CHAPTER – 3

Human Resource Development Strategy and Practices

In
Selected Power Sector Units of Gujarat
Power Sector Units of Gujarat

HR Strategy, Policy and Practices in different organisations in power sector of Gujarat will be explained here.

Human Resource Development is the framework for helping employees develops their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, succession planning, key employee identification, tuition assistance, and organization development.

The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers.

Human Resource Development can be formal such as in classroom training, a college course, or an organizational planned change effort. Or, Human Resource Development can be informal as in employee coaching by a manager. Healthy organizations believe in Human Resource Development and cover all of these bases.
3.1 Developing an HRM strategy

Faced with rapid change organizations need to develop a more focused and coherent approach to managing people. In just the same way a business requires a marketing or information technology strategy it also requires a human resource or people strategy.

In developing such a strategy two critical questions must be addressed.

- What kinds of people do you need to manage and run your business to meet your strategic business objectives?
- What people programs and initiatives must be designed and implemented to attract, develop and retain staff to compete effectively?

In order to answer these questions four key dimensions of an organization must be addressed. These are:

- Culture: the beliefs, values, norms and management style of the organization
- Organization: the structure, job roles and reporting lines of the organization
- People: the skill levels, staff potential and management capability
- Human resources systems: the people focused mechanisms which deliver the strategy - employee selection, communications, training, rewards, career development, etc.
Frequently in managing the people element of their business senior managers will only focus on one or two dimensions and neglect to deal with the others. Typically, companies reorganize their structures to free managers from bureaucracy and drive for more entrepreneurial flair but then fail to adjust their training or reward systems.

When the desired entrepreneurial behavior does not emerge managers frequently look confused at the apparent failure of the changes to deliver results. The fact is that seldom can you focus on only one area. What is required is a strategic perspective aimed at identifying the relationship between all four dimensions.

If you require an organization which really values quality and service you not only have to retrain staff, you must also review the organization, reward, and appraisal and communications systems.

The pay and reward system is a classic problem in this area. Frequently organizations have payment systems which are designed around the volume of output produced. If you then seek to develop a company which emphasizes the product's quality you must change the pay systems. Otherwise you have a contradiction between what the chief executive is saying about quality and what your payment system is encouraging staff to do.

There are seven steps to developing a human resource strategy and the active involvement of senior line managers should be sought throughout the approach.
Steps in developing HRM strategy

Step 1: Get the 'big picture'

Understand your business strategy.

- Highlight the key driving forces of your business. What are they? e.g. technology, distribution, competition, the markets.
- What are the implications of the driving forces for the people side of your business?
- What is the fundamental people contribution to bottom line business performance?

Step 2: Develop a Mission Statement or Statement of Intent

That relates to the people side of the business.

Do not be put off by negative reactions to the words or references to idealistic statements - it is the actual process of thinking through the issues in a formal and explicit manner that is important.

- What do your people contribute?

Step 3: Conduct a SWOT analysis of the organization

Focus on the internal strengths and weaknesses of the people side of the business.

- Consider the current skill and capability issues.
Vigorously research the external business and market environment. Highlight the opportunities and threats relating to the people side of the business.

- What impact will/ might they have on business performance?
- Consider skill shortages?
- The impact of new technology on staffing levels?

From this analysis you then need to review the capability of your personnel department. Complete a SWOT analysis of the department - consider in detail the department's current areas of operation, the service levels and competences of your personnel staff.

**Step 4: Conduct a detailed human resources analysis**

Concentrate on the organization's COPS (culture, organization, people, HR systems)

- Consider: Where you are now? Where do you want to be?
- What gaps exists between the reality of where you are now and where you want to be?

Exhaust your analysis of the four dimensions.

**Step 5: Determine critical people issues**

Go back to the business strategy and examine it against your SWOT and COPS Analysis
• Identify the critical people issues namely those people issues that you must address. Those which have a key impact on the delivery of your business strategy.

• Prioritize the critical people issues. What will happen if you fail to address them?

Remember you are trying to identify where you should be focusing your efforts and resources.

**Step 6: Develop consequences and solutions**

For each critical issue highlight the options for managerial action generate, elaborate and create - don't go for the obvious. This is an important step as frequently people jump for the known rather than challenge existing assumptions about the way things have been done in the past. Think about the consequences of taking various courses of action.

Consider the mix of HR systems needed to address the issues. Do you need to improve communications, training or pay?

What are the implications for the business and the personnel function?

Once you have worked through the process it should then be possible to translate the action plan into broad objectives. These will need to be broken down into the specialist HR Systems areas of:

• Employee training and development
• Management development
• Organization development
• Performance appraisal
• employee reward
• employee selection and recruitment
• manpower planning
• communication

Develop your action plan around the critical issues. Set targets and dates for the accomplishment of the key objectives.

**Step 7: Implementation and evaluation of the action plans**

The ultimate purpose of developing a human resource strategy is to ensure that the objectives set are mutually supportive so that the reward and payment systems are integrated with employee training and career development plans.

There is very little value or benefit in training people only to then frustrate them through a failure to provide ample career and development opportunities.

**3.2 Human Resource Policies**

Human resource policies are the formal rules and guidelines that businesses put in place to hire, train, assess, and reward the members of their work force. These policies, when organized and disseminated in an easily used form—such as an employee manual or large postings—can go far toward eliminating any misunderstandings between employees and employers about their rights and obligations in the business environment. "Sound human resource policy is a necessity in the growth of any business or company,"
wrote Ardella Ramey and Carl R.J. Sniffen in *A Company Policy and Personnel Workbook*. "Recognition of this necessity may occur when management realizes that an increasing amount of time is being devoted to human resource issues: time that could be devoted to production, marketing, and planning for growth. Effective, consistent, and fair human resource decisions are often made more time consuming by a lack of written, standardized policies and procedures. Moreover, when issues concerning employee rights and company policies come before federal and state courts, the decisions generally regard company policies, whether written or verbal, as being a part of an employment contract between the employee and the company. Without clearly written policies, the company is at a disadvantage."

It is particularly important for small business establishments to implement and maintain fairly applied human resource policies in their everyday operations. Small businesses—and especially business startups—can not afford to fritter away valuable time and resources on drawn-out policy disputes or potentially expensive lawsuits. The business owner who takes the time to establish sound, comprehensive human resource management policies will be far better equipped to succeed over the long run than will the business owner who deals with each policy decision as it erupts; the latter ad hoc style is much more likely to produce inconsistent, uninformed, and legally questionable decisions that will cripple—or even kill—an otherwise prosperous business. For as many small business consultants state, human resource policies that are inconsistently applied or based on faulty or incomplete data will almost inevitably result in declines in worker morale, deterioration in employee loyalty, and increased vulnerability to legal
penalties. To help ensure that personnel management policies are fairly applied, business owners and consultants alike recommend that small business enterprises produce and maintain a written record of its HR policies and of instances in which those policies came into play.

3.2.1 Subjects Covered By Company Hr Policies

Small business owners should make sure that they address the following basic human resource issues when putting together their personnel policies:

- Equal Employment Opportunity policies
- Employee classifications
- Workdays, paydays, and pay advances
- Overtime compensation
- Meal periods and break periods
- Payroll deductions
- Vacation policies
- Holidays
- Sick days and personal leave (for bereavement, jury duty, voting, etc.)
- Performance evaluations and salary increases
- Performance improvement
- Termination policies

In addition, a broad spectrum of other issues can be addressed via human resource policies, depending on the nature of the business in question. Examples of such issues include promotion policies; medical/dental benefits provided to employees; use of company equipment/resources (access to Internet, personal use of fax machines and telephones, etc.); continuity of
policies; sexual harassment; substance abuse and/or drug testing; smoking; flextime and telecommuting policies; pension, profit-sharing, and retirement plans; reimbursement of employee expenses (for traveling expenses and other expenses associated with conducting company business); child or elder care; educational assistance; grievance procedures; employee privacy; dress codes; parking; mail and shipping; and sponsorship of recreational activities.

3.2.2 Advantages of Formal Human Resource Policies

Small business owners who have prepared and updated good personnel management policies have cited several important ways in which they contribute to the success of business enterprises. Many observers have pointed out that even the best policies will falter if the business owners or managers who are charged with administering those policies are careless or incompetent in doing so. But for those businesses that are able to administer their HR policies in an intelligent and consistent manner, benefits can accrue in several areas:

Curbing litigation. Members of the legal and business communities agree that organizations can do a lot to cut off legal threats from disgruntled current or ex-employees simply by creating—and applying—a fair and comprehensive set of personnel policies.

Communication with employees. A good, written human resource policy manual can be an enormously effective tool in disseminating employer expectations regarding worker performance and behavior.
**Communication with managers and supervisors.** Formal policies can be helpful to managers and other supervisory personnel faced with hiring, promotion, and reward decisions concerning people who work under them.

**Time Savings.** Prudent and comprehensive human resource management policies can save companies significant amounts of management time that can then be spent on other business activities, such as new product development, competitive analysis, marketing campaigns, etc.

### 3.2.3 Making Changes to Existing Hr Policies

Companies typically have to make revisions to established HR policies on a regular basis, as the company grows and as the regulatory and business environments in which it operates evolve. When confronted with the challenge of updating HR policies, however, it is important for small businesses to proceed cautiously. For example, if an employee asks the owner of a small business if he might telecommute from his home one day a week, the owner may view the request as a reasonable, relatively innocuous one. But even minor variations in personnel policy can have repercussions that extend far beyond the initially visible parameters of the request. If the employee is granted permission to work from home one day a week, will other employees ask for the same benefit?

Does the employee expect the business to foot the bill for any aspect of the telecommuting endeavor (purchase of computer, modem, etc.?) Do customers or vendors rely on the employee (or employees) to be in the office five days a week? Do other employees need that worker to be in the office to answer questions? Is the nature of the employee's workload such that he can
Small business owners need to recognize that changes in HR policy have the potential to impact, in one way or another, every person in the company, including the owner. Proposed changes should be examined carefully and in consultation with others within the business who may recognize potential pitfalls that other managers, or the business owner himself, might not detect. Once a change in policy is made, it should be disseminated widely and effectively so that all employees are made aware of it.

3.3 Human Resource Practices in Selected Power Sector Units of Gujarat

The GEB is now divided in 7 different companies.

1. GUJARAT URJA VIKAS NIGAM LIMITED(GUVNL)
2. GUJARAT ENERGY TRANSMISSION CORPORATION LIMITED(GETCO)
3. GUJARAT STATE ELECTRICTY CORPRATION LIMITED(GSECL)
4. UTTAR GUJARAT VIJ COMPANY LIMITED(UGVCL)
5. DAKSHIN GUJARAT VIJ COMPANY LIMITED(DGVCL)
6. MADHYA GUJARAT VIJ COMPANY LIMITED(MGVCL)
7. PASCHIM GUJARAT VIJ COMPANY LIMITED(PGVCL)
But there is a holding company structure. GEB is now called GUVNL. It holds and regularities all the other six companies. Final authority is in hand of GUVNL.

All this is done for smooth and effective running of business through better management. And the affirmative results are also tasted by the organization.

It is seen and called before that the situation of GUJARAT STATE TRANSPORT and GEB is samely poor and critical by having huge losses and mismanagement. But GEB was than after taken steps for that and divide the board in seven different companies. And we find the difference that S.T. still suffering from those problems and the situation become worst. On the other hand GEB has a great deal of progress. Their loss declines gradually by a huge amount.

### 3.3.1 Organizational Setup

Board of the company is the final decision making authority for policies as per the Delegation of Powers. Chairman and Managing Director [CMD] of the company is the administrative head of the company and empowered for most of the decisions related to Finance, Human Resources, Procurement etc. Further, powers are delegated up to Division offices as tabulated in the following sheets.

### 3.3.2 Responsibilities and powers:

Final authority is with GUVNL but the management is divided and at the same time the Powers and responsibilities are transferred to the different companies up to some extant which was not before.
Because of it the management decision making power has become smoother, faster and more effective. Disciplinary actions, decisions regarding transfer and promotions etc has become easier, frequent and faster.

To reduce decision timings regarding THEFT CASES special authorities are transferred to management. THE EMPLOYEES ARE GIVEN A SPECIFIC RESPONSIBILITY FOR THEIR JOB AND THE MANAGEMENT CAN TAKE ACTION AGAINST THEM IF THEY FAIL TO DO SO.

A special squad is framed called SPECIAL DRIVE for finding the theft cases. They frequently visit anywhere anytime.

Say for example, the employees will be charged a fix amount of penalty which will be deducted from his salary if he fails to perform his job within time limit.

**Powers:**

There is a systematic Delegation of Powers for various functions in a company. Delegation refers to the assignment of specific decision making authority and the transfer of managerial responsibility for functions to various managers in the Organization.

Delegations of Powers are grouped function wise with emphasis on key functions like:

- Works
- Procurement
- Legal affairs
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- Human Resource
- Finance & Administration

Responsibilities:

Joint Managing Director (Jt.MD) is the controlling authority of all the departments viz. Technical, Human Resources, Finance, Procurement, O&M etc. and accountable to the CMD of the company.

- Additional Chief Engineer (ACE) is the nexus between Jt.MD and all the departments, and co-ordinates the Technical, Human Resources, Finance, Procurement, O&M activities and reporting to Jt.MD of the company.
- Superintending Engineers (O&M) are overall in-charge of a circle for,
  - Operation and maintenance of the system.
  - New Distribution network.
  - Rural Electrification schemes.
  - Loss reduction measures.
  - Installation checking.
  - Work contracts.
  - Procurement of decentralized items.
  - Revenue monitoring.
  - HR and Establishment activities.
  - Project planning and monitoring etc.
• Executive Engineers (O&M) are overall in-charge of a Division for,
  • Operation and maintenance of the system.
  • Loss reduction measures.
  • New Distribution network.
  • Rural Electrification schemes.
  • Work contracts.
  • Procurement of decentralized items.
  • Revenue monitoring.
  • HT billing
  • HR and Establishment activities.
  • Project planning and monitoring etc.

• Deputy Engineers (O&M) are overall in-charge of the Sub-Division. Sub-Division is the basic/smallest business unit of the organization, activities carried out are,
  • Operation and maintenance of the system.
  • Restoration of power supply.

• Power restoration is the responsibility of Sub-Division office. This is prioritized by the factors viz. Category of the consumer, Quantum of consumers, Time of Day, Possibility of accident etc.
  • Loss reduction measures.
  • Installation checking.
  • New Distribution network.
  • Rural Electrification schemes.
  • Work contracts.
  • Bill correction.
• Revenue monitoring.
• Establishment activities.
• Energy billing and collection.
• Site survey and distribution design.
• Project planning and implementation etc.

3.3.3 Documents held By Company

1. Employee Data and credentials
2. Employee Records
3. Pay bill Records
4. Applications(Consumers)
5. Agreements(Consumers)
6. Test Reports(Consumers)
7. Ownership credentials(Consumers)
8. Billing and Collection Data
9. Checking Data
10. Consumption Profile
11. Energy Data
12. Consumer Grievances Data
13. Tariff Data

14. Annual P/L account

15. Balance sheet

16. Business Plan

17. FIR

18. MIS

19. Tender Documents

20. Bids(Vendors)

21. Orders(Vendors)

22. Guarantee(Vendors)


3.3.4 Representation of Public Administration:

Regular meetings are held on Monthly and Quarterly basis at Division and Circle level of companies with District administration, Political leaders etc. for coordination and discharge of its functions.
Division Level:

Monthly meetings held with Taluka administration, MLA and local leaders to discuss implementation of schemes, utilization of grants, system strengthening, power supply availability etc.

Circle Level:

Quarterly meetings held with District administration, MP, MLA and local leaders for project identification, project monitoring, utilization of grants, system strengthening, power supply availability etc.

3.3.5 CHANGE IN WORKINGS AND WORK ENVIRONMENT:

After separation a 5-S Program has been adopted in all the offices. Under this program the infrastructure of all offices has changed. A target is to make a paperless office by computerizing. And also by connect the offices with network. A special budget is allotted to the offices. Special teams are made to inspect this work. The aim is to provide better work environment.

In regular intervals a team comes to inspect the work under the 5-S Program. They evaluate the work done by different offices.

If they find something improper they make suggestions and also take necessary actions in case of continuous failure.

They rate the performance and the best office gets a reward for that. A special event is organized and the award is given.
In the same way which achieves highest revenue & recovery, is declared as an IDEAL UNIT. They are provided with special treatments. Their accountings, salary etc are separately counted.

A loan is taken from ADBI. Its gain will be given to the IDEAL SUB DIVISIONS.

As a result of this a competitive environment is created. Which makes all the units to work more effectively and result oriented.

We can see that now GEB which an accruse huge loss is now in a good position. Chief Minister of Gujarat Shri. Narendra Modi has declares adhoc bonus to all the employees because of their good efforts for achieving this.

**EFFECT ON EMPLOYEES:**

Due to the division of GEB, seven different companies are framed and after the separation it was found that the employee’s work has become more defined, specific and smoother. Even though most of them have said that their work load is increasing gradually. There are so many vacant posts after retirement of employees but they are not filled. And those will increase their work load. Each employee are watched and analyzed that he should not be free. Now their qualification, efficiency etc will be taken in to consideration. They have faster growth and more progressive opportunities. On the other hand it was also found that they feel that in future if they fails to perform their job required, they will be in big trouble so by force they have to do the work whatever given to them. The disciplinary actions like demotion, transfer, dismissal will become more frequent. Some employees were found
frustrated due to over burden of work with having tension to complete the work within time limit. As the middle management has been given higher authority the employees have become more conscious to do the job in a better way.

3.3.6 Special facilities for Employee:

- Medical Facilities:

  Hospital Facility is provided by the company at all the cities having thermal power station and its corporate office.

  The employees have a choice to take treatment at those hospitals free of cost or having benefit of medical reimbursement facility in which employee can have treatment elsewhere and have all the expanses reimbursed by producing bills. The facility is for employee himself and his dependants.

- Education allowances are also provided at fix rate. They also have their schools for the children of the employees at the cities having thermal power stations and corporate office.

- Loans from PF as well as Housing and Vehicle loans are also provided.

- Accommodation:

  Quarter/HRA

- In case of death of an employee his/her dependent will get a job.
• Sports, Tours, Special events etc are organized by the company from time to time for refreshment of employees.

• The management officers and executive engineers are provided Mobile Phones. So that they can keep themselves in touch with the organization.

• The employees are provided a dress code now.

  For Gents – Sky Blue Shirt & Nevi Blue Pent.

  For Ladies – Sari / Dress (Sky Blue/ Nevi Blue)

  The expenses are incurred by MGVCL…

• The Line Staff has special uniform for work safety.

3.3.7 The Recruitment, Transfer and Promotion Policy and other:

The recruitment is now also done by appointing VIDYUT SAHAYAK as Engineers, Line staff and office staff. They are paying a fix amount of salary for three years and then they will permanent.

According to qualification of employee, they are given opportunity for higher posts and scale.

A special opportunity is provided to the retired Employees that they can collect bill payments at the office place and can earn good commission. Company also spread their bill collection centers over a wider area by giving the work to Post Offices, Banks and other private agencies.
The transfer of employees has become more frequent now. They can be transfer anywhere anytime to any of seven companies.

If any employee needs a faster promotion he has a chance and promotion with transfer at any other company if there is vacant place for that higher post. And if any employee accepts a transfer to a tribal area he will have two extra increments.

The employees have provided with training facilities of all type at all levels. Especially to engineers, top management, and account officers by private agencies. Just a few months before training programme were conducted by IIM.

As office work is now going to be computerized and already it computerized for some of clerical works, the employees are also provided with computer training.

The performance of employees evaluated at the end of each year by Executive Engineer of each office. A confidential report is made by time which is taken in to consideration at the time of transfer or promotion of the employee.

The company is also in a plan to change the promotion policy and pay scales as per the qualifications of employees within next 1-2 years.

3.3.8 Planning, Performance and Monitoring

One of the key success factors for companies for operating successfully and profitably would be to develop an effective planning and monitoring
mechanism. The company needs to develop a bottom up planning process, which would identify the requirements of the company at all the levels and develop an integrated plan with targets at all levels and focus on achieving the overall objectives of the company.

The key area of operational planning and forecasting would be consumer profiling, load forecasting, network augmentation planning, investment planning and repair and maintenance planning. Based on the same the financial plans like billing & collection plan, expenses plan and debt plan would be prepared. For successful implementation of the plan, an efficient monitoring and review system will be developed. This would require development of a comprehensive database driven MIS to capture operational and revenue performance parameters from the field offices and collate the same in a central database and generate reports for management perusal and help in decision-making at all levels. This would be taken up as a part of the end-to-end ERP implementation project of GUVNL.

3.3.9 Performance Evaluation System

In order to induce performance orientation in the company, a performance evaluation system with monetary and non-monetary reward schemes will be developed to reward performance.

3.3.10 Training & Development

In addition to planning and monitoring, development of skills within the organization would help to sustain high level of performance over a longer period. Towards this end, training will be provided to personnel at all levels.
in the company. These trainings are essential to upgrade and revitalize existing skills and also build new skills needed in the changed environment within the organization. The training program would cover both technical and non-technical requirements of capacity building in the various functions. Some of the newer areas where capacity building would be initiated within the company are accounting practices, secretarial and statutory function, supply code and standard of performance, open access and ABT, tariff filing under the MYT framework, customer orientation, computer skills, communication skills and refresher courses for normal operations amongst others.

3.3.11 Gujarat Energy Training & Research Institute (GETRI)

Gujarat Energy Training & Research Institute (GETRI) is an autonomous training and research facility promoted by Gujarat Urja Vikas Nigam Limited. It was established with a view to offer a platform for providing state-of-the-art facilities for training, skills upgradation, research and documentation of best practices in the power industry.

GETRI is equipped with full-time faculty members with expertise in power sector - Generation, Transmission, Distribution, Regulatory, IT, Finance, Commerce and HRD. The Institute also calls upon eminent external faculty with rich and vast experience in their respective fields both in India and abroad.
Mission behind this is to create a world-class Training Institute which leads the way to change.

And the Vision is…

- 100% training to all.
- Continuous Skill Upgradation.
- Patent research works.

The purpose of the institute is catering to the need for training the employees of GUVNL and its subsidiary companies. The following activities are carried out continuously:

- To prepare training need analysis periodically in accordance with our mission & vision.
- Comprehensive annual training plan preparation (for generation, transmission and distribution).
- To foster growth, team spirit and creativity amongst employees.
- Identifying planned training intervention for each level of transition in an employee’s career.
- To extend support, advise and impart skills to trainers.
- To nurture professional values for protecting the environment.
- To set up research chairs for funding patentable works.

3.3.12 TRAINING ACTIVITIES

Technical Training and skill Upgradation:

- Power Station (Thermal, Hydro and no-conventional)
• Technologies and operations & maintenance.
• Transmission systems technologies and operations & maintenance,
• Distribution system technologies and operations & maintenance,
• Energy Efficiency Energy Environment Interface Rural Electrification

3.3.13 Training in Human Resource Development

• Personality Development
• Human Values and Ethics
• Attitudes and Behavior
• Executive and Managerial Skills
• Customer Orientation
• Integrated Personality Development
• Communication skills
• Developing commercial / business outlook

3.3.14 Organisation Development:

• Functional management areas (such as Corporate Planning, Project Management, Financial Management, Human Resource Management), Industry best practices.
• Benchmarking, Total Quality Management, Industrial Relations in the changed scenario, Rehabilitation & Resettlement Management, Information Technology and Computer Skills Adequate training to make the employees IT literate.
3.3.15 Proposed Training Programmes:

General Management, HR, finance & other:

- Enhancing Cross Functional Competencies - FIN.
- Transformational Leadership
- Enhancing Functional Competencies HR
- Business Process out-sourcing & Managing Value Creation
- Inter-Personal Skill & Emotional intelligence
- Training of Trainers (ToT) of all entities.
- Power Trading The Electricity Act, 2003
- V-Governance (Karmayogi)
- Leadership excellence through Team & work excellence.
- Disaster Management.
- Tariff Structure and Analysis
- Advance Financial Management.
- Effective Performance Management.
- Competency Mapping.
- Industrial Relations & I.R. Laws
- Team Building.
- Role of Trade Unions in emerging power sector scenario.
- Emotional Intelligence.
- Electronic Customer Relationship Management (e-CRM)
- e-Procurement (Intelligent Buying)
- e-Governance And Information Management
• ERP Systems What every Manager should know about them.
• Different modules under e-Urja projects
• Occupational Health. (Statutory Requirement)
• Supply chain Management
• Invitation of Tender Appropriate Procedure and Practice
• Legal Ramification.
• Disaster Management Safety Audit

**Generation**

• Power Station Management
• P.C. BASED Simulator Training
• Boiler Combustion Optimisation
• Efficiency Management
• Condition Monitoring of Predictive Maintenance in Thermal Power Plant
• Workshop on Boiler Pressure Parts Failure
• Steam Turbine Performance. - Optimization and Diagnostic & Operational aspects
• O&M of Hydro Power Station
• Best Practices of Operation of Coal Based Power Plant Boiler
• Competency Examination
• Boiler Proficiency Examination
• Data Acquisition & Distributed Digital Control System.
• Turbine Operation and maintenance
• Boiler operation & maintenance
• Switchyard & electrical equipment maintenance
• Medical Assistant Course in Occupational Health
• Water Management of Power Plant including Water Audit & Recycle
• Utilization of Fly-Ash in Building Construction.
• Water Management of Power Plant including Water Audit & Recycle

Transmission

• Grid Management
• Workshop on Availability Based Tariff - Experiences of Power Utilities
• Power System Operation & Computerised
• Load Despatch System
• SCADA Advance course on Power System Protection
• O&M of Transmission Lines and S/S
• Failure of Transformers - Cases & Remedies
• Skill Building Training programme for Line Staff of Transmission wing.
• RLA and life extension of sub-station equipments
• One day programme on safety Induction training programme for Vij Sahayak

Distribution

• Energy management
• Attitudinal Change
• G.I.S./G.P.S. for power utilities
• Pilferage of Electricity issues & challenges.
• Skill Building
• Best Practices in Distribution System O&M
• Distribution Loss Reduction
• Electrical Safety Procedure, Accident Prevention & Disaster Management
• Performance Benchmarking & Quality of Supply & service
• Customer Satisfaction, Communication & Outreach Change Management
• GIS-Supported Network Planning, Analysis and Asset Management
• Communications skills, employee motivation and morale development

3.3.16 Facilities & Infrastructure

GETRI possesses core faculty in all areas of power sector: Generation, Transmission, Distribution, Regulatory, Commerce, IT, Finance and HR. GETRI has also tied up with eminent faculty around the country.
There are 3 Air conditioned class rooms with capacity for 50 participants each.

The air conditioned facility with broadband internet connectivity and a capacity for 24 students.
Model for key aspects of the electricity business assist the trainers.

GETRI has excellent Air Conditioned Model Room for demonstration.
- A modern gym with specific and cross training machines is available.
- GETRI has 40 well maintained pleasant double occupancy rooms Attached with toilet.
- GETRI offers its various facilities at competitive rates to the beneficiaries such as GUVNL and its subsidiary companies as well as outside public and private interested organizations. The entire premises of training center are also available as a package deal on highly competitive rates.
- GETRI has a well designed air-conditioned auditorium with seating for 100+. The latest audio and visual aids are available. A cosy conference room, with seating for 50, caters for smaller meetings.
The GETRI campus is spread over 75,000 square feet with constructed floor area of 33,000 square feet.

3.3.17 General HRD Practices in Torrent Power

Torrent Power is one of the India’s leading power utilities, with Competencies in Generation, Transmission and Distribution of Power. Committed to delivering reliable and quality power, Torrent Power strives to maintain superior standards of efficiency in its operations. With decade’s long proven track record, and technical and business expertise, Torrent Power combines the right people, skills, and technologies to help deliver superior performance.

Torrent Power is an established progressive employer with a strong commitment to the power sector. This translates into our striving to provide a conductive working environment, attracting and retaining best talent and
offering competitive pay, benefits and compensation and the right exposure. With the electricity business providing ample opportunities, Torrent Power expect to grow, and also enable employees realize their aspirations. Torrent Power strongly recognizes and reward high performance, and we give our employees the opportunity to work with the best technologies and projects.

With more than 6,000 people in Ahmedabad and Surat, Torrent Power continuously strive to integrate our skills and experience to create high value services for our customers. The key support for our superior performance is our people – a strong team of diverse, highly skilled, and resourceful individuals. The Organisation thus nurtures its key asset – its people through structured training interventions directed towards on-the-job skill enhancement and self-improvement. Apart from a strong performance culture and an open learning environment, Torrent Power provide a high quality of life to our employees and their family members through facilities like township, recreation club, sports complex, medical units, etc.

Torrent Power is pioneers in providing innovative customer-focused services, and is establishing ourselves as a national brand that provides high quality services to our valued customers currently numbering around 1.8 mn, in the cities of Ahmedabad, Gandhinagar and Surat.

The enactment of the Electricity Act, 2003, has opened up enormous opportunities for growth and expansion in the power sector and has brought about a paradigm shift by opening up the Indian power sector to competition. The Act brings about de-licensing of thermal generation, open access in transmission, open access of distribution network in phases,
multiple licensing in distribution zones and de-licensing of rural electricity supply. This sets the tone for a competitive era in Indian power sector – an era charged with excitement and challenge. For Torrent Power, that has set benchmarks in generation, transmission and distribution of quality power, this development provides the perfect thrust for its growth plans and paves the way for it to become a national player in the power sector.

3.4 The HRD practices in general

The objective of human resource development is to foster human resourcefulness through enlightened and cohesive policies in education, training, health and employment at all levels, from corporate to national.

Though human resources have been part of business and organizations since the first days of agriculture, the modern concept of human resources began in reaction to the efficiency focus of Taylorism in the early 1900s. By 1920, psychologists and employment experts in the United States started the human relations movement, which viewed workers in terms of their psychology and fit with companies, rather than as interchangeable parts. This movement grew throughout the middle of the 20th century, placing emphasis on how leadership, cohesion, and loyalty played important roles in organizational success. Although this view was increasingly challenged by more quantitatively rigorous and less "soft" management techniques in the 1960s and beyond, human resources development had gained a permanent role within organizations, agencies and nations, increasingly as not only an academic discipline, but as a central theme in development policy.
3.4.1 Human resources development

In organizations, it is important to consider carrying out a thorough job analysis to determine the level of skills/technical abilities, competencies, flexibility of the employee required etc. At this point it is important to consider both the internal and external factors that can have an effect on the recruitment of employees. The external factors are that out-with the powers of the organization and include issues such as current and future trends of the labor market e.g. skills, education level, government investment into industries etc. On the other hand internal influences are easier to control, predict and monitor, for example management styles or even the organizational culture.

At the organizational level, a successful Human Resources Development program will prepare the individual to undertake a higher level of work, “organized learning over a given period of time, to provide the possibility of performance change” (Nadler 1984). In these settings, Human Resources Development is the framework that focuses on the organizations competencies at the first stage, training, and then developing the employee, through education, to satisfy the organizations long-term needs and the individuals’ career goals and employee value to their present and future employers. Human Resources Development can be defined simply as developing the most important section of any business its human resource by, “attaining or upgrading the skills and attitudes of employees at all levels in order to maximize the effectiveness of the enterprise” (Kelly 2001). The people within an organization are its human resource. Human Resources Development from a business perspective is not entirely focused on the
individual’s growth and development, “development occurs to enhance the organization's value, not solely for individual improvement. Individual education and development is a tool and a means to an end, not the end goal itself”. (Elwood F. Holton II, James W. Trott Jr). The broader concept of national and more strategic attention to the development of human resources is beginning to emerge as newly independent countries face strong competition for their skilled professionals and the accompanying brain-drain they experience.

3.4.2 Motivation

Motivation is the study of why people think and behave as they do. In an achievement setting, someone would be concerned with motivation if he were to ask, for example, why some students persist to task completion despite enormous difficulty, while others give up at the slightest provocation; or why some students set such unrealistically high goals for themselves that failure is bound to occur.

Motivation is also the study of what pushes or pulls an individual to start, direct, sustain, and finally end an activity. Consider, for example, an achievement activity such as studying for an exam. Motivation researchers would want to examine what the person is doing: the choice of behavior; how long it takes that person to get started. Or they wish to see the latency of behavior: how hard the individual actually works at the activity (the intensity of behavior); how long that individual is willing to remain at the activity (the persistence of behavior); and what the person is thinking or feeling while engaged in the activity, or the cognitions and emotional reactions that
accompany behavior. Note that this focus on the "why" of achievement is quite different from the study of achievement itself. Educators sometimes confuse the topics of researchers who study motivation with the topics of researchers who study achievement and learning.

3.4.3 Training & Development

In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development.

Harrison observes that the name was endlessly debated by the Chartered Institute of Personnel and Development during its review of professional standards in 1999/2000. "Employee Development" was seen as too evocative of the master-slave relationship between employer and employee for those who refer to their employees as "partners" or "associates" to be comfortable with. "Human Resource Development" was rejected by academics, who objected to the idea that people were "resources" — an idea that they felt to be demeaning to the individual. Eventually, the CIPD settled upon "Learning and Development", although that was itself not free from problems, "learning" being an over general and ambiguous name. Moreover, the field is still widely known by the other names.

Training and development encompasses three main activities: training, education, and development. Garavan, Costine, and Heraty, of the Irish Institute of Training and Development, note that these ideas are often
considered to be synonymous. However, to practitioners, they encompass three separate, although interrelated, activities:

**Training**

This activity is both focussed upon, and evaluated against, the job that an individual currently holds.

**Education**

This activity focusses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs.

**Development**

This activity focusses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

The "stakeholders" in training and development are categorized into several classes. The *sponsors* of training and development are senior managers. The *clients* of training and development are business planners. Line managers are responsible for coaching, resources, and performance. The *participants* are those who actually undergo the processes. The *facilitators* are Human Resource Management staff. And the *providers* are specialists in the field. Each of these groups has its own agenda and motivations, which sometimes conflict with the agendas and motivations of the others.

The conflicts with perhaps the most devastating career consequences are those that take place between employees and their bosses. The number one
reason people leave their jobs is conflict with their bosses. And yet, as author, workplace relationship authority, and executive coach, Dr. John Hoover points out, "Tempting as it is, nobody ever enhanced his or her career by making the boss look stupid." Training an employee to get along well with authority and with people who entertain diverse points of view is one of the best guarantees of long-term success. Talent, knowledge, and skill alone won't compensate for a sour relationship with a superior, peer, or customer.

3.4.4 Performance Appraisal and Job Evaluation

Performance appraisal, also known as employee appraisal, is a method by which the job performance of an employee is evaluated (generally in terms of quality, quantity, cost and time). Performance appraisal is a part of career development.

Performance appraisals are regular reviews of employee performance within organizations.

Generally, the aims of a performance appraisal are to:

- Give feedback on performance to employees.
- Identify employee training needs.
- Document criteria used to allocate organizational rewards.
- Form a basis for personnel decisions: salary increases, promotions, disciplinary actions, etc.
- Provide the opportunity for organizational diagnosis and development.
- Facilitate communication between employee and administration.
• Validate selection techniques and human resource policies to meet federal Equal Employment Opportunity requirements.

A common approach to assessing performance is to use a numerical or scalar rating system whereby managers are asked to score an individual against a number of objectives/attributes. In some companies, employees receive assessments from their manager, peers, subordinates and customers while also performing a self assessment. This is known as 360° appraisal. forms good communication patterns

3.4.5 Counseling and Feedback

Counseling is professional guidance of the individual by use of standard psychological methods such as collecting case-history data, using various techniques of the personal interview, and testing interests and aptitudes. The counselor's goal is generally to orient the individual toward opportunities that can best guarantee fulfillment of his personal needs and aspirations. The counselor usually attempts to clarify the client's own thinking rather than to solve his problems. Professional counselors (such as educational guidance and career counselors) and counseling psychologists (such as marriage and bereavement counselors) are found in a wide variety of institutional settings and in private practice. Feedback is the return of a portion of the output of a process or system to the input, especially when used to maintain performance or to control a system or process. It is the return of information about the result of a process or activity; an evaluative response.