



पावर ट्रांसमिशन कारपोरेशन ऑफ उत्तराखण्ड लि०

Power Transmission Corporation of Uttarakhand Ltd.

कारपोरेट आफिस
CORPORATE OFFICE

मानव संसाधन एवं प्रशासनिक विभाग
Human Resource & Administration

No. 2662/HR&Adm./PTCUL/H-8

Date: 25/11/2008

Office Memorandum

Sub: Training Policy of PTCUL.

Pursuant to the decision of the Board of Directors in their 20th meeting held on 23rd Sept.'08 vide item no. 18.14 it has been resolved that five training days per employee per year will be targeted in the Training Charter / Training Policy of the company.

A copy of the training policy of the Company approved by the BoD is enclosed herewith for wider circulation among the Senior Executives (DGM and above) and Functional Heads.

In line with the Training Policy and Budget, General Manager-HR is hereby advised to prepare an action plan to identify training needs (managerial, functional, technical) at all levels in consultation with all the respective functional heads and senior executives within two weeks time and submit a training plan by 15.12.08 to the undersigned for approval.

Pending approval of the Training Plan, Sh. P.C. Dhyani, Manager-Administration and Training, is hereby advised to prepare a training calendar (tentative) for the employees belonging to workmen (skilled category in O&M), ministerial, secretarial (Steno/PA/PS) supervisory (OS/JE/Asst. Accountant/ Accountant), AEs with special emphasis on Computer Awareness, technical training, Personality development to arrange cost-effective in-house training modules (maximum duration of 2 to 3 weeks) for the month of Dec.'08 and Jan.'09.

(S.K. Rath) 22/11/08
Director - HR

cc:

1. Managing Director, PTCUL, Dehradun.
2. Company Secretary, PTCUL, Dehradun.
3. Executive Director - Project / Chief General Manager (O&M), PTCUL, Dehradun.
4. All General Managers, PTCUL.
- ✓ 5. Sri S.K. Sharma, General Manager - HR, PTCUL, Dehradun.
6. Sri P.C. Dhyani, Manager - Admin. & Training, PTCUL, Dehradun.

Training Policy for PTCUL

1.0 Rationale:

- PTCUL as a State Transmission Utility (STU) aims to provide a strong backbone or link in the State & inter-regional Grid Network & to be a leading transmission utility in the country in a time-span of three years. It is poised for a strong growth trajectory & multifarious challenges so far as augmenting transmission capability, implementing an externally-funded integrated transmission system for timely evacuation of surplus power, strengthening the O& M are concerned. In order to achieve such strategic objectives in terms of putting a robust transmission system in place within cost, time & quality parameters as well as achieve/sustain an overall business growth & results in the short term, a major HR initiative needs to be launched in terms of capacity building by reorienting & realigning the employees with the company's goals in a time-bound manner. In other words realigning HR with company's business goals calls for visionary leadership, strategic & out-of-box thinking, progressive & development-oriented HR policy, challenging traditional assumptions, ability to prepare & roll out a roadmap, different training interventions to enable employees at all levels to acquire new competencies/skill-sets, managerial & functional autonomy, an aggressive action-plan, periodic monitoring & review mechanisms, flawless execution, developing systems with built-in checks & balances, above all, excellent team-work.

2.0. National Training Policy

- The Standing Committee formed under the Chairmanship of Joint Secretary (Training & Research), Ministry of Power has formulated a comprehensive National Training Policy for the Power Sector. The basic philosophy behind the policy is to conduct training at regular intervals to enable the employees to develop potential & contribute their best to the organization with an ultimate goal of customer satisfaction, ensure reduction in cost of delivered power and its reliable & quality at the higher levels of efficiency & accountability. The essence of this policy is to develop consensus among all organizations to adopt a written training policy to ensure training for the personnel for a minimum period of one week annually for each employee.

3.0. Training Policy for PTCUL

- 3.1. In compliance with "National Training Policy for the Power Sector" & mandatory & statutory requirement under Indian Electricity (Amendment) Act, 1981 & 2003 it is imperative to formulate a comprehensive "Training Policy & Implementation Plan" for all employees from time to time.

- Besides, in the fast changing business environment, in order to transform PTCUL into a competitive, high-performance company, capacity building on continuous basis through policy /interventions to facilitate training of human resources for time-bound

adoption of competency-based management practices, techniques, tools (including IT) is an essential pre-requisite.

3.2. Policy Statement

“It will be our policy to strengthen capacity building at all levels on continuous basis. We shall ensure that every employee will receive the need-based training for atleast five days in a year at regular intervals to acquire competencies, critical knowledge, skills, and expertise & utilize them to achieve the respective departmental as well as corporation’s goals. We shall inculcate learning orientation & institutionalize learning culture within a time –span of five years by allocating resources & creating necessary infrastructure so as to leverage our intellectual capital to transform PTCUL into a dynamic, forward-looking & leading transmission utility in the country”.

4.0 Objectives

The objectives of PTCUL’s training policy are to:

- Develop, implement planned training interventions & institutionalize learning orientation/culture across the Corporation
- Optimum utilization of existing manpower, their pool of knowledge, skills for growth of organization
- Enable & encourage employees to keep abreast of state-of-art knowledge, skills in the sector/functional area, continuously upgrade and enable them to perform current & future role/responsibilities effectively
- Ensure value addition to strengthen overall business process
- Integrate individual & organizational development needs
- Provide linkages of training process with overall HR function
- Provide mandatory/statutory training to all workmen & engineers up to DGM & linking it with their career plan
- Provide induction training to freshers/new employees in all disciplines & need-based refresher training at supervisor/JE/AE level.

5.0 Top Management Commitment

Keeping the above objectives in view, the top management reaffirms its strong commitment towards capacity building by way of formulation of training policy, plans, identification of training needs, allocating financial resources for implementation of training programme/activities across the corporation.

6.0 Mandatory Training as part of Career planning

All employees (upto DGM) under O&M, Projects, SLDC shall undergo specified mandatory training in compliance with statutory provisions.

7.0. Training Organization

7.1 Director-HR will constitute Training Committee.

Functions of the Committee:-

- training need analysis,
- preparing budget, identifying suitable training institutions & external programme, preparing training calendar,
- organizing in-house training, workshop/seminar & its delivery,
- maintaining panel of trainers, experts, eminent faculty,
- nomination of participants in a fair, judicious & transparent manner
- briefing the participants on the pre-training expectation & expected outcome from the training
- coordination with Management/Training Institutes ,
- post-training monitoring, evaluation & support.
- maintaining training database capturing details of training , event-wise, year-wise, participants attended, feedback obtained, compilation of training resources/ materials in the library, arranging post-training presentation, allocation & monitoring of job performance in the post-training scenario.

7.2 The Committee will meet as often as possible, record its recommendations & send the same to Director-HR.

7.3 General Manager - HR in consultation with Functional Heads and Senior Executives, wherever necessary, will identify training needs of all employees and recommend on the training activities/programme in the respective functional areas to Director – HR for approval.

7.4 The GM - HR as the Convener of the Committee will spearhead the training function directly under the supervision & control of Director-HR.

7.5 GM – HR will be supported by a small team of support staff like AE/JE, DEO, with resources/facilities like Laptop/Computer with internet, LCD Projector, fixed landline with Broadband, furniture, pool vehicle, office stationery, imprest money etc.

8.0 Capacity building:

In the above context, the capacity building initiative needs to develop specific competencies & address training needs of the employees so that the training programmes can be broadly divided into “Managerial” & “Technical” at following levels.

8.1

- i. Top management level (GM, & above)- Strategy, system, Policy, Goal setting, institutionalizing performance management systems

- ii. Middle management level (ExEn & DGM) - Leadership, Team-building, Grooming /mentoring talent, achieving targets, mandatory technical training
- iii. Junior Management (JE & AE)- Managerial & Execution skills, mandatory technical training
- iv. Workers' education & training- Multi-skilling

8.2 Managerial Training/Management Development Programme (MDP)

8.2.1 Top Management

As this group of Managers are primarily trend-setters in setting goals & objectives for the corporation and also provide the required direction, the following MDPs are considered to be suitable:-

- General Management programme
- Developing a Business Model for a transmission utility
- Developing visionary leadership, competencies in change management,
- Strategic Management & goal-setting
- Institutionalising Performance Management System
- Implementing/Instituting "Total Quality" culture
- Empowerment & accountability
- Strategic HR or aligning HR with Business process
- Project Management- Principles & Practices

8.2.2 Middle Management

This tier of management staff plays a vital role in translating the strategic directions & approaches of the Top Management into actionable plans & realities. They also lead & motivate Junior Management Staff by proper team leadership, coaching & mentoring towards achieving Departmental & organizational goals. Accordingly the developmental directions could be through Modular Training Programmes/MDPs like:-

- Goal/Objective setting
- Leadership, Conflict Resolution & Team Building
- Performance Review, feedback, & counseling
- Communication & presentation skills
- Mentoring
- Building employee motivation & morale
- Project management –Principles & Practice
- Grievance Handling
- Developing Managerial effectiveness

8.2.3 Junior Management

A structured approach for Junior Managers is necessary because these frontline executives will be primarily responsible for smooth implementation & execution.

- Overview of Management & Organization
- Analytical thinking & problem solving
- Communication-Oral & Written
- Interpersonal relationship skills & team building
- Discipline at work
- Planning, Organizing, & Time Management
- QC Tools & Quality Management
- Grievance handling

8.3 In-house/External Training for MDPs

8.3.1 In-house MDPs.

8.3.2 As far as practicable possibilities will be explored to invite trainers/experts/eminent faculties of top-ranked Management Institutes /professional body IIMs/MDI, Gurgaon/XLRI/ASCI/ESCI/PMI/ AIMA/ISTD) to organize workshop/MDPs of short duration on the above themes for all levels. Corporate Membership to all these Federal/professional bodies like CII, AIMA, ISTD, National HRD Network will enable to have access to the professional trainers/experts, who will impart training on the themes.

8.3.3 As far as practicable in-house MDPs shall be organized for Junior Management Staff in collaboration with reputed Training Institutions/Professional bodies or experts/corporate trainers.

8.3.4 External Programme (within country)

The executives belonging to Top & Middle Management will be nominated for MDPs/National Workshop/Seminar on the above themes for one week duration organized by the top-ranked Management Institutes like IIMs, ISB, Hyderabad, XLRI Jamshedpur, MDI, Gurgaon, ASCI, Hyderabad, TMDC, Pune etc. As far as practicable efforts will be made to nominate each manager for at least one MDP in every six months in a calendar year.

9.0 Technical Training

9.1 Technical training for engineering/techno-commercial/Fin./IT/HR/ other disciplines will be divided into the following categories depending on the needs:-

- O & M of existing Substation & lines
- Renovation/upgradation of old S/s & lines
- Integrated Project Management in the context of ongoing projects & implementation of ADB-funded projects
- Testing & commissioning
- Software enabled Project Management tools
- Techno-commercial regulatory issues, understanding role of UERC, CERC, CEA vis-à-vis presentation before the regulatory authorities.
- Contract management
- Material Management/Inventory control
- Finance & Accounts-competencies building programme
- IT applications, Networking
- HR competency building programme
- Finance for Non-Finance executives/HR for Non-HR Executives/Contract & Procurement Management for Non C&P Executives/Commercial for Non-Commercial Executives.

9.2.1 O&M/T&C/QA & QC/SLDC

9.2.2 The training needs in O&M, T&C, QA & QC will be (both in-house/external training) shall be identified by the respective Functional Heads:-

Examples

(a) For skilled workmen/supervisors/JEs/AEs:-

- Gen layout of Power System
- Maintenance of equipments, like gen layout of S/s, isolators, earth switches, bus, circuit breakers, transformers, CT, PT, Control circuit & relay
- Testing of equipment & relay
- Safety: electrical, fire-fighting, statutory provisions
- First-aid
- Maintenance of line: 132/220 KV, 400 KV, HVDC

9.3.1 Integrated Project Management

ADB in consultation with PTCUL has made elaborate/comprehensive training plans in different areas which will be coordinated by Corporate HR as and when such programs are arranged and delivered.

9.3.2 On the above themes other than O&M and Project Management executives will be nominated by the Training Committee to NPTI/PSTI, Bangalore/PMI, Noida/ESCI, Hyderabad or any other institute for different technical competencies building programme.

9.3.3 Special Competencies building programme in Finance, IT, HR, Commercial, Regulatory, C&P:-

Nomination for these MDPs will be invited from respective Functional Heads & finalized with approval of Director-HR.

9.3.4 Onsite & offsite Training to be imparted by OEM/supplier of Machinery/Equipments as per contractual obligations. This will be incorporated in all Contract awarded to OEM.

10.0 Visit to the Best Managed Transmission Utilities & other Companies

Plant visit can be organized to enable the executives to learn the best practices prevailing in the best managed companies in the country.

11.0 Training of Trainers

In order to identify & develop a pool of in-house Trainers to conduct/impart short-term training in the respective functional/specialized areas applications can be invited from our executives, who possess expertise in a particular field under a functional area & communication/presentation skills. Such executives-Internal Resource Persons or IRPs- will be selected through objective criteria like demonstrated performance track records, conceptual clarity, updated knowledge levels, communication skills & passion to develop others by a panel of committee of functional Directors/EDs. Such IRPs will be nominated for Trainers' Training at reputed institute in a phased manner. GM – HR shall undertake the exercise to identify and empanel the IRPs.

12.0 Honorarium Policy

The details of Honorarium Policy for External & Internal Faculty/Resource Persons, for rendering their services for the MDPs/ Technical Trainings/ Workshops/ Seminars is given at Annexure-A. This is subject to review from time to time.

13.0 Training calendar/Action plan

Based on the above policy guidelines GM – HR and Manager – Training with approval of Director-HR shall prepare a Training Calendar /Action Plan of every year based on the training policy, prescribed guidelines, needs of individual/Department and/or requirement of the corporation.

(S.K. Rath)
Director - HR

ANNEXURE - A

HONORARIUM POLICY

1.0 External and Internal Faculty/Resources Persons whose service are enlisted for the management development activities of the Company are entitled for honorarium, as detailed below.

1.1 EXTERNAL FACULTY HONORARIUM FOR TRAINING SESSIONS

Level of Faculty	Honorarium Rate 1 ^{1/2} Hrs. or less Inclusive of Course Material	Conveyance Rate
Level - I Professors/Senior Academics from reputed institutes like SCI/IIMs, Senior Consultants from research based organizations, Institutes. Present & former Directors on the board, EDs, GMs of PSUs & large Private Sector. Joint Secretary and above in Govt. or other comparable positions.	Rs. 1,500/- per day, (Weekly ceiling Rs. 15,000/- & monthly Rs. 40,000/-)	Actual Taxi fare or Rs. 5.00 per KM for other modes of transportation including travel by own car.
Level - II Associate Professors Readers & DGMs & above (below GM) or other comparable positions	Rs. 900/-	- do - ✓
Level - III Faculty below Level - II category or other comparable positions.	Rs. 600/-	-do-

Note:

- i) Other allowance payable in case of out station programmes.
- ii) Competent Authority for approvals.

a) Level - I

b) Level - II

c) Level - III

} Director (HRD)

- General Manager (HR)

1.2 HONORARIUM RATES FOR INTERNAL FACULTY MEMBERS

Level of Faculty	Rates per Session (1 ^{1/2} Hrs.)	Conveyance Charges
i) Non –Executives	Rs. 400/-	As per PTCUL Norms/Rates
ii) Executives at the levels of JE/AE or equivalent	Rs. 500/-	- do -
iii) Executives at the levels of ExEn./Manager & equivalent	Rs. 800/-	- do -
iv) Executives at the levels of DGM/GM	Rs. 1000/-	- do -
v) Directors/MD/CMD	Rs. 1200/-	- do -

Note: Honorarium for above internal faculties is up to 15 sessions only. If a person takes more than 15 sessions the honorarium will be paid up to 50% of the above from 16th session onwards.

1.3 OTHER PROVISIONS

- 1) In case of outstation programs, for internal faculty, honorarium would be paid apart from normal TA/DA.
- 2) For sponsored programs for outside organizations, the honorarium rates to internal faculty/core faculty will be at par with external faculty.
- 3) For long duration training programs in a module (a week and above) where external faculty is taking more than 12 sessions per week, the honorarium rate for external faculty members proposed are as under:

LEVEL - II	LEVEL - III
Rs. 700/- per session	Rs. 500/- per session

- 4) In case where cash honorarium is not accepted by a faculty (external or internal), presentation of books/gifts costing not more than the eligible honorarium can be offered with the approval of GM (HR)/Training In Charge at the level not below DGM, in lieu of honorarium.
- 5) Wherever corporate HR/Project Training In Charge undertake programs for other organizations on payment basis, the faculty members/executives working in these places will also be eligible for honorarium at the rates proposed for internal faculty.