

EMPLOYEE DEVELOPMENT PLAN



HUMAN RESOURCES

2016-17

IRCON INTERNATIONAL LIMITED

EMPLOYEE DEVELOPMENT PLAN 2016-17

To retain the leadership position in Transportation Infrastructure Sector and maintain growth trajectory, enhancement of core competencies of employees on a continual basis at all levels in the organization is the most critical success factor.

Ircon has envisioned an ambitious growth plan for the next few years, which requires each employee of the company to realize his/her potential. With this objective, Ircon has initiated the Project named "GROW-Get Ready to Outperform & Win" for the talent development in the organization. Leadership/ Behavioral and Technical competency framework across the organization for all departments/ projects have been framed. Development centre which involved creating Individual Development Plans (IDP) for all participants from the Development Centre have been conducted.

To take the Development journey further, specific trainings based on the competency requirement of the employee have been planned.

It is a well known fact that The need for development, varies from level to level. At the top level the strategic vision, ability to scan environment and clear understanding of evolving technologies is essential. While the developmental needs at middle and lower management levels and at other functionaries may be more skill and knowledge based.

National Training Policy of 2012 of Govt. of India has recommended 2.5% of salary budget for training.

During last 4 years in Ircon training expenditure and percentage of training expenditure of staff cost is as below:

Financial year	Training expenditure in crores	Staff cost in crores	% of training expenditure of staff cost
2012-13	0.60	197.61	0.30
2013-14	0.49	221.07	0.22
2014-15	0.60	188.36	0.32
2015-16	0.53	173.76*	0.31

*Unaudited financial results

Similarly, the Industry bench-mark based on per employee training days per year is 4-6 days of training per year per employee. The National Training Policy, 2012 has also recommend 3 days of training per employee per year. In view of this, it is proposed that the development plan should aim at an average 3 days of training per employee per year starting from the year 2016-17.

Keeping the best industry practices in this area of knowledge management, following developmental plan is proposed:-

1. Peer learning at Top level:

Learning at Board level is required to:

- i. To focus on strategic vision and understanding of 'be governance areas, to keep the organization on a g understand the intricacies of International business sc on construction and infrastructure sector t develop new opportunities.
- ii. Peer learning from the Board members and CEO of world class organizations.



Keeping the above objectives in view, It is proposed that for 3-5 days executive education programs which is specially meant for the top management (Board members and CEOs), may be kept at one of the best institutes of the India, like ISB, IIM Ahmedabad, IIM Bangalore, IIM Calcutta. The DPE HBR Mumbai etc.

In addition, Individual Board of Directors may be nominated for similar programs during 2016-17.

2. Senior Management (ED&GM)

The objectives for executive education for senior management would be the following:-

- i. Enhancing strategic vision.
- ii. Developing leadership skills for highly competitive international business scenario.
- iii. Preparing for Board level roles as a part of succession planning.
- iv. Sharpening core competencies required for infrastructure industry and Project Management skills.

To fulfill above objectives, a specially designed, 3-5 days program for senior management of IRCON is proposed to be evolved at one of the best management institute of the India like ISB Hyderabad; HBS (India Centre), Mumbai etc.

In addition to the above mentioned 3-5 days special program, identified EDs/GMs would also be nominated for 2-3 days program relevant to their present role in one of the management/technical institute of repute in India or abroad.

3. Middle Management (AGM, JGM & DGM)

Middle Management needs to be groomed so as to make them capable of handling future leadership roles. AGM, JGM and DGM are to be developed to cater to the needs of succession planning at GM level, which is very critical at this stage because out of 41 EDs & GMs 21 are on deputation basis. Ircon needs to develop its own cadre at middle and senior management level

with the organization specific competencies so that the competencies of these officers are in alignment to its long term objectives. As is seen from the Need Analysis data wherein employees have themselves filled in the training need requirement and which is endorsed by their immediate superior, and further ratified by concerned coordinator ED/ GMs in Corporate office, most of the officers at this level need training in "Project Management" and "Management Development Program" others include behavioural competencies and Leadership Development etc.

Officers would be imparted 3-4 days training program on Functional, behavioural and Leadership competency areas. They would also be given Management Development Program and Coaching and mentoring skills for leaders. Some of the functional trainings would be done inhouse however specialized trainings would be conducted at specialized Institutes. For Behavioural and Leadership training various Management Institutes would be shortlisted.

4. Executives (Manager, DM, AM, AE/AO)

As far as executives are concerned more technical/functional trainings are required. Behavioural skills like communication, process focus etc. are also required. As is seen from the Training need analysis data most of the employees have identified the training in Procurement/ contract management, Bridges and structures, Project Management, Quality Management, Concrete technology etc.

Other Behavioural areas include communication, negotiation, quality etc.

Executive would be imparted 2-4 days training program on Functional areas as well as behavioural competencies like result driven communication, Negotiation, Individual productivity etc. Managers would be given Training on Management development Program also.

5. Non-executive

SE/JEs/Technicians/Fitters/Operators etc. need to be provided technical, functional and supervisory training as to make them technically sound as well as make them learn time and cost efficient base in effective execution of the project.

The non-executive non technical staff needs to be developed in terms of their capabilities and efficiency in day to day working. As per need analysis data required areas for training are Process Focus, Communication, Working in collaboration etc.