REC TRAINING POLICY

Preamble:

Rural Electrification Corporation is in the midst of major transformation to meet the challenges thrown open by a turbulent external environment and intense competition. Such transformation can be successful only with the fullest involvement of the workforce at all levels. The workforce needs well-integrated skills and competencies, knowledge and appropriate attitudes to contribute effectively towards the success of the organization. Systematic training is the most effective and tested tool for performance enhancement and up-gradation of knowledge/skills. Investment in training & performance improvement is considered essential for sustained growth. Human resources are our greatest assets and REC recognizes that Training and continuous development of this asset is an important management responsibility and aims at re-looking beyond the traditional roles and boundaries and cultivate new paradigms to adapt to the changing competitive scenario. Consistent with this philosophy the Training Policy aims at imparting training to all its employees in a planned and coordinated manner.

2. **Objectives:**

The training policy of the Corporation aims at the following:-

i) To create conditions conducive to a quest for knowledge and to equip the existing manpower with appropriate skills and knowledge needed for the attainment of the Corporation objectives.

ii) To sharpen the managerial skills and competence needed for better performance and provide all possible opportunities to the employees to improve their performance and productivity.

iii)   Promoting holistic development of employees through spiritual, health and attitudinal change processes.

iv)   Promoting better understanding of professional requirements as well as sensitization to professional, socio-economic and political environment in which work is done.

2.1   Thus while on the one hand emphasis is on professional competence to achieve the organizational goal, on the other it is development of performance skills for achieving the objectives underlining the extant laws, policies and programmes of the REC. The importance of development of performance skills at a time when a radical and redefined and sharply focused set of objectives is being projected by the REC cannot be ignored.

3.   **Training Approach**:

3.1   Pre-training tasks:

3.1.1 Making inventory of the existing manpower with regard to their educational/skill level, set benchmarks based on the best industry practices and identify the 'gap in performance' which shall form the basis for the training need assessment of the employees of the Corporation.

3.1.2 Training Calendar:
Based on the identification of training needs an annual training calendar will be prepared for the Corporation with brief details, tentative schedule and coverage of the various training programmes to be organized during the year.

3.1.3 Categorization of Manpower for the purpose of training:

Training will be provided to all the employees of REC based on an integrated approach to increase the effectiveness by enhancing their knowledge, skills and attitude thus facilitating their transformation into world-class professionals. For the purpose of appropriate training design, the employees have been divided into following categories:

1.   <u>Executives</u>

i)   E-8 & E-9: General Managers/Executive Directors
ii)   E-6 & E-7: Joint Chiefs & Chiefs
iii)   E-4 & E-5: Dy.Directors/ACAO/FE-III   FM-lI/DPE
        Dy.Chiefs/FE-I/FM-I
iv)   E-1,E-2 & E-3:   SO/PS/AO/AD/APE/Sr.AO/FE-III/FM-III

2.   <u>Non-Executives</u>

i)   NE 6, NE 5: Sr.Asstt/Accountant/Sr.PA/Asstt/PA/Asstt(A/cs)
ii)   NE 3, NE 4   : UDC/Accounts Clerk/Steno/LDC
iii)   NE 1 & NE 2 : Peon/Peon(SG)/PMO/DMO/Electrician/SCD

3.2 <u>Designing of training programmes:</u>

3.2.1 Core Areas of Training:

i)   **Information Technology and Communications Programme**. In view of the growing importance of Information Technology in the day-to-day working the training programme should contain significant inputs on IT application facilitating enhancement of individual and organizational performance. This would include mass awareness programes like introduction to computers, MS office awareness and MS office refresher for every employee of the Corporation.

ii) **Functional Training Programmes**:
This includes training in the core areas of functioning of REC for providing employees with an in-depth understanding of the functional areas so that they are well equipped with the knowledge and skills required for performing their specialized role.

iii) **Management Development Programmes**:
Advanced Management, General Management and Basic Management programs etc. to help executives at the senior, middle and junior management levels in broadening their understanding and improving their skills to prepare them to face the challenges at higher positions. This would provide inputs to fill knowledge gaps, broadening of the horizons and building of new insights to enhance the thinking process for better quality decision-making. Emphasis is on continual development of executives and to keep them abreast with the latest management practices in the changing business environment.

iv) **Skill Development Progrmmes:**
This includes skill development programmes in respective disciplines to help keep the employees abreast with the latest technical advancements in various aspects of their functional skills.

v) **Spiritual & Health related Programmes:**
To help the employees respond to adverse situations from different dimensions and create effective relationship with their peers fostering a climate of peaceful coexistence for organizational excellence through practice of yoga, meditation etc.

vi) **Foreign Programmes:**
Employees would be encouraged and sponsored for Conferences, Seminars, Workshops and Courses conducted by reputed international bodies/agencies with a view to exchange views and enhance managerial and technical competencies. This includes Colombo Plan, USAID, SIDA, and ATOS etc.

vii) **Induction & Orientation Programme for fresh recruits:**
To enable the new entrants to become familiar with the system procedures and working culture of the organization and thereby facilitate smooth integration into the organization and developing a sense of belongingness for the organization.

3.2.2 The training programme of Executives, besides offering the stimuli for expansion of the mental horizon of attainment of professional excellence, should also sharpen perceptions in relation to multi dimensional linkages in policy formulation, development of capabilities in a changing socio-economic scenario and technological context, dynamism and innovation tempered with pragmatism. The programmes of advance management conducted by MDI, ASCI, IIMS, Power Sector Reforms, Govt. Policies and Allied areas, Time & Stress Management may be great help for officers of the level of Chief and above. In addition to these, the functional areas identified for the purpose of training are indicated in Annexures – A, B & C.

3.2.3 The training programme for non-executives in the category of NE5 & NE6 should contribute to enhancement of professional knowledge, understanding and skill and at the same time promote widened professional outlook so as to prepare it for future tasks and responsibilities. The areas identified for training are indicated in Annexure-D.

3.2.4 The training programme for non-executives of the category NE3, NE4 should put emphasis on functional skills and attitudinal orientation. Accordingly the areas identified for the purpose of training are indicated in Annexure –E.

3.2.5 The training programme for non-executives of the category NE1, NE2 should put emphasis on functional skills and attitudinal orientation. Accordingly the areas identified for the purpose of training are indicated in Annexure – F.

*Theses are only illustrative in nature and not exhaustive.

4.0 **Conducting of training programmes**:

4.1 The training programmes may be arranged in-house or outsourced. Where the number of participants is more and the training is job specific, such as, introduction of a new product of the Corporation, the training can be organized in-house after developing the proper capsule aimed at the result expected after the training.

4.2 The Corporation has set up Central Institute for Rural Electrification (CIRE) at Hyderabad in 1979 to cater to the training and development needs of REC and the power utilities of the countries. The infrastructure at CIRE will also be utilized for imparting training to employees of the Corporation. CIRE will suitably be strengthened to cater to the needs of the organization and its future plans.

4.3 The training programmes for personality development of the individual or upgradation of a particular skill of the individual can be outsourced to reputed agencies. Employees will also be sponsored for programmes conducted by reputed agencies like ASCI, PMI, MDI, AIMA, DMA, ASSOCJAM, and CII etc.

5.0 **Periodicity:**

Minimum one week training to all employees every year depending upon the nature of training.

6.0 **Training abroad.**

6.1 Since the Corporation may go in for external commercial borrowing (ECBs) and also external funding for our future funding programmes, the concerned executives may be deputed on training abroad to acquire knowledge of how international financial institutions fund their projects and how hedging is taken care of in the external borrowings, and other related business of the Corporation.

6.2   The officers selected for a foreign programme involving a period of not less than one month shall execute an agreement that he/she shall serve the Corporation for a minimum of 3 years after completion of foreign training and execute a bond for Rs. 5 lakhs undertaking that he/she shall return from foreign and join the services of the Corporations.

7.0   Annual Budget

7.1   Of late investments by the Companies in the Human Resource has been considered as the best input for excelling to achieve the desired goals of the company. NationalTraining Policy envisages 1.5% of the salary budget towards training gradually to be raised to 5% of salary budget annually.

8.0   Remuneration to Faculty
In-house/external Faculty, as per National Training Policy will be given remuneration.

Training Programme Identified for Executives(E-8 & E-9)

.   Advanced Management Programmes conducted by MDI, ASCI, IIMs on power sector reforms, Govt. Policies and allied areas

.   Business Development

.   Updating the knowledge in the field of specialization i.e. Engineering, Finance, Human Resources and Legal Deptt.
.   Vigilance matters.

TRAINING PROGRAMMES IDENTIFIED FOR EXECUTIVES (E-1 to E-7)

Technical Deptt.

.   Project Formulation, Appraisal and Monitoring of Generation & Distribution, RGGVY, Franchisee Development
.   Project Monitoring
.   Desk Scrutiny of projects
.   Scrutiny of claims for reimbursement
.   HR of technical officers
.   Finance of technical officers
.   Advanced Management programmes
.   Risk Management
.   Computer Applications
.   Corporation's Rules & Regulations/Loan Documentation
.   Specialised programmes relating to assigned job such as computerized management of distribution system, electricity related cost efficient system

Finance Deptt.:

.   Requirements under income Tax/Corporate Tax/VAT/Companies Act/SEB/RBI/NBFC etc.
.   Risk Management, Forex Management, Derivatives, Treasury Management, IPO ECBs etc.
.   Market borrowing/Investment methods
.   HR for finance officers
.   Engineering for finance officers
.   Project Formulation, Appraisal and Project Finance
.   Project Monitoring
.   Desk Monitoring
.   Scrutiny of claims for reimbursement./Reschedulement of Loan/Securitization of loan/Escrow cover
.   Computer Applications
.   Specialised programmes relating to assigned job e.g. Advanced Training on Accounting including Loan Accounting /Accounting Standards and Guidance Notes of ICAI.

Human Resources Department & Others:

. Manpower Planning
. Human Relations/Industrial Relations
. Office Procedures
. Scrutiny of Annual Property Returns
. Scrutiny of Annual Confidential Reports
. Domestic Enquiries
. General Management programmes
. Stores Management
. Contract Management
. Finance for non-finance officers
. Engineering for non-engineering officers
. Computer applications
. Loan documentation and related areas
. Implementation of Official Language Act
. Vigilance Awareness
. Companies Act
. Mass Communication, Printing technologies

IT Department

. Software projects Management
. System Engineering
. Database designing & Software Engineering
. Geographical Information System(GIS)
. Advanced Network & System Admministration
. Advanced GUI programming using NET, Oracle Tools Core Jave etc.
. Mobile and wireless technologies
. HR for IT officers
. Accounting and Finacial Management for IT officers
. Engineering for IT officers
. IT based Project formulation and Appraisal
. Any future technologies relating time to time IT development

TRAINING PROGRAMMES IDENTIFIED FOR EXECUTIVES (E-1-E2 E3)

. Company Rules and Policies
. Basics of Finance
. Basics of engineering
. Basics of HR
. Work ethics
. Computer applications
. Office procedures/Store Management
. Scrutiny of Annual Property Returns/Annual Confidential Reports
. Scrutiny of Claims for reimbursement
. Programmes directly related to the job enrichment such as technical training and skill upgradation.
. **Latest Programming tools(such as MS, NET, ASP, XML, Java, ORACLE tools etc.)**
. **Database Technologies**
. **Basic Network Administration**
. **Web development**

TRAINING PROGRAMMES IDENTIFIED FOR Non-Executive(NE-5, NE-6)

. Company Rules and Policies
. Basics of Finance/Egineering/HR
. Work ethics
. Computer applications
. Office Procedures
. Stores Management
. Scrutiny of Annual Property Returns
. Scrutiny of Annual Confidential Reports
. Scrutiny of Claims for reimbursement
. Bringing about right attitudinal orientation
. Conduct & Discipline
. Job specific Programmes

TRAINING PROGRAMMES IDENTIFIED FOR Non-Executives (NE-3 to NE-4)

. Computer Applications: MS Office/Excel/Internet/E.mail
. Bringing about right attitudinal orientation
. Conduct & Discipline
. Corporation's Rules & Policies
. Job specific:such as operation of telephone/fax/Photostat machine.

Training Programmes identified for Non-Executives(NE-1, NE-2)

.   **Bringing about right attitudinal change**
.   **Discipline**
.   **Attending to telephone/fax/Photostat machine etc.**
.   **Driving Light Motor Vehicles**
.   **Record Keeping/Store Keeping/Care Taking**