

## **“Nurturing a Culture of Learning & Development in SAIL”**

### **1.0 PREAMBLE:**

In the prevalent business environment, which is full of volatility, uncertainty, complexity and ambiguity, organizations need to be agile to ensure long-term sustenance. With disruptive innovations taking place at such a rapid pace, the changing business dynamics can be better tackled through an agile organisational culture. Our employees, who are instrumental in building and utilizing the different organisational systems, need to be made the “change drivers”. With our focus on higher productivity, de-carbonization, digital ecosystem and futuristic organisational framework, there is a strong need to foster a sustained learning & development culture to meet the requirement of our employees as well as of the Company towards ‘learning’, ‘unlearning’ and ‘relearning’.

Presently, our Company has a regular workforce of over 56,000, primarily comprising of qualified engineers, doctors, business professionals, and highly skilled & experienced employees who are one of the prized resources when it comes to innovation and system improvements in steel industry.

Traditionally, we have been undertaking several HRD interventions to nurture innovation & creativity amongst employees as imparting training/knowledge has hitherto remained the responsibility of the Company. Researches have shown that Learning & Development follows the 70-20-10 rule as per which employees acquire 70% of their knowledge from on-job experiences, 20% from developmental interactions with others and 10% from formal training programmes. While we continue to undertake numerous HRD interventions viz. Mandatory training programmes, Chairman’s Trophy for Young Managers, Director (Personnel)’s Cup, Suggestion Schemes, Quality Circle Teams, etc., there is need to supplement the learning process to make employees own & steer their development aligned to 70-20-10 rule.

To our advantage, plenty of online resources for learning are now available in the market. In recent times, online learning modules through *e-abhigyan portal*, LinkedIn Learning and Harvard ManageMentor (HMM) programme, etc. have been made available to our employees. With an aim to promote self-learning, *e-pathshala* scheme has been introduced where the course-fee is reimbursed to the executives for pursuing a training/study course. In order to make a visible impact, additional means need to be explored for fostering a self-sustainable learning ecosystem where

employees get more opportunities for self-development and are able to contribute more towards making SAIL agile and resilient to cyclic uncertainties.

In the above backdrop and in line with the evolving demands of the modern workplace where an employee may easily undertake L&D initiatives, feel empowered and maintain a healthy mental well-being, it has been decided to frame these policy guidelines for reinforcing a culture of continuous learning and exposure in SAIL.

These policy guidelines shall enable an employee to devote dedicated time on his/her professional development as well as focus on mental wellness. It is envisaged that employees with higher professional competencies/skills and business exposure will prove to be a more valuable asset for our Organisation.

## **2.0 COVERAGE:**

These policy guidelines will be applicable to all regular employees (*both executives & non-executives*) on the rolls of the Company.

## **3.0 DEFINITIONS:**

- (i) **Workplace:** means the designated place of duty of the employee at which he/ she is normally required to report for performing his/her official duties.
- (ii) **Other than Workplace:** Any place other than the designated workplace of the employee which may include Plant Labs/Workshops, HRD Centers, Library, Residence, or any other place; within or outside the headquarter (*with prior sanction*); provided he/she is able to contribute towards official requirements, if required. This may also include his/her own department for performing any prescribed L&D activity on the day but not the normal/routine duty.
- (iii) **L&D Intervention:** Any learning & developmental activity prescribed under these policy guidelines, as may be amended from time to time.

## **4.0 ELIGIBILITY:**

Employees who have spent at least two (2) years (*post-training*) as regular employees will be eligible to participate in terms of these policy guidelines.

## **5.0 PRESCRIBED LEARNING & DEVELOPMENT INTERVENTIONS:**

- 5.1 Different L&D interventions that may be undertaken by employees for which the facility of “**Work from Other than Workplace**” (WoW) may be

allowed to them are as at **Annexure-I**. Depending upon requirements specific to Plant/Unit or a Function, concerned Heads of Personnel (E-8 & above)/ Head of the Plant/Unit will be empowered to approve additions to the listed L&D initiatives for the respective Plant/Unit.

5.2 Executives in E-7 & above grade will be required to motivate subordinates to participate in L&D related activities under this policy guidelines as well as create opportunities for the same in their areas. Some of the suggested initiatives (*but not limited to*) that may be undertaken by them are as under:

- (i) Promoting Suggestion Scheme, Organizing Quality Circle, Safety Circle, Green Circle, Professional Circle, 5S, SOP/SMP/Work Instructions Development, Knowledge Management (KM), Total Productive Maintenance (TPM), Kaizen, Learning from Each Other (LEO) Workshop, etc.
- (ii) Institute task force to identify and/or solve problems, suggest improvements, save energy, do shram daan for housekeeping, developing gardens, etc.
- (iii) Safety inspections and correction of hazardous conditions.
- (iv) Conducting awareness session/facilitating talks by eminent persons in the relevant/ associated area.
- (v) Organizing visits to other departments as well as developing a separate place for carrying out L&D activities for the WoW purpose.

Further, he/she will also be required to undertake at least one L&D initiative out of the prescribed initiatives every month to be eligible for availing WoW facility for the next month.

5.3 Considering the nature of responsibilities of executives in E-8 & E-9 grades, there will not be any direct linkage between the WoW period and the L&D initiatives in their case. They will be required to ensure that employees in their administrative control are provided ample opportunities/forums for their learning & development and further that they are given adequate time for undertaking the L&D activities within the framework of these policy guidelines.

## **6.0 GRADE-WISE APPLICABILITY:**

6.1 In order to facilitate employees to effectively concentrate their minds and thoughts on undertaking various learning & developmental initiatives as mentioned at para 5.1 above, he/she will be allowed to avail the facility of

“Work from Other than Workplace” (WoW) for the duration as prescribed below:

Sl. No.	Employee Category	Maximum Permissible Duration
1.	Upto S-8 grade	One (1) day in every three (3) months
2.	S-9 to S-11 grade	One (1) day in every two (2) months
3.	E-0 to E-4 grade	One (1) day per month
4.	E-5 & E-6 grade	Three (3) days in every two (2) months
5.	E-7 grade	Two (2) days per month
6.	E-8 & E-9 grade	<p><b><u>At Plant/Units following six (6) working days/week</u></b></p> <ul style="list-style-type: none"> <li>• Three (3) days per month</li> </ul> <p><b><u>At Plants/Units following less than six (6) working days/week</u></b></p> <ul style="list-style-type: none"> <li>• Two (2) days per month</li> </ul>

## 7.0 IMPLEMENTATION METHODOLOGY:

- 7.1 In order to facilitate uniform implementation of these policy guidelines, a centralized online portal will be launched by Corporate C&IT.
- 7.2 At five Integrated Steel Plants, CMO and Corporate Office, at least two Nodal Officers (*E-5 or above*) will be nominated for coordinating various activities under these policy guidelines with different agencies/departments at Plant/Unit level as per requirement. At other Plants/Units, one Nodal Officer, preferably in E-3 or above grade shall be nominated.
- 7.3 Plants/Units will be required to have in place a robust suggestion scheme within three (3) months from the date of issuance of these policy guidelines. The scheme will have well-defined accountability and workflow for receiving/ processing every suggestion received on the portal through Reporting or Reviewing Officer.
- 7.4 Plant/Unit/Company will identify & notify, preferably on quarterly-basis, a common theme/ problem/ priority area viz. digitalization, decarbonization, productivity-enhancement, etc., for inviting suggestions from the employees. Executives in E-8 & E-9 grades will be responsible for identifying the theme for suggestions in their respective Departments/ Functions and get the same notified on the online portal on quarterly basis.
- 7.5 To begin with, concerned employee will be required to select the L&D initiative listed in the online portal (*out of the prescribed initiatives as per Annexure-I*) that he/she intends to undertake along with the date of WoW day and submit the same to his/her leave Sanctioning Authority. As in case

of regular leaves, the concerned leave Sanctioning Authority may either accept or advise the employee to alter the WoW date.

- 7.6 WoW-day to an employee will be sanctioned in a manner similar to regular leaves while ensuring availability of adequate manpower in each shift/section on a particular day.
- 7.7 Once the WoW- day gets sanctioned, it will get forwarded to the concerned Personnel Officer through the system who will take necessary action (s) for attendance updation. In case of suggestions, the relevant details will be forwarded in the system to the department/section responsible for implementation of Suggestion Scheme at the respective Plant/Unit.
- 7.8 The Sanctioning Authority/Reporting Officer will be authorized to assess the quality & relevance of the L&D initiative while forwarding the same to the Personnel Officer.
- 7.9 Head of Personnel, Plant/Unit HRD Head, Personnel-OD, Concerned Functional Heads, HoDs & Sectional Heads in E-7 & above grades will be able to view & analyze the L&D activities captured in the online system for further study and/or implementation.
- 7.10 The L&D interventions submitted by the employees at a Plant/Unit will be compiled/ analyzed and presented to the concerned Functional Director/Head of Plant/Unit by the Head of Personnel, preferably on quarterly basis.
- 7.11 An employee will earn the WoW facility only upon undertaking any of the prescribed L&D initiative. In case of suggestions, only implemented suggestions or those identified for implementation will entitle an employee for availing WoW period. Further, L&D initiatives involving trainings/certification courses, etc. should preferably be from institutes/bodies listed under “*e-pathshala*” scheme.
- 7.12 It shall be the responsibility of the concerned employee to ensure that the L&D initiative is undertaken by him/her in right spirit and he/she is able to submit the requisite supporting documents/details/certifications in the online portal for examination by Plant/Unit HRD/Personnel Officers.

## **8.0 GENERAL TERMS & CONDITIONS:**

- 8.1 WoW will be permissible; subject to sanction of the Sanctioning Authority in advance. In the event of any emergency/work-exigencies, Sanctioning Authority may ask the concerned employee to report for duty at the designated place.

- 8.2 It shall not be a matter of right for the employee to “**Work from Other than Workplace**” and permission may be denied in view of work-exigencies or any other compelling reason.
- 8.3 Concerned employee shall ensure that during the WoW period, he/she is available during the normal working hours *via* digital means.
- 8.4 SAIL shall not be responsible for any untoward incident/ accident/ damage, etc. that may happen to an employee outside the Plant premises during or for the period on which he/she would be availing the WoW facility. Further, even if such untoward incident/ accident/damage happens within the Plant premises, no such responsibility shall lie unless the presence of employee at the Plant premises is with the prior intimation/ sanction in the portal.
- 8.5 Employee will be allowed to avail one WoW Day at a time and there has to a minimum prescribed gap between the two WoW days. However, there will be no restriction in availing the WoW-day in combination with any kind of leave.
- 8.6 SAIL shall not provide any additional equipment/facility, etc. for this purpose. Also, no reimbursement will be allowed for any expenses towards internet charges, stationary, etc.

## **9.0 TENURE:**

- 9.1 The policy guidelines will be applicable for a period of one year from the date of notification and shall be reviewed for extension keeping in view the prevailing organisational requirements.

## **10.0 SAVING:**

- 10.1 Director (Personnel) is authorized to approve interpretation/clarification/ guidelines on modalities for implementation of these policy guidelines.
- 10.2 Chairman, SAIL reserves the right to review, alter, modify or withdraw these policy guidelines or any of its provisions, without any notice.

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## Annexure-I

Sl. No.	Permissible Learning & Development Initiative	No. of permissible WoW days
1.	Submission of at least one suggestion <i>(implemented/identified for implementation)</i> in writing to the Reporting Officer for any system/process improvement.	1
2.	Participation in at least two (2) Communities of Practices/ LEO/PIW Workshops at Plant/Unit level.	1
3.	Skill-certification from any reputed institute/professional body (online courses) for minimum 3-days course.	1
4.	Contribution to Knowledge Management Portal maintained by Plant/Unit or MTI.	1
5.	Participation in different in-house competitions viz. Hindi Pakhwada, Vigilance Awareness Week, Safety Weeks, etc. (per competition)	1
6.	Facilitating/Guiding filing of applications for PM Shram Award/Vishwakarma Puruskar (per nomination)	1
7.	Having introduced at least one major safety initiative <i>[for example- development of Hazard Identification &amp; Risk Assessment (HIRA), SOP, SMP/Work Instructions]</i> in the Department for promoting safe working (for non-safety department employees).	2
8.	Participated as “ <i>Guest Speaker</i> ” in a non-SAIL institute of eminence <i>(per occasion)</i> .	2
9.	Participation as Faculty in training-programmes organized by HRD per session of minimum 3-hours duration. <i>(Not applicable for HRD/MTI Employees)</i>	2
10.	Publication of an Article/paper, etc. (non-technical) in In-house journal of SAIL	2
11.	Participation under the <i>e-pathshala</i> scheme (per course).	2
12.	Participation in the in-house competitions organized by CAD/PR/Any other Central Department.	2
13.	Participating in QC team at Local Chapter level	2
14.	Contributing as member of Internal Audit (IA)/Safety Audit team <i>(For non-IA/ non-Safety Departments)</i>	2

15.	Implementation of '5S' Methodology in his/her section/area of influence	2
16.	Interventions towards development of Safety Circle/Green Circle/Professional Circle, etc. ( <i>per intervention</i> )	2
17.	Publish a Technical <i>paper</i> in any in-house journal/magazine.	3
18.	Publish a Technical/Management <i>book-review</i> in any In-house journal/magazine.	3
19.	Contributions as Cross-Functional Committee member on some policy/important matter	3
20.	Participation in CSR activities under SAIL SERVICE Scheme. ( <i>Not for employees in CSR departments</i> )	3
21.	Participation in QC team at State level	3
22.	Participation in SAIL Excellence Award	<b>Participation</b> Plant/Unit Level =3 SAIL Level =4
23.	Participation in QC team at National level	4
24.	Participating in an external National level Business Quiz competition/ contest.	4
25.	Applicants for PM Shram Award/ Vishwakarma Puruskar ( <i>per occasion</i> ).	4
26.	Technical paper presentation in a reputed external conference.	4
27.	Participation in QC team at international level	5
28.	Steered any successful intervention towards decarbonization or implementation any key digital initiative ( <i>as certified by HoD</i> ).	5
29.	Successfully mentoring at least two juniors for at least three (3) months.	5
30.	Reverse Mentoring of at least two (2) senior executives for at least three (3) months.	5
31.	Participation in Chairman Trophy for Young Managers (CTYM) Scheme, Director (Personnel)'s Cup, and similar SAIL-level competitions ( <i>per competition</i> ).	<b>Participation</b> Plant/Unit Level =3 SAIL Level =6
32.	Publishing a book on steel technology/industry/relevant Management subject.	10