

TRAINING



&

DEVELOPMENT

POLICY

OF

CENTRAL WAREHOUSING CORPORATION

4/1, SIRI INSTITUTIONAL AREA
AUGUST KRANTI MARG
HAUZ KHAS, NEW DELHI-110016

INDEX

S.No	Subject Matter	Page no
1	VISION & MISSION	3
2	OBJECTIVE & SCOPE	4
3	TRAINING INFRASTRUCTURE	5
4	MECHANISM & PROCESS	6-9
5	TRAINING PROGRAM FOR MTs	10-12
6	MENTOR-MENTEE PROGRAM	12-18
7	FEEDBACK & ASSESSMENT MECHANISM	18-20



To develop skills and ability of employees for capacity building in the areas of Warehousing & Post harvest Management by providing latest training & developing intervention in India & South East Asia.



To provide need based training interventions towards up-gradation of skills, technology transfer and all-round Human Resource Development in warehousing, Storage, Preservation, Supply Chain Management.

OBJECTIVE

Central Warehousing Corporation takes immense pride in its employees who are its greatest asset. CWC subscribes to the belief that efficiency, effectiveness and success of the organization depends largely on the skills, abilities and the commitment of the employees. Therefore, a lot of emphasis is laid on the training and development of employees.

In line with its objective of being a learning organization, the company has continuously focused on training and development of its human resource. CWC's view of employee development has a very wide perspective and is not constrained to job related inputs alone.

SCOPE

Since, training is the systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or jobs, this activity in CWC involves learning of various kinds and in various situations i.e. on the job, off the job, in the Corporation or outside the Corporation.

It also involves use of many techniques like

- ❖ demonstration
- ❖ practice
- ❖ coaching & mentoring
- ❖ guided reading
- ❖ lectures & classroom discussions
- ❖ case studies & role playing
- ❖ assignments, projects & group exercises
- ❖ programmed learning via seminars, workshops, games etc.

These techniques are deployed by Corporation In-house Trainers, Managers, Supervisors, External Trainers and Educationists etc.

TRAINING INFRASTRUCTURE

A. IGMRI, Hapur

- ❖ On 25.10.2012, a Memorandum of Understanding (MOU) was signed between Department of Food & Public Distribution (DFPD) and Central Warehousing Corporation (CWC) for five years to manage the Training and Related facilities at IGMRI (Indian Grain Storage Management and Research Institute, Hapur (U.P.), Hapur., which was further renewed for 05 years on 31.05.2018.
- ❖ IGMRI has two training and conference rooms fitted with the latest audio visual training aids. The Conference rooms have a seating capacity of 200 and hosts many conferences at national and international level. There is one residential hostel with internet broadband facility in this campus.
- ❖ This premises is equipped with a badminton court, Table Tennis Room, Entertainment Room and a Computer lab for the use of participants. The Institute has a dedicated manpower, committed to organize training / workshops and conferences for CWC and other companies as well.

B. CWC CORPORATE OFFICE, NEW DELHI

- ❖ Regular trainings are also being conducted at Conference Room and Auditorium located at Corporate Office, CWC, New Delhi. Conference Room, with a sitting capacity of 40, is fitted with latest audio visual training aids. Auditorium, with a sitting capacity of 100 officials is used for both training and other meeting/workshop/presentation related activities.
- ❖ All facilities to conduct hands-on-computer based trainings e.g. tally ERP, HRMS, WMS, GeM etc are also available, both at IGMRI Hapur and Corporate Office.
- ❖ On-line training facility - CWC is developing a leveraged IT driven platform like e-Learning, e-module, web conferencing etc to provide training at the desktops of its employees.

MECHANISM & PROCESS

A. Preparation of Yearly Training Calendar

- ❖ The training programs are well designed and prepared before the beginning of the Financial Year. Organizational Training Needs are defined by inviting suggestions /recommendations from all Regional Managers and Divisional Heads. Details of the program include Title, Objective of the training, Targeted Officials, Duration, Faculty, Number of participants & Venue.
- ❖ Apart from regular trainings pertaining to the needs of CWC, this yearly calendar also includes, Long Term Training Course on Scientific Methods of Storage and Inspection of Food Grain (42 days), Short Term Training Course (15 days) and regular slot for WDRA's need based trainings on Warehousing Act.
- ❖ This yearly calendar is uploaded on the website of CWC and widely circulated to attract maximum number of participants.

B. Training Need Analysis

- ❖ The identification and analysis of training needs are the most essential and vital aspects of Training and Development activities. Since TNA is directed towards the satisfaction of defined training needs for all the stakeholders i.e. the organization as a whole, for specific functions and for official concerned, in CWC, TNA mechanism is an inbuilt part of APAR (Annual Performance Appraisal Report) in following manner.

DEVELOPMENT PLAN/TRAINING NEEDS

Development Plan/Training Needs (To be filled by Appraisee)	Remarks by Appraiser
1.	
2.	
3.	

Appraisee
(Signature & Date)

Appraiser
(Signature & Date)

- ❖ Training Need Analysis, in CWC aims to achieve SMART goals, expressed in terms of the improvement or changes expected in corporate function, departmental needs or individual performance.
- ❖ TNA is part of both KPA fixation (in the beginning of the financial year) and Mid Year Review (in the month of October/ November) cycle in CWC.

C. Types of Trainings in CWC

- ❖ **Induction Training:**

CWC is committed to impart Induction Training to all of its new entrants within 3 to 4 months of their joining. This residential training is conducted both at IGMRI, Hapur and Corporate Office, New Delhi for a period of 15 days. Introducing a new employee to the organization's environment comprising of a day to day functioning, products, services, rules and regulations are the purpose of this training.

This training is designed in such a comprehensive & interactive way that it helps in reducing the nervousness of a new joinee, by making him/her accustom to the working environment of CWC. It is also called as an orientation training, which means giving a fair idea to the new employee about, what he is supposed to do in the organization.

- ❖ **On the Job Training:**

Since, new joinees in CWC report for their initial joining in Corporate Office/Regional Office or Warehouses directly, they undergo this job specific training first.

Under this training, the information about the concerned work, the process, methods to be used, other measures to be undertaken, etc. are explained by the reporting officers to the employees. Through this training, the employees develop the confidence and the necessary skills, that enables them to perform their job effectively and efficiently.

- ❖ **Refresher Training or Retraining:**

As the name implies, the retraining or refresher training is given to the old employees with the purpose of improving their efficiencies. Nomination for such trainings is made by the concerned Regional Managers and HoDS in Corporate Office. Nominated officials are introduced to the new methods and technologies that would result in the increased productivity and reduces the monotony in their daily work.

❖ **Internship Training:**

Under this type, the educational or vocational institutes have an arrangement with CWC to provide practical knowledge to their students. Sometimes, the companies also offer the pre-placement offers to the trainees on the basis of their performance during their internship program. Every year 20 students from various educational institutes undergo their internship in Warehouses, Regional & Corporate Office of CWC.

❖ **Need Based Remedial Training:**

This training is given in order to overcome the shortcomings in the behavior and performance of old employees. Due to the invention of technology, the employees may resist to accept the change and cause a disturbance in the organization. Therefore, such training is given to make them understand the importance of change and its necessity in the operations of business e.g. HRMS/WMS/Tally ERP/GeM etc

D. TRAINING FOR EXECUTIVES IN CWC

<p>FRESHERS</p>	<p>15 Days Residential Induction Training at IGMRI Hapur / Corporate Office, which include both theoretical and practical aspects.</p> <p>For Management Trainees (MTs), one year special training program, containing 8 Modules has been designed, which is explained separately.</p>	<p>On the job training for one year of Probation.</p> <p>One year long Mentor-Mentee Program for MTs is also implemented in CWC.</p>
<p>LATERALS</p>	<p>Almost 02 Months long Training Program is designed for officers inducted in CWC on lateral entry basis.</p> <p>This includes</p> <ul style="list-style-type: none"> • 15 days in different Departments/divisions at Corporate Office • 05 days at Regional Office • 15 days field visit of CFS/ICD/ICP/CW/BD etc • 20 days complete exposure of work with Warehouse Manager • 05 days for submission of Final Training Report & Presentation to MD, CWC 	<p>Objective of this training is to provide overall work exposure to the Officers at Corporate Office, Regional Office and Warehouses so that the selected candidates can understand the working condition and prerequisites of all segment of warehousing and office activities.</p>

E. One Year On-the-Job Induction Training of Management Trainees (General/ Technical/ Finance)

Common Induction Training Programme for all cadre of Management Trainees				
S.No.	Item/Activity	Period	Location	Action
1.	<p>Formalities of joining <u>Module-I</u></p> <p>(In the interim, Trainees may also be imparted Induction Training as per ISO procedures P/Per/Trng.01 (Para No.5.1) at the place of posting which is reproduced below:- Para 5.1: All new personnel joining CWC, shall be exposed to Awareness Training consisting of: 1. Awareness about the Organization 2. Awareness of Quality Management System of CWC including Quality Policy, Objectives, System Operating procedures, work instructions & other work related issues. The person on appointment shall be assigned suitable responsibilities and if necessary, initially shall be put under the supervision of an experienced person for on-the job training / awareness of work and assessment shall be made.)</p> <p><u>Concerned Regional Office:</u> To understand all the activities at the Regional Office/CO under the Supervision of Regional Manager/HoD, in the different sections of ROs/CO</p> <p>Activities:</p> <ul style="list-style-type: none"> • To understand the work of different activities in all the sections for threeweeks. • Concerned RM/ Training Cell for CO, will prepare their schedule of activities covering all aspects for two weeks to be learned by them under their supervision as given below: <p>Preparation of Salary Bills, Maintenance of TA/LTC/ Conveyance etc. CPF/ Advances/ Temporary Advances and their accounting, Medical Bills, Depositors Bills, Storage Charges, H&T Bills, Godown Rent,</p>	First 03 weeks	Concerned RO/CO	Concerned RM /HoD-Training cell for posting in CO

	Insurance, Taxation, Personal/service Tax, Finalisation of Accounts etc. etc. Food Safety Standards, CSP, Equipments, Chemicals, All technical reports, maintenance of storage losses and its regularisation, insurance of stocks, settlement of claims, scientific storage, foodgrains, notified commodities, pre and post inspection of chemical, technical inspection and its follow up, storage of hazardous chemicals and non-hazardous chemicals, Material / Store Management, Purchase procedures, preventive vigilance, Establishment/recruitment rules, leave rules, staff regulation, PRP/PMS system etc etc.			
2.	<u>Module-II</u> <u>General Warehouse ##</u>	03 weeks	At local Wareh use/CFS	Concerned RM / HoD- Training cell (MTs posted in CO), will depute immediately after completion of 3 weeks in these warehouses i.e. General Warehouse, CFS/ ICD, Custom Bonded Warehouse Where CFS/ICD and CB Warehouses are not available in the region, RM will depute the MTs in the nearest CFS/ICD and CB Warehouse themselves, no need to refer the matter to CO, to avoid time.
3.	<u>Module-III ##</u> <u>CFS/ICD</u>	01 week	- ICD/CB WH	
4.	<u>Module-IV ##</u> <u>Custom Bonded Warehouse</u>	01 week		
	<u>## Activities for General/ CFS-ICD/CB WH:</u> <ul style="list-style-type: none"> • Procedures of Receipt & Issue of stock, stacking, sampling, Physical Verification of Stocks, Concept of Scientific Storage, Issue/Cancellation of Warehouse Receipt, Calculation of Reservation/ storage charges, Maintenance of stock, H&T arrangements, technical operations, periodical inspection, • Export/Import procedures, receipt of cargo stuffing/destuffing of containers, movement of Import/empty containers and allotment of space to shipping lines/billing. Custom procedures, etc • Bonded Warehouse and industrial warehouse. All the procedures of customs for receipt/issue/payment etc • Maintenance of all Register, Ledgers, Billing, issue of stocks. Realisation of payments, preparation of different reports like Business/economy, ISO procedures, etc. 			

5.	Module V Induction Course - (Predominantly Class Room Sessions)	2 weeks	IGMRI Hapur	Training Cell
6.	Module-VI Field visits : ICD Attari - 02 days ICD Loni/FCI silos - 01 day ICP Patparganj - 01 days CO - 01 day	1 weeks	From IGMRI Hapur	They will go back to their place of posting directly after field trip
7.	All the Management Trainees are to be given full-fledged charge of Warehouse/ area of functioning after completion of three months of induction training.	9 Months	At the Place of posting/ area of functioning	Concerned RM /HoD- for posting in CO
8.	Module-VII Project Assignments & Presentation on various topics by trainees before a panel of senior Officers, all Management Trainees have to make 15-20 minutes presentation on any one the topics during the eleventh month of their one year training. The panel of officers consist of 04 officers of Technical/ General /Finance/ Commercial sections for evaluation of their presentations & assess the knowledge of the MTs which he/she has acquired during the one year induction training programme by asking them the questions relating to their (committee member) fields, a questionnaire to be prepared for this purpose. It will be of 40 marks. Mark sheet duly signed by the members will be submitted to General Manager (Pers) for taking a suitable view on the overall performance of MTs.	1 day	CO	MTs will give their presentation to Panel of senior officers in CO. MTs will be called from CO.
9.	Module-VIII Review /Evaluation of entire training Final assessment is to be done by the concerned RM/HoD, who will send the final assessment in the prescribed format so as to reach CO atleast 30 days in advance before completion of MT's one year programme alongwith leave account i.e. any leave availed (except 08 CL/ absent) during the one year period. RM/HoD in CO will also assess the working of the MTs of 09 months at Warehouse/ area of functioning.			Review / Evaluation of entire training programme is to be submitted by the concerned RM/HoD in the prescribed format alongwith their leave account to CO

F. Mentoring Program in CWC

Mentoring program has been launched as an HR initiative to mould the new recruits to excel in their assignments by extending necessary guidance and support to them, as they step into the folds of Central Warehousing Corporation.

Mentoring is fostering of a structured and trusting relationship that brings a new recruit together with experienced caring individuals who offer guidance, support and encouragement aimed at developing the competence and character of the mentee. Its a process where a experienced person provides a young person with support, counsel, friendship, reinforcement and helping the Mentee bring out strengths that are already there.

Mentoring is a mutually enhancing relationship, essentially meaning that while coaching and guiding a fellow professional, the mentor also enriches his/her knowledge and expertise.

Mentor has to show keen interest & invest valuable time and energy in hand holding the Mentee and help him in harnessing his potential, for the mutual benefit of the individual and the organization. The role of the mentor is crucial to promote internal learning which includes capability building by way of advising, instructing, coaching, counselling and experience sharing for enrichment & empowerment as also providing psychological and sociological support to shape the future of the mentee for achieving better commitment and performance, besides building bondage of oneness.

1 Benefits – The process of mentoring helps an organisation to identify and develop not only competencies of individual employees but also helps in developing commitment, motivation and belongingness with the organization

- a) Spread ownership amongst Mentors & Mentees and nurture pride of working for the organization resulting in employee retention
- b) 'Create a pool of inspirational role models
- c) Drive Values
- d) Increased Recognition for the Mentor
- e) Improved job satisfaction for the Mentor
- f) Improving attitude of Mentees towards their work, peers and superiors
- g) Encouraging mentees to stay motivated and focused on their job
- h) Helping mentee face daily challenges
- i) Offering mentee opportunities to acquire job knowledge & build competences
- j) Learning to cope with the formal and informal structure of the Company
- k) Enhance performance effectiveness
- l) Career advice and advancement
- m) Increased sense of security in a new organization & improved self confidence

2 Duration of the Mentoring Programme – The formal Mentor / Mentee relationship will be for a period of **1 (one) year**.

3 Steps in Mentoring

- I. Selection of Mentor
- II. Training of Mentor
- III. Mentor / Mentee Contract Signing
- IV. Feedback
- V. Mentor / Mentee Sign Off

4 Selection of Mentor

A mentor will normally be nominated from the same field of the same region. He/She should be higher officer than the mentee. By a letter from CO, Training Cell to both, the mentor & mentee may be informed.

5 Training of Mentors

The selected Mentors would then be given inputs on the Mentoring Process by CO Training Cell. The training programme for Mentors would include inputs on Relationship building, Mutual respect, trust, enhancing coaching & counselling skills, listening skills, conflict resolution, etc. and shall be designed & delivered by CO Training Cell.

6 Mentor / Mentee Contract Signing

After assigning the Mentees to the Mentors, for formalizing the Mentor – Mentee relationship, a formal contract entering into one year Mentor – Mentee Relationship shall be signed between the Mentor and the Mentee to be ensured by HoD/RM/EE. The contract shall be retained with the CO Training Cell / Regional Office according to the location of the MT.

7 Feedback

On completion of one year of Mentor – Mentee relationship, the Mentors and their Mentees would be assembled at a location for feedback. Formal as well informal feedback shall be taken by CO Training Cell and Regional Office. Thereafter, the feedback received would be analysed by CO Training Cell / Regional Office and the same would be put up together with suggestions / recommendations, if any, to GM(Pers.) / Director (Pers.) for their perusal.

Guideline for Mentees

In the process of Mentoring, Mentee (new recruits) shall have the benefit of support from a Senior Officer (Mentor). The Mentor would share his experience, knowledge and provide support. But, Mentoring is not a one way relationship and the mentees are expected to bring their ideas and concepts to the table.

- 1** The following are the Basic principles for Mentoring to succeed:
 - I. Mentees are responsible for their development
 - II. Mentees should be committed to keep the relationship going
 - III. Mentees shall seek specific advice

- 2** Expectations from Mentee
 - I. Commitment to the relationship
 - II. At least one face to face meeting every two months
 - III. Telephonic discussions as and when required but not later than the fortnight
 - IV. Free and frank discussions
 - V. Requests for suggestions and ideas when required
 - VI. Confidentiality
 - VII. Documentation of interaction

- 3** Specific Dos for the Mentee
 - I. Clarify goals
 - II. Openness to suggestions
 - III. Patient Hearing
 - IV. Value of Mentor's time
 - V. Applying Mentor's advice
 - VI. Encourage critical analysis by Mentor
 - VII. Respecting professional boundary of relationship
 - VIII. Open discussions on disagreements

- 4** Specific Don'ts for the Mentee
 - I. Depending on Mentor to clarify goals
 - II. Being defensive to criticism
 - III. Not open to listening
 - IV. Rejecting what the Mentee does not like to hear
 - V. Backbiting the Mentor
 - VI. Not sharing difficult issues
 - VII. Seeking irrelevant / unreasonable things.

Do's and Don'ts for Mentors

Specific Do's

- All conversations should be confidential
- Encourage them to share their achievements / Success
- Quote examples from their achievements / strategies
- What were their hindrances
- Pace with Mentees and lead them to their best strategies for achieving results / overcoming hindrances
- Guide in translation of strategies to time based action plans

Specific Don'ts

- Do not let Mentoring meetings to become crib session
- Discourage Politics
- Do not humiliate Mentee
- Do not skip issues raised by Mentee
- Do not shy from meeting / talking to the Mentee

Feedback From Mentee

This questionnaire shall provide feedback on the progress of mentoring process. You may fill up this form with respect of your Mentor and send it to Regional managers/ HoD, CO

Name of Mentee:
Name of the Mentor:
No. of the Mentor- Mentee Contacts:
i. Face-to-Face :
ii. Telephone:

Rate the following statements on a scale of 1 to 5

1 – Strongly Disagree 2 – Disagree 3 – Can't Say 4 – Agree 5 – Strongly Agree

S.No.	Behaviour	Your Rating
1.	I am able to share my problems and concerns confidently with my mentor	
2.	My Mentor is willing to listen to my personal problems and generally gives his suggestions for solving the same	
3.	My mentor has been playing an important part in my knowledge based development	

4.	The mentoring interactions have widened my perspective on many issues concerning my career and the organization	
5.	In these interaction , we set goals for my development	
6.	My mentor communicates to me with clarity	
7.	I am in a better position to realise my potential for professional growth ever since being mentioned	
8.	I feel I am achieving my goals for enhancing knowledge and understanding of the organization	
9.	I feel motivated to excel in my job	
10.	My mentor is a source of inspiration to me	
11.	I see the mentoring process as an excellent learning process	
12.	My mentor is demanding but practical	
13.	My mentor is an altruist i.e. selfless	
14.	I see CWC as an organization that will meet my personal and career goals	

My Mentor and I plan to continue our relationship. **Yes** **No**
Don't Know

Overall, how would you rate the mentoring experience
(1 – Poor 2 – Fair 3 – Satisfactory 4 – Good 5 – Excellent)

Did your mentor provide you with other sources needed to assist you in meeting your needs? If so please specify

Feedback From Mentor

This questionnaire shall provide feedback on the progress of mentoring process. You may fill up this form with respect of your Mentee and send it to Regional Managers/ HoD , CO

Name of the Mentor:
Name of Mentee:
No. of the Mentor- Mentee Contacts:
i.Face-to-Face :
ii.Telephone:

Rate the following statements on a scale of 1 to 5

1 – Strongly Disagree 2 – Disagree 3 – Can't Say 4 – Agree 5 – Strongly Agree

S.No.	Behaviour	Your Rating
1	Mentee share his/her problems with mentor	
2	My Mentee is willing to listen to me and adopt my suggestions for solving his problem.	
3	In these interaction , my mentee set goals for his development	
4	My mentee communicates to me with clarity	
5	I am in a better position to realise my potential for professional growth ever since being mentioned	
6	My mentee has been inspired by me	
7	I see the mentoring process as an excellent learning process	
8	My mentee is practical	

My Mentee and I plan to continue our relationship.	Yes	No
Don't Know		
Overall, how would you rate the mentoring experience (1 – Poor 2 – Fair 3 – Satisfactory 4 – Good 5 – Excellent)		
Any suggestion:		

MENTOR-MENTEE PARTICIPANT AGREEMENT

We are entering into a mentoring relationship that we expect will benefit us as well as the Corporation. We want this to be a rich, rewarding experience with most of our time being spent on substantive development activities. We will be bound by the following features of the relationship:

Confidentiality

Duration of the Relationship

Frequency of Meetings

Approximate time to be invested by Mentor

Specific role of Mentor (modal, guide, facilitate learning, etc.)

Additional points, if any

We have discussed the mentoring experience as a further developmental opportunity and its relationship to the policies / procedures of the Corporation.

We agree to a no-fault conclusion of this relationship, if for any reason, it seems appropriate.

Name of Mentor
Location
Date

Name of Mentee
Location
Date

G. Overall Feedback & Assessment Mechanism

- ❖ Key goal of corporate training is to make sure that all workers have the knowledge and skills that they need to meet the objectives of the business. Training alone will not meet this purpose unless T & D activities are clubbed with a constructive and continuous feedback mechanism.
- ❖ For the very reason, CWC has adopted a well designed training feedback system wherein after completion of the Training / Workshop program, formal as well informal feedback is taken by CO Training Cell., which is sent to the Reporting Officer of the trainee after three months of the training to assess the success of implementation of the concerned program. Thereafter, the feedback is analyzed by CO Training Cell and the same is put up together with suggestions / recommendations, to GM(Pers.) / Director (Pers.) for their perusal.

**CENTRAL WAREHOUSING
Document No.
CORPORATION
F/Pers/Trng./04**

**FORMAT FOR FEEDBACK
AND ASSESSMENT OF TRAINING**

1. Name, Designation and Place of Posting :
2. Subject/nature of Training undergone :
3. Date & Venue :
4. What do you think about the structure of the programme to meet the objectives?
 Very well Structured Well Structured Not well structured
 () () ()
5. How useful this programme be to you immediately in your job?
 Very useful Quite useful Of limited or no use
 () () ()
6. How far was the resource material relevant to the programme?
 Extremely relevant considerably relevant Fairly relevant
 () () ()
7. Name topics which were presented most effectively in order of preference

Sr. No.	Topic	Speaker
i.	_____	_____
ii.	_____	_____
iii.	_____	_____
iv.	_____	_____
v.	_____	_____
vi.	_____	_____
vii.	_____	_____
viii.	_____	_____
ix.	_____	_____
x.	_____	_____

8. If some topics were not useful or need better presentation please comment and suggest improvement.

9. Please mention any other topic(s) which you feel should have been covered.

Name & Signature of the Participant

ASSESSMENT BY CONTROLLING OFFICER AFTER THREE MONTHS

Job assigned to employee	Learning from training applied by individual in day to day work	Improvement in Quality of service delivery	Further training requirement, if any

SIGNATURE OF CONTROLLING OFFICER

Countersignature
(Training Incharge)

(GGM(Pers.) / RM/ HoD)

_____ * _____ *