

Guideline / Policy	Title	Capacity and Capability Building Policy
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	Revision Date	26/07/2024

Document History

Version	Date	Author (Dept)	Brief Description of change	Reviewed By
1.1	7th March'09	SHR	Guidelines for Cross-business and cross-function learning's included in the procedure	Head SHR
1.2	16th Sep'09	SHR	Policy updated w.r.t. changes in responsibility with the inception of Unit and TBS P&A	Head Strategy HR, Head CGCM
1.3	3rd March'10	Takshashila	Policy Updated w.r.t. changes in responsibility with the inception of Takshashila. Group wise L&D shifted from HR to Takshashila.	Head Takshashila
1.4	16th Aug'10	Takshashila	Policy aligned to the revision in cadres as per the New Organizational Architecture.	Head Takshashila
1.5	4th Dec'10 w.e.f 1st Oct'10	Takshashila	Policy aligned to the revision in cadres as per the New Organizational Architecture	Head Takshashila
1.6	1st Sep'2012	SHR	SOP for providing Stipend to our in-house trainers and clause for attending External Training Voluntarily	Chief of IR
1.7	18th Oct'2012	Takshashila	Policy aligned to incorporate functionality of Online Portal	Chief of IR
1.8	1st Jan'19	Simply HR	Recommendations of HR Project conducted in Oct-Dec, 2018	Chief of IR
1.9	1st June'2020	SHR	Introduction of Learning Charters	Head Takshashila
2.0	4th Dec'20	LMS	Transition to Learning Management System (LMS)	Head Takshashila
3.0	29th Dec'22	SHR	Policy aligned to incorporate structural changes	SHR
4.0	26/02/2024	SHR	Annual Review & Addition of Employer and Members Rights & Duties	Process Owners & Knowledge Partners
5.0	26/07/2024	SHR	Review of Policy	Process owner

I. Introduction

Trident Limited recognizes that an effective Capacity and Capability Building Process offers advantages to both members and organization, ultimately contributing to the achievement of Trident's objectives. These advantages include:

- Higher standards of work performance
- Greater understanding and appreciation of factors affecting work performance
- Effective management and implementation of change
- Encouragement of team spirit
- Increased motivation and job satisfaction for the individual

In the larger pursuit of Capacity and Capability Building Policy framework, Trident Limited aims to ensure that:

- Each member of the organization possesses a clear understanding of their respective roles and responsibilities
- Every member undergoes development to empower them in accomplishing their work objectives
- Members are prepared and equipped to deal with changes within Trident
- Every member is encouraged to develop their potential, both personally and professionally
- Continuous learning is supported and encouraged for all members

In every instance throughout this policy, the terms "This Company," "The Company," "Company," and "Trident" signify "Trident Limited"

Member shall include any person on payroll of Trident Limited, including those working within the premises of the Company whether directly or indirectly (through contractor or outsourcing agencies)

II. Scope

This Policy is applicable to all individuals working at all levels and cadres (whether permanent, fixed-term, temporary and contractual), directors, retainers, consultants, contractors, trainees, casual workers, or those associated with us or any of our subsidiaries/associates in any other capacity (hereinafter collectively referred to as 'member').

III. Key Definitions

- **Assessment Center:** A center where, through various evaluation techniques, the leadership qualities and potential of candidates will be judged. It aims to provide valuable insights into the capacities and capabilities of members, facilitating targeted development initiatives and strategic workforce planning.
- **Learning Management System (LMS):** An E-platform for automation of Capacity and Capability Building activities.
- **Learning Charter:** This is a feature where for each new joiner (Staff) and for member who has undergone a department change, this may be used. The objective of the Learning Charter is to prepare members for their roles by setting small milestones by their mentors. At the completion of the charter, the mentor rates and reviews the member based on which the learning journey of the member is designed.

- **Training Calendar:** A training calendar is a timetable that delineates the scheduled training activities in which members are expected to participate during a specific timeframe.

IV. Abbreviations

CTPAT	Customs Trade Partnership Against Terrorism
DC	Development Coaches
EHS	Environment, Health, And Safety
ESG	Environmental, Social, and Governance
HOD	Head of Department
KPI	Key Performance Indicators
KY	Karamyogi
L&D	Learning and Development
LMS	Learning Management System
MD	Managing Director
PPE	Personal Protective Equipment
SME	Subject Matter Experts
TPM	Total Productive Maintenance
V&V	Verification & Validation

V. Policy

- **Principles of Capacity and Capability Building Policy**

Capacity and Capability building is defined as the process of developing and strengthening the skills, instincts, abilities, processes, and resources that an organisation needs to survive, adapt, and thrive in a fast-changing world. It is an activity designed to help individuals become more effective at their work by improving, updating, or refining their knowledge and skills. It encompasses a range of activities including, such as, on the job training, involvement in various projects, attendance at training courses, conferences or seminars, visits to other institutions, work shadowing, formal study, coaching and mentoring.

Capacity and Capability Building makes Trident a more effective organization and its continued success depends upon meeting the objectives set by the management. This will be achieved through members' competency.

Trident believes that Capacity and Capability Building is a continuous process. There is an expectation that members will keep abreast of developments within their own area of expertise, and all members are encouraged to undertake development activities at work . Trident's performance review system allows for specific input from individuals in relation to suggestions for development in each quarter.

Trident's approach to Capacity and Capability Building is to consider the development needs identified and determine how these should be addressed. It focuses on development activities that add value to the business, enabling Trident to meet its strategic objectives.

Supervisors are responsible for providing support and guidance in relation to the Capacity and Capability Building of those reporting to them, particularly in relation to the identification of Capacity and Capability Building needs and making sure that appropriate action can be taken as a result.

Each member is expected and encouraged to take ownership and responsibility for their personal development in relation to their work, within the framework of support provided by Trident. This includes analyzing one's own skills, aptitudes, and potential development needs, as well as having a positive attitude and proactive approach to development.

Nominated members have to ensure their participation since they are a part of mandatory training and in case a member is not able to join, member has to inform 24 hours prior to the training date, along with the approval of their HOD, as without HOD's approval and proof, the reason will not be accepted and absence from training will be considered as non-compliance. In case the member does not have email access, the adherence will be expected from the Supervisor's/HOD's end.

- **Business Implications**

Insufficient skills, knowledge, competencies, and the right attitude among members may impede the achievement of business targets. Further, the paucity of leaders could lead to a shortfall in achieving Trident's long-term goals and desired business objectives.

Without ongoing development initiatives, the organization may struggle to adapt to industry changes, potentially leading to missed opportunities and challenges in meeting evolving customer needs. Additionally, a paucity of leadership skills may jeopardize effective decision-making, member motivation, and overall organizational resilience. Addressing these gaps through robust Capacity and Capability Building programs becomes crucial for sustaining organizational growth, fostering a skilled workforce, and ensuring effective leadership throughout the organization.

- **Key Stakeholders**

- Business Talent Management Team
- Unit Heads
- Head of Departments
- L&D Team Members
- Business Training Associate
- CEOs

- **References to Existing Policies or Acts**

Performance Review Policy

- **Framework**

This Policy includes details regarding the following aspects: -

- Capacity and Capability Building (Karamyogi)
- Capacity and Capability Building (Staff)
- Leadership Development
- Induction of New Members
- Train the Trainer Portal
- Mentor-Mentee Program
- Education and Training Pillar
- Learning Management System

- **Types of Capacity and Capability Building Activities**

There are different types of activities that contribute to an individual's personal development, and members are encouraged to consider the range of opportunities available to them.

Some activities are undertaken with the specific aim of enhancing skills and/or imparting information. These include attending a seminar or training course (online and offline), reading, work-shadowing, and mentoring.

Other activities offering the potential for development may arise in the course of normal work activity. Examples of these include being involved in a project where the individual acquires new skills or knowledge or discussing how to deal with a particular problem with a colleague. In these situations, learning is far greater where the opportunity is identified in advance, with attention drawn to identifying the generic skills or general principles and considering how they may be applied in other similar situations.

- **Process of Identifying Capacity and Capability Building Needs for Karamyogi**

All training provided would be on the basis of a predetermined 4 weekly Training Calendar. The Training Calendar shall be based on achieving the Targeted Revenue per member and Targeted Productivity per member. Training need identification is to be done by member's HOD/Supervisor. Also, responsibility for creating training content lies with the trainer. For all members, business shall design and implement:

- Training Administration
- Training Content Creation
- Training Effectiveness Evaluation
- MIS and Dashboards

For Policy, online System Development and Learning Material Development, business will be responsible and shall further ensure design and implementation of action plans based on Capacity and Capability Evaluation Score of each member.

- **Process of Identifying Capacity and Capability Building Needs for Staff members**

All Trainings provided would be on the basis of a predetermined Training Calendar. The training Calendar shall be based on:

- Capacity and Capability needs identified during the performance reviews
- Capacity and Capability needs identified based on business requirements
- Capacity and Capability needs based on statutory Requirements
- Capacity and Capability needs based on behavioural Requirements
- Achieving the Targeted Revenue per member and Targeted Productivity per member

For all members, Business shall design and implement:

- Training Administration
- Training Content Creation
- Training Effectiveness Evaluation
- MIS and Dashboards

Training need identification is to be done by member's HOD/Supervisor. Also, responsibility for creating training's content lies with the trainer.

For Policy, online System Development and Learning Material Development, business will be responsible and shall further ensure design and implementation of action plans based on Capacity and Capability Evaluation Score of each member.

- **External Training attended by our members voluntarily**

All members who willingly participate in external trainings must adhere to the organization's guidelines. Following external training sessions, each participant is responsible for conducting knowledge-sharing sessions for a group of members as required.

Members goes to any of the learning/training events, pays upfront from their own pocket and when they come back, they go ahead and share learning's and materials with everyone concerned and are reimbursed the entire amount post that.

- **Induction for New Members**

- Induction and workplace orientation sessions are conducted for new members joining Trident.
- **Karamyogi (KY) Members:** 1-day induction program covering topics pertaining to technical areas, Trident introduction, V&V, CTPAT, fire and general safety, HR policies, TPM, systems, and benefits. Members are also given projects on Fuguais to enhance their understanding and adaptation of TPM.

- **Karamyogi (Staff):** 3-days induction program for Punjab and 2-days program, including comprehensive plant rounds along with topics pertaining to technical areas, Trident introduction, V&V, CTPAT, fire and general safety, HR policies, TPM, systems, and benefits through classroom as well as online sessions (Webex).

- **For Takshashila Batch Members:** 7-days induction program with feedback gathering, followed by a TPM project. This serves as an on-boarding program as well.
- **For Campus Members:** 3-5 days induction program with feedback gathering. This serves as an on-boarding program as well.

- **Train the Trainer**

Train The Trainer category is available in LMS. Members (who have direct reports defined in system) may conduct and update the training details as follows in the LMS which shall be assessed by Business as and when required to identify scope for improvement:

Training by DC's should be of 16 hours per month The process includes:

- Scheduling Calendar- Scheduling future month's calendar and sharing with L&D
- Content Development- Developing proper content on topics to be covered
- Training Effectiveness- Creating pre and post test
- Training Delivery- Conduct session as per schedule
- Uploading Scores- Uploading the test scores in LMS

- **Mentor-Mentee Program**

This is for Takshashila/ Campus Batch hire members shall be assigned mentor/ buddy after their induction period for a duration of 15-45 days. The purpose of the same is for better work orientation and handholding.

- **Learning Management System**

Learning Management System (LMS) is an E-platform that aims at automation of learning and development activities.

- **Capacity and Capability Building (Staff)**

- Capacity and Capability Need Identification shall be done at the time of the performance reviews by the respective reviewing members. Learning needs based on Competencies/ Roles and Traits/ Values and Specific Functional Skills/ Behavioral Skills identified in the system or directly, shall then be fed into the online system.
- If there are any changes or corrections required in the learning needs identified, then the same can be edited by Supervisors.
- Business Training Associate shall prepare and float Training Calendar to all members. While preparing the calendar and training groups, Business shall bear in mind that those members attending training together should be a homogeneous group, and their trainer should be selected on the basis of the trainee group.

- For each Capacity and Capability Need, Business Training Associate shall first search for In-House capability/ competency for meeting the calendar requirements (Tools of Mentoring, Coaching, E-Learning, Classroom Training, and Interactive Workshop may be used for the same)
- In case the competency/ capability is not available in- house, the same may be outsourced

- The responsibility of content development for a particular module shall lie with the trainer of that module. Business Training Associate shall ensure that content is developed in timely and scientific manner.
- The responsibility of identifying the source for meeting the Capacity and Capability learning requirements, including tools and trainers, lies with the Business Training Associate. The calendar shall be designed, published and implemented by the training associate.
- Business Training Associate shall also record, attendance for each training conducted in the online system.
- Business Training Associate shall conduct a pre-test immediately prior to the training and a post-test immediately after the training. The responsibility of designing questions for both the tests shall lie with the trainer of that particular module.
- At the end of the training, Business Training Associate shall record the results of these tests in the LMS
- Capacity and Capability Evaluation Index shall be used to gauge the effectiveness of the Learning Imparted (Annexure 1, 2, 3)
- Business Training Associate shall design and implement the following:
Action Plan based on Overall Workshop/ Capacity and Capability Evaluation Index for making relevant improvements in learning Modules/ Methodology/ Subject Selection, etc.
Member specific action plan (in discussion with the Supervisor) based on each member's Capacity and Capability evaluation score.
- L&D team shall ensure mapping of Trainer's/ Facilitator's Effectiveness Score (Annexure 3) through learning event feedback form and shall select only those trainers for future training who score at least 80% on the effectiveness index.

- **Individual Development Plan (IDP)**

Members shall create an Individual Development Plan (IDP) to identify their professional and personal goals, along with the steps and actions needed to achieve those objectives. This will help members to align their personal development with organizational goals and career aspirations. Additionally, it ensures that the member maintains the current level of job proficiency through continued capacity and capability building activities. Resources required for the individual's development, such as access to specific tools or technologies, shall be identified and allocated based on budget allocated.

- **Capacity Building for Suppliers**

Trident invests in capacity building exercise and training programs for its suppliers. These steps help ensure continuous improvement of suppliers, familiarize them with principles valued by Trident and acquaint them with ESG issues. Capacity building for suppliers involves the following strategies:

- **Customized Training Programs:** Tailoring training programs to address specific needs and challenges faced by suppliers to ensure that capacity building efforts are relevant and impactful. This includes technical skills training, compliance workshops, and industry-specific knowledge sharing.
- **Technology Adoption:** Encouraging the adoption of advanced technologies and digital tools to significantly enhance the efficiency and competitiveness of suppliers. This may involve providing access to software, implementing automation processes, and facilitating collaboration through digital platforms.
- **Knowledge Sharing and Collaboration:** Establishing a collaborative environment where suppliers can share insights, best practices, and challenges to foster a community of continuous learning. This is facilitated through regular forums, workshops, and online platforms.
- **Performance Monitoring and Feedback:** Implementing robust performance monitoring systems allows for real-time feedback and evaluation of suppliers. Constructive feedback helps suppliers identify areas for improvement and reinforces a culture of continuous improvement.

- **Policy Specific Capacity Building**

Trident has a responsibility to ensure that its members receive training and awareness sessions about the corporate governance policies active at Trident. The aim is for members to get familiarized with the contents of the policy, permissible conduct at Trident, consequences of non-compliance, general awareness about principles and themes highlighted in these policies and grievance mechanisms.

Trident conducts training and awareness sessions for the following independent policies:

- Chemical Management Policy
- Human Rights Policy
- HIV Policy
- Equal Opportunity and Fair Treatment Policy
- Anti-Bribery and Corruption Policy
- Prevention of Sexual Harassment Policy
- EHS Policy
- Grievance Handling Policy
- Broken Needle Policy
- PPE Usage Policy
- Diversity, Equity, and Inclusion Policy
- Anti-Intoxication Policy
- Tax Policy

- **Capacity Building for Committee Members**

Trident's Committee members will receive additional, specific, and more targeted training to enable them to discharge their duties more effectively and for the larger good of the company. These trainings are intended to enhance Committee

effectiveness, promote collaboration and communication amongst committee members, develop leadership skills and equip committee members with the skills to adapt to changing circumstances and address challenges proactively.

The following committee members shall receive specific trainings:

- Internal Complaints Committee
- ESG Committee

Trainings will be conducted in the form of workshops, skill building sessions, mentorship, sessions by experts etc. All trainings will be conducted during work hours and members will not be requested to devote time off from work towards these.

- **Apprenticeships, Traineeships and Internships**

Trident shall establish structured apprenticeship programs aimed at providing hands-on training and mentorship to individuals seeking to develop skills in the textile industry. Apprenticeships will cover various aspects of textile manufacturing, from production techniques to sustainable practices, ensuring a comprehensive learning experience for participants. Our trainee programs shall focus on nurturing talent by providing in-depth training in specialized areas within the textile industry. Trainees will have the opportunity to work closely with experienced professionals, gaining exposure to the latest technologies and sustainable practices. Additionally, our trainee programs shall prioritize knowledge transfer, encouraging collaboration and skill development among participants. Internship programs at Trident shall provide students and recent graduates with valuable insights into the textile industry. We actively engage with educational institutions and industry associations to ensure that our internship programs align with educational curriculum and industry needs, contributing to the development of a skilled and future-ready workforce

At Trident, the maximum duration for any training/apprenticeship/Internship program is 365 days.

Following strategies should be applied for effective capability programs:

- **Structured Onboarding Programs**
 - a) Develop comprehensive onboarding programs that introduce apprentices, trainees, and interns to the organization's culture, values, and expectations.
 - b) Provide an overview of the company's history, mission, and core business functions.
- **Mentorship and Guidance**
 - a) Assign experienced mentors to apprentices, trainees, and interns to guide them through their roles.
 - b) Encourage regular one-on-one meetings to discuss progress, address concerns, and provide career advice.
- **Learning and Development Opportunities**
 - a) Offer a range of learning and development opportunities, including workshops, training sessions, and access to online courses.
 - b) Tailor programs to address specific skills needed in the industry or organization.
- **Rotational Programs**
 - a) Implement rotational programs that expose apprentices, trainees, and interns to different departments and functions within the organization.
 - b) This helps them gain a holistic understanding of the business.
- **Real-World Projects**

- a) Involve apprentices, trainees, and interns in real-world projects to apply theoretical knowledge to practical situations.
- b) Provide opportunities for hands-on experience to enhance skills and problem-solving abilities.
- **Regular Performance Feedback**
 - a) Establish a system for regular performance feedback and evaluation.
 - b) Provide constructive feedback on strengths and areas for improvement to support continuous learning and growth.

- **Skill Assessments and Development Plans**
 - a) Conduct regular skill assessments to identify strengths and areas for improvement.
 - b) Collaborate with apprentices, trainees, and interns to create personalized development plans.
- **Industry Certifications and Credentials**
 - a) Support apprentices, trainees, and interns in obtaining relevant industry certifications and credentials.
 - b) Offer financial assistance or resources to facilitate the certification process.
- **Cross-Functional Exposure**
 - a) Facilitate exposure to different functions and roles within the organization to broaden their skill set.
 - b) Encourage participation in cross-functional projects or teams.
- **Networking Opportunities**
 - a) Provide opportunities for networking within the organization and industry.
 - b) Encourage participation in industry events, conferences, and seminars.
- **Member Assistance Programs**
 - a) Offer member assistance programs to support the mental and emotional well-being of apprentices, trainees, and interns.
 - b) Provide resources for stress management, work-life balance, and career counseling.
- **Regular Check-Ins**
 - a) Conduct regular check-ins to assess satisfaction, address concerns, and ensure a positive experience.
 - b) Create an environment where feedback is encouraged and acted upon.

- **Budget for Capacity and Capability Building**

The training budget will be the responsibility of the respective business. Budget for the centralized programs will be initiated and approved by the L&D SPOC of the Corporate HR/ SHR. The payments for the centralized programs will be done via business/ centralized functions basis the need of the program.

Also, the program content needs to be verified in discussion with respective L&D SPOC.

- **Guidelines for Trainers**

- The trainer should be aware of the schedule of their slot of training to avoid last minute cancellation or replacement of trainers. The trainer should be clear about the topic for which training has to be delivered and, also take inputs from the SME and other key stakeholders who can support in making the training program more holistic.
- While preparing the training content, the following should be included:
 - a. Objective of the training
 - b. Need/Advantages of the said topic
 - c. Any supporting theories/ literature

- d. Fun-filled activities/ games to involve participants
- e. Methods/Techniques that can help in implementation of training concept
- f. Hurdles/ Roadblocks to implementation
- g. Overcoming Hurdles/ Roadblocks to implementation
- h. Conclusion

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- Once the list of participants has been shared with the trainer, they should try to communicate with all of them to create a personal touch to the process. Also, the trainer can ask the participants about their expectations from the training
- The trainer should inform the Business team well in advance for any administrative/ infrastructural support required for the training
- The trainer should ensure that Transfer of training to the organizational context is facilitated through the training
- The session should be as interactive as possible
- The trainer should solicit feedback from Business and utilize that feedback positively for improvement in the future

- **Guidelines for Cross-business and cross-function learnings**

- All Unit Heads (same Business) may meet every day for one hour for cross-unit sharing and collaboration.
- The Institutional Builders along with their team of Development Coaches may share on Best Shaan, Muskaan, Operational breakthroughs, Energy Conservation, Branding, Innovative HR practices, Sourcing Strategy, Financial methods et al). The same shall be facilitated by respective businesses.
- Business Heads and Unit Heads may have Monthly Inter Business Gemba Round for Knowledge Sharing and Cross Learnings.

VI. Interpretation and Guidance

In case any part of policy is not clear, members can approach their respective Business IR/ Chief of IR.

VII. Training

In our commitment to continuous growth and development, all members at our organization will partake in periodic training sessions centered on the Capacity and Capability Building Policy. This training is designed to enhance individual skills, foster professional growth, and ensure that every member has the resources and opportunities needed for success. Through this initiative, we strive to create a dynamic and proficient workforce, aligning with our organizational goals and promoting a culture of continuous learning and improvement.

VIII. Exception

Any exception to the above policy shall be approved by the Chairman Office, Business Head and CHRO.

IX. Review Timeline

The policy may be reviewed annually or as and when the company may deem fit.

X. Governance

- Monitoring and Evaluation**

Trident endeavors to instate mechanisms to accurately assess the impact of the training and development initiatives. To this effect, KPIs such as member performance improvements, skills acquisition, completion rates of training programs etc. are assessed. Trident shall also take regular feedback from members and participants of training programs to assess the efficacy of the same. Assessment tools such as pre and post training assessments, skills tests etc. will be conducted. Training supervisors shall also be asked to provide feedback on their team performance post training. The results of the assessments will be shared to the department heads and participants in the training for transparency.

- Responsibility Matrix**

1	Implementation/Execution	L&D Team & HRBP
2	Monitoring	Corporate HR
3	Auditing	L&D Head, CHRO & Business Heads
4	Ownership	L&D Team

Annexures

Annexure 1: Training Attendance Sheet



TRAINING ATTENDANCE SHEET

Annexure 2: Induction Feedback Forms



Induction Feedback (1).pdf

Annexure 3: Training/ Trainer Feedback Forms



Employer Rights:

- The employer has a right to develop and modify capacity & capability building policy to ensure increased standards of work performance.
- The employer can take disciplinary action against any non-compliance/ non-adherence to policy guidelines. In case any such incident has been reported, the same should appear in the record and shall be published physically & digitally.
- The employer can design and customize the training curriculum to align with the specific needs and objectives of the company.

Employer Duties:

- The employer must ensure each member of the organization possesses a clear understanding of their respective roles and responsibilities.
- The employer must ensure every member undergoes development to empower them in accomplishing their work objectives.
- The employer should identify development needs of members and customize training programs to address specific needs and challenges faced.
- The employer should implement robust performance monitoring systems allows for real-time feedback and evaluation.
- The employer must encourage the adoption of advanced technologies and digital tools.
- The employer has a duty to develop and implement training programs to enhance the skills and knowledge of members.
- The employer must foster a culture that encourages innovation and the acquisition of new skills.
- The employer must ensure fair and equal access to capacity-building opportunities for all members.
- The employer has to allocate budget and resources for training programs and skill development activities.
- The employers have to monitor the effectiveness of capacity-building efforts and adjust strategies as needed.
- The employer should establish key performance indicators (KPIs) and metrics to assess the effectiveness of capacity-building efforts.
- The employer has a duty to access and utilize a variety of training resources, tools, and technologies to facilitate effective learning experiences.
- The employer must evaluate and select external training providers and resources.

Member Rights:

- Members can access opportunities for continuous learning and professional development.
- Members have the right to receive clear information about available training programs and capacity-building initiatives.
- Members can expect fair and equal access to capacity-building resources and opportunities.
- Members have the right to have access to feedback and performance assessments related to skill development.

- Members have the right to participate in discussions and provide input into the development of capacity-building policies and programs.

Member Duties:

- Members must actively participate in learning need identification.
- Members must actively participate in developmental programs/trainings to empower themselves in accomplishing their work objectives.
- Members have the duty to attend training session as per the schedule.
- Members are responsible for giving honest and timely feedback on trainings.
- Members shall be prepared and equipped to deal with changes within Trident.
- Members must gain a clear understanding of their respective roles and responsibilities.
- Members must work towards developing their potential, both personally and professionally
- Members must take ownership and responsibility for their personal development in relation to their work, within the framework of support provided by Trident.
- Members must apply acquired skills and knowledge to contribute effectively to organizational goals.
- Members must share acquired knowledge and skills with colleagues to promote a collaborative learning environment.
- Members must comply with attendance and participation requirements for capacity-building initiatives.
- Business Training Associate must ensure the following duties:
 - Training calendar formation
 - Ensure development of content by trainers
 - Organizing and conducting training sessions
 - Uploading Workshop Attendance in LMS
 - Uploading Pre-Test & Post-Test scores in LMS
 - Formulating action plan for next cycle
- Supervisors must ensure the following duties:
 - Identify learning needs in a scientific and well deliberated manner
 - Making learning need changes required if any in the portal
 - Ensure the presence of appraisee in the training sessions scheduled
 - c) Formulate individual action plans

For Trident Limited

Authorized Signatory