

**Analysis and Reporting of Learning and  
Development at Jubilant Life Sciences Limited,  
Nanjangud, for the Financial Year 2012-13**

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## **Comments by Faculty**

Jubilant Life Sciences Limited (Jubilant) is an integrated pharmaceutical & life sciences company under the aegis of Jubilant Bhartia Group. It offers products and services to life sciences and bio companies internationally. It is India's largest Custom Research and Manufacturing Services (CRAMS) player and a leading Drug Discovery and Development Solutions provider, out of India. Jubilant Life Sciences Limited, Nanjangud, focuses mainly on the manufacturing of Active Pharmaceutical Ingredients (API's) and employs more than 800 regular employees. The Training Department at Jubilant, Nanjangud, records all data pertaining to training in an excel file. In the present study, the student makes an attempt to analyze the training data and represent the same in graphical form to arrive at relevant conclusions and provide recommendations to the company to improve the training and development activity within it.

Based on the major findings of the study, certain specific recommendations have been forwarded to the company. For example, it has been recommended that, the training details might be recorded with reference to employee codes and the organization should adhere to the training categorization, while recording the data. Training attendance might also be made a parameter of employee appraisal. The organization has been also suggested to increase the planned training man-days in a phased manner in each coming financial year, so that the target seemed achievable. Finally, the organization has been suggested to emphasize more on the evaluation part, if possible, so that the impact of training programs might be gauged, appropriately.

While undertaking the present study, the student has referred to the conceptual frameworks, relevant to training and development, such as, training need identification, implementation of training methods and evaluation of training. The present study, which is a part of the Summer Internship Project (SIP), has provided the student a great scope of learning, and implementing the same learning in real business scenario. The student has also learnt how to interpret data and utilize the same to propose recommendations, keeping the organizational requirements in mind.

**Mousumi Sengupta**

# Analysis and Reporting of Learning and Development at Jubilant Life Sciences Limited, Nanjangud, for the Financial Year 2012-13

## Company Profile

Jubilant Life Sciences Limited (Jubilant) is an integrated pharmaceutical & life sciences company under the aegis of Jubilant Bhartia Group. It offers products and services to life sciences and bio companies internationally. It is India's largest Custom Research and Manufacturing Services (CRAMS) player and a leading Drug Discovery and Development Solutions provider, out of India. (Source: <http://www.jubl.com/>)

Jubilant Life Sciences Limited, Nanjangud, focuses mainly on the manufacturing of Active Pharmaceutical Ingredients (API's). It has six plants which are entirely dedicated towards the manufacturing of API's. The facility at Nanjangud employs around 850 regular employees, who are registered on company roll (as per the employee list dated 19<sup>th</sup> April, 2013). In addition to the permanent workforce, the company engages around 450 contractual workers (as per the details of the contractual laborers for the month of April, 2013).

The Training Department at Jubilant, Nanjangud, records all data pertaining to training in an excel file. In the present study, the data obtained from that file was analyzed and represented in graphical form to arrive at relevant conclusions and provide recommendations. The sample size considered for the analysis was the 845 regular employees of the company.

Before embarking on the analysis, it is imperative to look at the various aspects of employee training at Jubilant, Nanjangud.

## Training and Development at Jubilant

**Training** may be described as an endeavor to impart specific job-related skills and behavior. Training aims to improve or develop certain competencies in an employee in order to increase his/her productivity. **Development** on the other hand, implies opportunities created to help employees grow. It is future-oriented training because it concerns itself with preparing people for future assignments and responsibilities. Training and development has been known by several names, including **human resource development**, and **learning and development**. (Source: <http://www.managementstudyguide.com/training-development-hr-function.htm>)

## Training Process

The training process at Jubilant, Nanjangud, can be divided into four steps:

**Training Needs Identification (TNI):** TNI is the formal process of identifying the gap between the knowledge, skills and attitudes that the people in the organization currently possess and the knowledge, skills and attitudes that they actually require to meet the organization's objectives. At Jubilant Life Sciences Limited, Nanjangud, this is done on the basis of performance appraisal system, business requirements, and managers' recommendations. Skill matrix is used to identify the training needs of the technicians.

**Training Plan and Schedule:** Once the needs are identified, they are analyzed and those needs are classified as internal or external. Depending on this classification, the training programs are scheduled. All the training topics are compiled and a tentative Annual Training Calendar is prepared by the last quarter of the running year. The Monthly Training Schedule is prepared by the Training Department.

**Execution:** The programs are announced about 10 days before the scheduled date. The participants are nominated on the basis of the approvals given by their respective managers. An invitation has to be sent by HR department to each participant, confirming the topic, time, and venue of the training program.

**Evaluation:** At Jubilant, the training department is responsible to ensure timely evaluation of the training programs. Training evaluation at Jubilant Life Sciences Limited, Nanjangud, can be described with reference to **Kirkpatrick's Four Level Training Evaluation Model**. (Source: <http://www.mindtools.com/pages/article/kirkpatrick.htm>). According to this model, there are four levels at which training programs can be evaluated to analyze their effectiveness and impact. Let us discuss the four levels in detail:

- **Level 1: Reaction:** This level measures how the people being trained reacted to the training. It helps in understanding how well the training was received by the audience. At Jubilant Life Sciences Limited, Nanjangud, the reaction of the trainees are recorded in the form of feedback in Training Evaluation Forms.
- **Level 2: Learning:** At level two, it needs to be seen whether the learning outcome is in concordance with the specific training objectives set by the training instructor. Learning outcomes can include changes in knowledge, skills or attitude. Jubilant Life Sciences Limited, Nanjangud, examines the learning of trainees by conducting tests. A trainee has to secure a minimum cut-off in order to clear these tests.
- **Level 3: Behavior:** This level evaluates how the behaviors of the trainees have changed; based on the training they received. It assesses how they **apply** the information. Jubilant Life Sciences Limited, Nanjangud, is planning to implement level three evaluation to assess the impact of one of its behavioral training programs, i.e., *Unnathi*.
- **Level 4: Results:** This level deals with either change in financial outcomes (such as positive ROI or increased profits) or changes in variables that should have a relatively direct effect on financial outcomes at some point in the future. Jubilant is yet to implement this measure.

### **Selection of Trainers**

Trainers are selected based on their individual experience in relevant department, familiarity with departmental procedures. As and when a new trainer is identified and recommended by respective Head of Departments (HODs), he/she is required to go through an evaluation process. They are evaluated by Training Manager for their training capabilities.

## **Nominations to External Training Programs**

Selected personnel are nominated to external training programs from time to time. The nominations for attending the training are proposed by the Department Head and forwarded to Training Department after obtaining the approval from the Site Head. After completion of the training program, the trainee fills a feedback form and hands over the same to Training Department. Certificates received as part of these programs are archived by the Training Department.

## **Training to Contractual Employees**

Contractual employees have to undergo training programs on Safety, cGMP (current Good Manufacturing Practices), Personal Hygiene, and Good House-keeping Practices. Usually such training programs are conducted in vernacular language and training evaluation is through Oral Communication, Practical Demonstration or Written Examination in vernacular language.

## **Retraining**

An employee needs to be retrained if there is a change in his assigned job responsibility due to internal transfer, job rotation etc. or if it is recommended by the Supervisor/Section In-charge.

## **Analysis of Learning and Development for 2012-13**

Careful analysis of data regarding training and development activities of Jubilant, revealed the following:

### ***(i) Category-wise Training Man-days***

At Jubilant, the training programs are mainly classified under the following categories:

**Behavioral Training** : It aims to enhance the psycho-social skills of the employees. It enables employees to deal effectively with the demands and challenges at workplace.

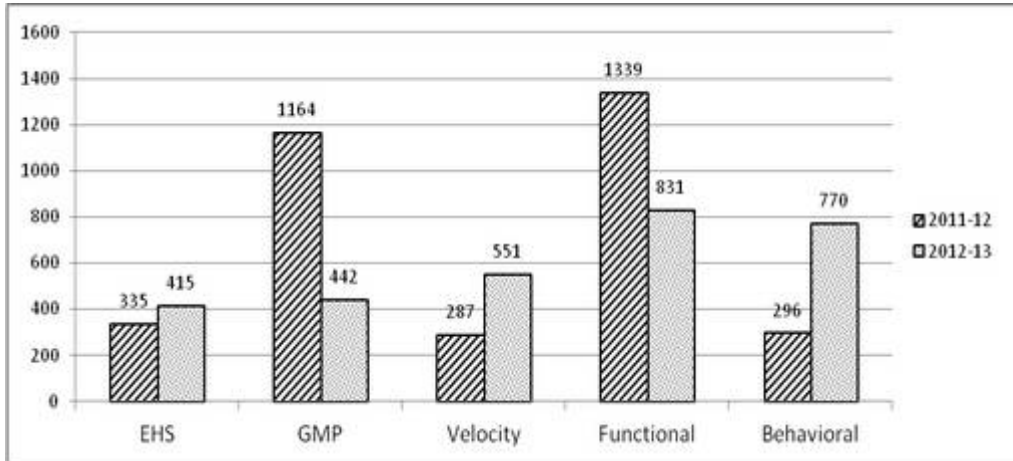
**Functional Training** : It is vital for the employees to undergo Functional Training from time to time to increase their expertise in their respective fields.

**EHS Training** : Since there are a lot of hazards involved in chemical manufacturing, Jubilant has to exercise special care in ensuring that its employees undergo Environment, Health and Safety Training to mitigate the associated risks.

**cGMP Training** : In order to operate in pharmaceutical industry, Jubilant has to comply with certain standards. So it is imperative that employees involved in production process are aware of the current Good Manufacturing Practices. All Standard Operating Procedure (SOP) Programs deserve special mention here.

**Velocity Training** : Velocity Training refers to the various training programs associated with quality control which is done by efficient utilization of the available resources.

The training man-days for each of these categories for the year 2012-13 as against 2011-12 can be represented by Figure 1:



**Figure 1: Category-wise Training Man-days**

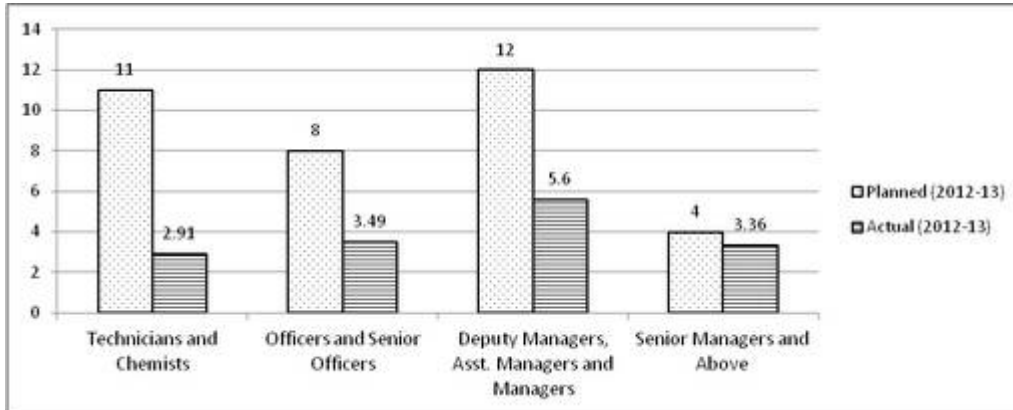
It is observed that the training man-days have gone up for EHS because of an increase in the number of Behavior-based Safety Programs. For cGMP, an overall decrease of the training man-days has been recorded because the mini-sessions conducted in shop-floors were stopped for the want of effectiveness. The training man-days for Velocity have increased because of Total Productive Maintenance (TPM) Implementation Sessions. Lesser training programs were recorded under Functional category. In the Behavioral category, new programs like *Unnathi*, *The Art of Living*, and *NEEV* were introduced, which led to an increase in training man-days.

**(ii) Level-wise Training Man-days (Planned versus Actual)**

Based on their type of work, the regular employees are categorized as **workmen** and **executives**. The employees can be divided into the following levels:

- Level T0-T6 – Technicians } Workmen
  - Level 0, 6 – Chemists, Graduate Engineer Trainees, Management Trainees
  - Level 7-9 – Officers and Senior Officers
  - Level 9A-11 – Deputy Managers, Assistant Managers and Managers
  - Level 12 and above – Senior Managers and above
- } Executives

The actual training man-days have been compared to the planned training man-days, as taken from the Training Handbook, in Figure 2:



**Figure. 2: Level-wise Training Man-days**

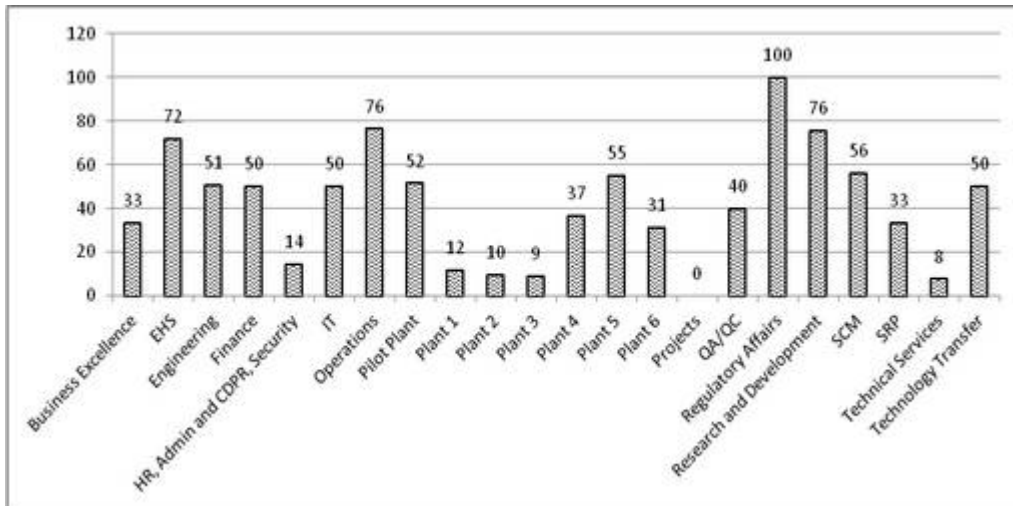
It seems that the target set for the financial year 2012-13 was over-ambitious. The actual training man-days are nowhere close to the planned training man-days.

**(iii) Percentage of Employees in Each Department with 0-1 Training Man-day**

The various departments at Jubilant Life Sciences Limited can be classified under the following categories:

- Business Excellence
- Community Development and Public Relations (CDPR)
- Environment, Health, and Safety (EHS)
- Engineering
- Finance
- Human Resource(HR), Administration, Security
- Information Technology (IT)
- Operations
- Production (Pilot Plant, Plant-1, Plant- 2, Plant-3, Plant-4, Plant-5, Plant-6, Solvent Recovery Plant or SRP)
- Quality Assurance and Quality control (QA/QC)
- Regulatory Affairs and Compliance
- Research and Development (R & D)
- Supply Chain Management (SCM)
- Technical Services
- Technology Transfer

Figure 3 depicts the percentage of employees in each department with 0-1 training man-day:

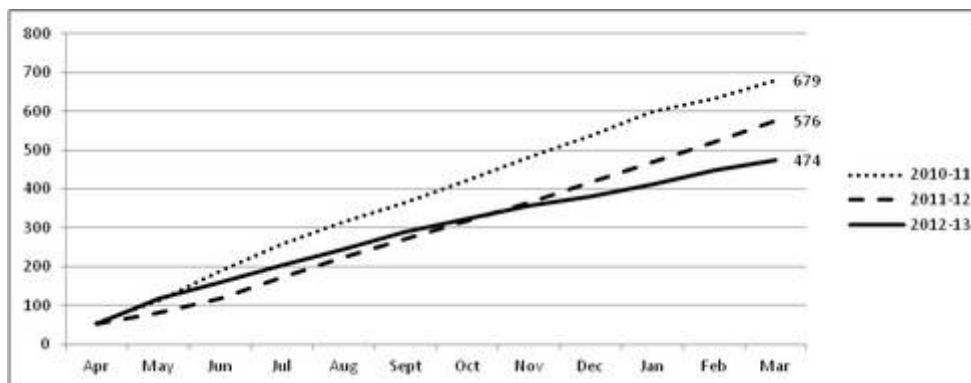


**Figure 3: Percentage of Employees in Each Department with 0-1 Training Man-day**

The graph indicates that in Projects Department each of the employees has received training for at least more than 1 training man-day which definitely reflects that the department is keen on participating in training programs. On the other hand, in Regulatory Affairs Department, employees seem to be less interested in attending training programs. So every member of that department has received training for at most 1 training man-day. The key concern here seems to be that most of the departments have more than 50% of the employees with 0-1 training man-days.

**(iv) Number of Internal Trainers**

Figure 4 records the number of internal trainers in the financial year 2012-13 as compared to 2011-12 and 2010-11.



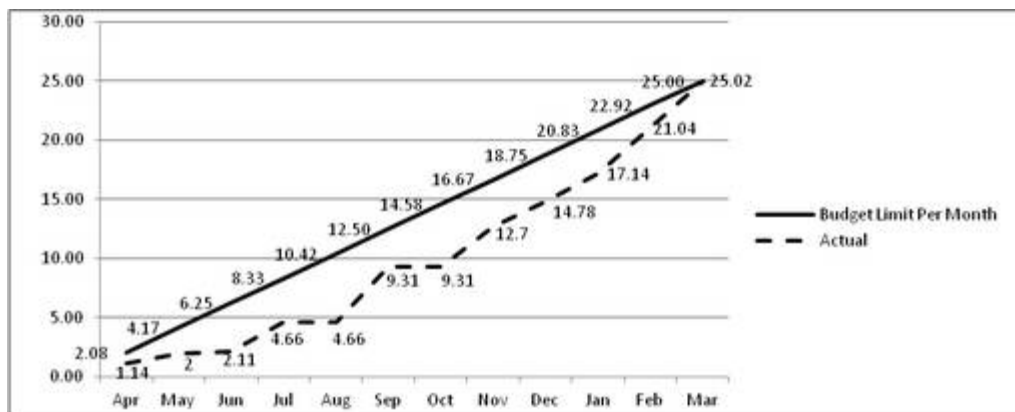
**Figure 4: Number of Internal Trainers**



The number of internal trainers has come down in 2012-13 as the mini-sessions in shop-floor and some other training programs were stopped for want of effectiveness. Moreover, high attrition also contributed to lesser number of internal trainers.

**(v) Training Expenses (Budgeted versus Actual)**

The budgeted training expenses vis-à-vis the actual training expenses were derived from the Overhead Analysis Report. Figure 5 compares the training budget and the actual training expenses (in lakhs) for the financial year 2012-13.



**Figure 5: Training Expenses (Budgeted versus Actual)**

The actual training expenses for the financial year 2012-13 was 25.02 lakhs as against the budgeted figure of 25 lakhs.

**Research Findings and Recommendations**

On the basis of the study conducted at Jubilant Life Sciences Limited, Nanjangud, it was found that the organization has to focus on certain areas in terms of training and organizational development. Hence the following suggestions are made in the areas which have been identified:

**Data Entry**

- The excel files which record the training details, contain many typographical errors. For example, the name A. Venkatesh Reddy has also been entered as Shiva Reddy A. V. and A. V. Shiva Reddy. As a result of these types of errors, the analyzer has to spend a great deal of time and effort to segregate the data. Hence it is requested that the data-entry operator exercises a little more care while entering the training details in the excel file. It is suggested that instead of entering the trainee names, the training details are recorded with reference to employee codes.
- The departments were not correctly recorded in all the sheets. For example, a person who actually belongs to EHS department was entered as an employee in security department. It is recommended that the data-entry operator enters the employee details correctly after referring to current employee list.

- The beginning sheet of the excel file consists of an executive summary. As it presents the training data in a nut-shell, it should also consist of the number of internal and external training programs conducted in a financial year and also the department-wise training man-days.

#### ***Categorization of Training Programs***

- It was observed that the training programs were not categorized in a proper manner. For example, team-building training, which is a part of behavioral training, was recorded under a separate category called developmental training. These errors might be misleading. Hence it is recommended that the organization adheres to the categorization it follows, while recording the data.

#### ***Training Attendance***

- Emphasis should be given on training attendance since some of the employees have a very lackadaisical attitude towards attending in-house training programs. The importance of attending the training program should be stressed to the potential trainees and the expected learning outcomes should be communicated before conducting an important training program. This might help in developing their interest towards that particular program. Relevant penalties might also be imposed on employees for not attending training programs. Training attendance might also be made a parameter of employee appraisal.

#### ***Targeted Training Man-days***

- The targeted training man-days for 2012-13 for the different levels of employees as per the training handbook seem to be over-ambitious. The organization is suggested to increase the planned training man-days in a phased manner in each coming financial year, so that the target seems achievable.

#### ***Department-wise Training Participations***

- It is noticed that training participation from some of the departments is not up to the mark. The HODs of these departments should exercise greater care in ensuring that the participations are increased this year. They should ensure that all the employees from their respective departments are encouraged to attend training programs.

#### ***Evaluation of Training Programs***

- Though the organization conducts a lot of training programs, training evaluation is still in its nascent stage. The organization is suggested to emphasize more on the evaluation part if possible, so that the impact of training programs might be gauged appropriately.

#### **References**

<http://www.jubl.com/>

<http://www.managementstudyguide.com/training-development-hr-function.htm>

<http://www.mindtools.com/pages/article/kirkpatrick.htm>