

**MAHARASHTRA STATE POWER GENERATION COMPANY LTD.**

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**TRAINING POLICY**

**VISION STATEMENT:**

***To transform MSPGCL in to Learning Organization so as to reach ultimate goal of customer satisfaction through reduction in cost of delivered power and supply of reliable and Quality Power efficiently and effectively.***

Mahagenco has the asset of skillful and knowledgeable human resource. Mahagenco believes that success of organization depends on the skill development of employees. Therefore, Training and Development is given utmost importance in Mahagenco.

**MISSION of MSPGCL's Training Policy:**

- To inculcate Knowledge, Skills and Attitudes required by employees to meet emerging challenges in the changing power scenario.
- To design need based training to bridge competency gaps for current and future roles and achieve both organizational and individual goals.
- To align the attitudes of employees in a direction in order to develop a sense of belongingness towards the organization.

**PREFACE**

As per the National training Policy mandates, the training is imparted to all employees of the Organization for minimum 7 days in a year. The Section head is given the responsibility to cover 7 mandays training of the employee working in the section.

The National Training Policy of 1996 had recommended that 1.5 percent of the salary budget be set aside by each Department to be used solely for the purpose of training. Given the likely increase in the need for training by moving to a competency-based system, it is recommended in National Training policy 2005 that each Ministry/Department/Organization set aside at least 2.5 percent of its salary budget for training.

Mahagenco has the aim that maximum trainings are to be conducted internally and use maximum internal faculties of Mahagenco who have wide knowledge and experience. Therefore, Mahagenco has developed its own training infrastructure.

**A. TRAINING INFRASTRUCTURE:**

**1) Main Training Centers**

To follow the guidelines of National Training Policy, Mahagenco maintains two Main Training Centers at Koradi & Nashik which are approved by Central Electricity Authority (CEA). These training centers are well equipped and has world class training infrastructure. It has residential hostels of capacity of 100 trainees at each training center. The Training centers have well equipped training room, conference room, Library and model room with Wifi-internet facility. The Koradi Training center and Nashik Training center are 660MW/ 500 MW simulator based lab.



The Training centers focuses on overall development of employees through outdoor games and activities. Therefore, there is an outdoor space for tennis court, badminton and other games. The Koradi training center has a well-equipped gym.

## **2) Training Sub Centers**

Training Sub Centers are formed at 9 power stations, namely, Chandrapur, Paras, Parli, Bhusawal, Uran, Pophali, Koradi, Nashik and Khaperkheda to meet the training requirements at local TPS.

Training Cell at Corporate Office undertakes proposals for all the needs of Main Training Centers, Training Sub Centers and extends additional courses through external training institutions as well as Foreign Trainings / Study tours of Senior Management. This cell coordinates and works as a link between Management and local training centers.

## **B. TRAINING CALENDAR:**

Chief Engineer (Training) frames outline for all Induction Level trainings & Refresher courses at KTC and the concerned Training Sub Centers every year in the form of Training Calendar. While deciding so, he consults concerned departmental heads & power station heads for training of the staff that is available and newly recruited. Every year, the training calendar is approved by the management of Mahagenco and published on the website of Mahagenco.

## **C. FORMULATION OF TRAINING COURSES**

### **1) Design of Training Programmes:**

Training programs are designed towards continuous pursuit of excellence of specific power station. Under continuous update of technology at power station, Training Sub Centers (TSCs) prepare specific need based training programs as guided by the plant heads to overcome the perceived Performance Gaps in achieving desired level of excellence of individual power station.

There is section wise target which is fixed based on Training Need Assessment (TNA) of sectional staff in the following areas.

- General Management Competence Area
- Job wise Knowledge Area
- Computer Knowledge and Application area
- Specialized Functional Knowledge and Emerging Concepts

The Training need assessment (TNA) is focused for skill development of all cadres in each of above Knowledge Area.

### **2) Induction Level Training**

Every entry level employee joining through direct recruitment in this organization undergoes Induction Level (I.L.) Training. Entry level diploma and graduate engineers has to undergo compulsory 52 weeks Induction Level Training.

The induction level training plan is also designed for newly recruited Civil Engineer, Technicians, HR Staff, and Chemists.





### 3) **Refresher Courses/ Other Trainings**

There are Refresher Courses and on-site/ on job training sessions which are designed specific to employees' current jobs in section in all necessary knowledge areas like:

- Technical Trainings like Generation, Cost, tariff, MERC matters, Generators, Coal Mill Performance, Gear Box Motor alignment, Pump & Bearing Maintenance, HT/LT Breaker Maintenance, NDT & Certification Level-II, PLC & SCADA, Cable-Termination, welding Inspector Training & certification, Steam Turbine, Boiler tube leakage, Coal blending Techniques, condition monitoring equipment, Energy Audit & performance optimization, CHP, Power plant chemistry, power plant protection, SAP SRM, Solar PV technique, supercritical technology, Hydraulics, Simulator Training and other Computer based courses
- HR, IR, Safety, Security Trainings.
- MDP for middle management at prime institutions like Yashada, Pune.
- Special courses like Women Empowerment, Technical training to office staff, Soft skills, Retirement Planning, Financial planning, Finance for non- Finance executives, Training for Trainers

### 4) **External Trainings:**

In addition to the internal trainings, to study advance technology, employees are deputed for external trainings to Institutes like CLI, Sion, PMI, NTPC, Noida, ESCI, Hyderabad, REC, CIRE, Hyderabad, Yashada, Pune, BHEL, etc. and most of CEA approved Institutions.

### 5) **Outside India Trainings:**

Foreign training deputations for senior management are sponsored by foreign agencies following guidelines of GOM/GOI.

### 6) **Management Trainings:**

Mahagenco ties up with suitable Management Institutions for training of Section Incharge and above including station heads for training in area of business competencies & management excellence. The newly promoted executive engineers and above and managers and above are deputed for such trainings.

### **D. TRAINING APPROVALS:**

As per Mahagenco, Delegation of Powers Section - III Chapter – 1 in respect of “Miscellaneous matters”, Executive Director and above is the competent Authority for deputing employees for training in India as per guidelines/ programme/policy.

### **E. MONITORING AND EVALUATING TRAINING / POST TRAINING STEPS**

The evaluation of induction level trainings of Graduate Engineer Trainees/ Diploma Engineer Trainees is done by taking written and viva exams. The marks scored by the participant are recorded in their service book.

After every training programme undertaken, appropriate feedback is taken from the participants so that necessary changes for future courses are done in training course design. This is also done on the basis of feedback received from the section heads based on post training performance improvements.

## **F. DEVELOPMENTS OF TRAINERS**

### **1. Selection Of Trainers**

Mahagenco is rich in experienced faculties. Therefore, internal faculties are preferred. The list of these trainers is prepared based on experienced trainers working in the particular section. If the trainer is not available for a particular subject, the other possibilities like hiring experts from power industries by tie up with External Institutes is explored.

Trainers are selected very carefully since substantial investment is made in them for modeling them as effective trainers in terms of time & money. A feedback regarding the trainer and his / her aptitude is also sought from the trainees in order to assess the trainer's performance so that the effectiveness of training could be adjudged.

### **2. Trainer Development**

Based on the observation by training center and evaluation by participants, all the trainers deputed at Sub Training Centers as well as MTC's at Koradi & Nashik are regularly deputed for basic training courses for enhancing proficiency of trainers like DTS (Direct Training Skills), DOT (Design of Training) EOT (Evaluation of Training), TNA (Training need assessment) available at govt. institutes, DoPT (Deptt. of Personnel and Training) sponsored courses to ASTM, New Delhi and Yashada, Pune.

## **G. FUTURE GOALS:**

1. There is adequate Training infrastructure commensurate with the present training programs in MSPGCL and also to meet the future expansions in MSPGCL.
2. Mahagenco is focusing towards Training need analysis so that innovative training ideas are incorporated in Mahagenco.
3. Mahagenco is focusing towards the infrastructure development to accommodate maximum trainings.
4. Mahagenco is also focusing towards overall development of asset of Mahagenco, i.e., Human resource.



(B. Y. Manta)

Executive Director (HR)