based on a score card to be developed for the training system which will assess the post training effectiveness and also examine the return on investment of the training system.

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