



पावर ग्रिड कोर्पोरेशन ऑफ इंडिया लिमिटेड
Power Grid Corporation of India Limited
सूचना का अधिकार अभिनियम 2005 के अंतर्गत केन्द्रीय लोक सूचना अधिकारी
Central Public Information Officer under the RTI Act, 2005
केन्द्रीय कार्यालय, 'साँदामिनी', प्लॉट नं.2, सेक्टर-29, गुडगांव, हरियाणा-122007
Corporate Centre, 'Saudamini', Plot No. 2, Sector-29, Gurgaon, Haryana-122007



CP/RTI/2015/203

Date: 7th January, 2016

Shri Rakesh Ranjan
C/o Shri Ved Prakash, 686, Gali No-17
Gurudwara, West Guru Angad Nagar
Laxmi Nagar, East Delhi-110092

Sub: **Information under Right to Information Act, 2005 (Application No.-203
Application date Nil received on 6th November, 2015)**

This has reference to your request dated Nil (received on 6th November, 2015) seeking information under RTI Act, 2005.

The information sought is attached at **Annex-A , B & C.**

First Appeal, if any, against the reply of CPIO may be made to the first appellate Authority within 30 days of the receipt of the reply of CPIO. Details of Appellate Authority at Corporate Centre, Gurgaon, under RTI Act, 2005 is as below:

Shri B. Mishra
Executive Director (CP & IT) & Appellate Authority
Corporate Centre, Power Grid Corporation of India Limited
"Saudamini", Plot No. 2, Sector-29, Gurgaon – 122007, Haryana.
Email ID: bmishra@powergridindia.com
Phone No. 0124-2571960

Thanking you,

भवदीय,

सतीश 7.1.16

(सतीश कुमार जे.)

उप महाप्रबंधक (.आ.के) एवं के.लो.सू.अधिकारी

Phone No. 0124-2822746

Email ID: cpio.cc@powergrid.co.in

| Sl. No. | Question | Reply |
|---------|--|---|
| 1. | How much budget allocated on PR activity/Corporate communication in the financial year, 2013-14, 2014-15 & 2015-2016. | 4. Year 2013-14= Rs. 756,00,000/- 5. Year 2014-15= Rs. 680,40,000/- 6. Year 2015-16= Rs. 681,40,000/- |
| 2. | Kindly provide the details of sanctioned amount on advertisement given to print media/electronic media and other sources as well for the last three financial year. | Total Sanctioned Amount: Rs. 1,35,58,000/- |
| 3. | Do you release your advertisement through any ad agency or directly ? If through any ad agency , what criteria it should have ? | No. |
| 4. | Is there any particular criteria fixed in terms of selection of publisher or agency name for PR activity ? | No such criteria fixed for PR activity. |
| 5. | Contact details (Mob. No., Tel. no, email id) of the concerned person/competent authority involved in PR/CC activity. | GM (CC) Tel no:0124-2578373 Email id: powergrid.pr@powergrid.co.in |
| 6. | Is it necessary for the print/electronic media to provide any V.I.P reference to get the advertisement from your organisation? Kindly also provide the details of each & every advertisement released from the VIP referral with amount. | 1. Not necessary. 2. There is a large number of letters received from the VIP reference and as such it is difficult to provide the copies of all the details. However applicant may visit the Corporate Communications Department, go through the records and take the required copies after submission of a Demand Draft for the photocopy expense. |

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Point 1:

Budget for HRD intervention allocated during last Financial years 2013-14, 2014-15, 2015-16

| Year | Budget in Cr. |
|---------|---------------|
| 2013-14 | Rs 21.10 |
| 2014-15 | Rs 22.10 |
| 2015-16 | Rs 24.10 |

Point 2:

Institute/Agencies involved in training activity and cost per day per batch for the last five year

Human resource development department conduct in service training for all employees and training plans (year wise) prepared according to Organisational Need Assessment (ONA) followed by Training Need Assessment (TNA). Accordingly, HRD provides the training on residential and non-residential basis at Manufacturers site like M/s ABB, Alstom, Siemens, BHEL etc., In-house expert faculty and premier institutes like IIMs, IITs, MDI, XLRI, IMI etc. who have signed the MoU with POWERGRID. The average cost per employee on non-residential basis is approx. Rs 4500 per day and in case of residential it is approx. Rs 7200 per day.

Point 3

Criteria for selecting Institute/Agencies involved in training activity:

Faculty engagement guidelines and procedures are in place in POWERGRID to engage the faculty which are enclosed in Annexure-I

Point 4

Training policy in POWERGRID:

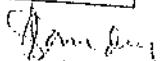
HRD training policy of POWERGRID is enclosed in Annexure-II

Point 5

Contact details of concerned person involved in training:

| Name | Mobile no | Email Id | Designation |
|-----------|------------|------------------------|-------------|
| V K Singh | 9810311666 | vks@powergridindia.com | DGM |

This is for your information and necessary action please.


(K N Pandey)

Query No.6 Total Budget allocated for CSR activity in the financial year 2013-14, 2014-15 and 2015-16.

Reply:

| Year | Allotted Budget (Rs./Cr.) |
|---------|---------------------------|
| 2013-14 | 42.35 |
| 2014-15 | 110.51 |
| 2015-16 | 120.00 |

Query No.7 In the current financial year, how much amount of CSR fund has been already used and how much is still pending and name of the organizations involved in CSR activity alongwith the nature of CSR activity.

Reply

- (i) Current year CSR fund used as on 31.10.2015 is Rs.52.13 Cr.
(ii) Balance fund to be utilized is (Rs.120 – 52.13) Rs.67.87 Cr.
(iii) Majority of the work is being implemented by POWERGRID in project mode through award of the contract and signing of the MOUs with Government organizations and reputed institutes. The names of the major organizations are given as below:

- Hindustan Prefab Ltd. - Building Construction
- IrconISL - Building Construction
- Gramin Vikas Trust. - Building Construction
- UPNEDA - Solar lights
- State PWDs and allied Departments – Road & Building construction, hand pumps

- Rajasthan Electronics & Instruments Ltd. (REIL) – Solar Lights
- Krishi Vigyan Kendra, - Skill Development
- ITI, Vishakhapatnam - Supply of furniture
- ICRISAT - Rural Development
- District Rural Dev. Agency (DRDA) – Building construction etc.
- The Energy and Resources Institute (TERI) – Solar Lights.
- HLL Lifecare Ltd. - Health check up
- ALIMCO - Supply of equipments to PwDs.

Query No.8 Contact details (Mob. No. Telephone No., email Id) of the concerned person / competent authority involved in all CSR activities (including corporate office, Power Station and Project).

Reply

Since the operation of POWERGRID is spread across the country and different CSR projects are initiated at the site levels in various locations. The overall coordinator is Shri G.C.Sharma, Additional General Manager. (CSR), Corporate Centre, Gurgaon, Tel. No.0124-2822670 and email Id is gcsharma@powergridindia.com

FACULTY ENGAGEMENT PROCEDURES AND GUIDELINES IN POWERGRID

1.1. **Background:** Constant upgradation of knowledge, skill and attitude of people are considered to be a fuel to any growing organization. POWERGRID has been in the forefront of building competencies of its employees for a long period. The resource persons for all its employee development training Programmes are being drawn from internal and external pool of faculties. At times we explore the expertise available from the market in various functional areas of POWERGRID. One of the important areas of training has been behavioral and management discipline. To train senior level executives, the expertise available from the premier management Institutes in the country such as MDI, IIMs and ASCI etc., are being used on mutually agreed terms and conditions. The professionals of other management Institutes such as Fore School of Management, IMI, XISS, other institutions of similar repute are also drawn to cater the needs of knowledge and skill gap. The experts available from other PSUs, government organizations, labour Institutes, other private Institutes of repute are also utilized on case to case basis as per POWERGRID's requirements and in line with the practices that are being adopted by other PSUs especially in Power Sector in the country. In view of the streamlining of training needs in the organization and also the mandatory requirements as envisaged by National Training Policy, it is felt necessary to evolve and adopt guidelines that would be followed while engaging faculties for all training programmes including short term and long term courses.

2.0. Objective:

- 2.1 To promote fair and transparent method of engaging training faculties and agencies for the smooth conduct of HRD training programme in POWERGRID;
- 2.1. To establish a HRD system that would ensure engagement of competent and capable resource persons for our employee development initiatives with maximum benefit and minimum cost;
- 2.3. To explore and provide equal opportunities to capable faculties and agencies in the area of functional, behavioral, and managerial programmes in POWERGRID;
- 2.4. To ensure systematic approach towards planning, designing, developing and implementing HRD training programmes for the overall development of employees.

3.0 Faculties engagement situations or conditions:

- 3.1. Faculties or training agencies will be arranged by HRD to meet the requirements from POWERGRID's Annual Learners planner;
- 3.2 Special lectures will be arranged as demanded by the business situations or as directed by the competent authority from time to time;
- 3.3 Training will be arranged as per the MOU signed with premier management/technical Institutes in the country from time to time;
- 3.4 Training programs suggested by HRD Advisory council, as envisaged under POWERGRID HRD Policy;



- 3.5 The provisions contained in National Training Policy issued by Ministry of Power and other directives and relevant guidelines issued by administrative ministries and other ministries such as Department of Personnel and Training (DOPT) from time to time;
- 3.6 Faculties and Training agencies as suggested by Chairman and Directors of POWERGRID, as per the requirements of business environment and goals;
- 3.7 Faculties and training agencies as suggested by functional heads/regional heads/heads of personnel (HOPs), programme directors and other subject matter experts in the company in various regions and corporate centre, before and after finalization of Annual Learners Planners (ALP).
- 3.8 Input from HRD executives in CC and regions are also taken into consideration.
- 3.9 Training/special lecture sessions as warranted by the special situations arising out of changing business environment;
- 3.10 The situations arising out of business collaboration with domestic or foreign agencies or consultancy partners on the overall interest of the company;
- 3.11 Invitation by POWERGRID for Experience sharing or expertise development from other organizations (both Private and Public Sector)
- 3.12 Experts with rich experience in various field who are either retired from POWERGRID or other PSU/Govt. Organisation/Pvt. Organisation.

4. Points to be considered while choosing a training agency or faculty.

- 4.1. Any interested agency, faculty, subject matter experts will submit their proposal indicating his/her willingness to be faculty in POWERGRID training programme. The training programmes /training needs planned or likely to arise will be discussed with the concerned agencies/faculty. Based on the requirement, HRD in POWERGRID will ask such the concerned agency/faculty to make a presentation explaining their capacity/capability and expertise including their past experience with public or private organizations the operations of which are similar nature of POWERGRID or otherwise.
- 4.2. Prior to the presentation made before HRD team, a meeting with Director(Personnel)/ED(HRD/GM(HRD will be desirable to assess the first hand information about the professional competency of the trainer/agencies.
- 4.3. The agencies/faculty/subject matter expert, while submitting their proposal or after finalizing their involvement for any particular programme, should furnish the following:
 - 4.3.1. *Session plan;*
 - 4.3.2. *Readiness to prepare and supply Work Book (if any);*
 - 4.3.3. *Justification of his/their ability to provide services as faculty Any other supporting material including previous experience, honorarium received, etc.,*
 - 4.3.4. *Certification earned from Train the Trainer (TTT), or any other certification leading to expertise on the subject of training on which proposal is submitted;;*
- 4.4. The agencies/faculty/subject matter experts so interested, will give an undertaking in writing to abide by the rules and procedures of POWERGRID, as issued or amended from time to time;
- 4.5. The engaged agencies/faculty will not claim it as their right to render their services to POWERGRID in the subsequent calendar years.



5. **Criteria for identification of Faculty/Agency for POWERGRID training and development activities.**

- 5.1. Based on the requirement of the programme objective and needs of each programme separately, the HRD executives and programme director together after discussion will identify a faculty/agency in consideration of the following criteria either collectively or individually on merit of each case.
- 5.1.1. Significance presence in the field
 - 5.1.2. Continuously contributing to his/her field in various forum
 - 5.1.3. Consultancy experience
 - 5.1.4. Participated in national and international seminar
 - 5.1.5. Proof of providing training to Private and public sector organization in relevant field.
 - 5.1.6. Basic minimum professional qualification in the relevant field.
 - 5.1.7. The faculty/agencies so identified will be required to present demo session however, it can be considered optional by the HRD/programme director in case it is satisfied at the first meeting
 - 5.1.8. Research experience in the relevant field wherever required.
 - 5.1.9. In the event any agency intends to engage any ex-employee of POWERGRID for POWERGRID's programme as faculty, same has to be informed well in advance, and prior consent to be obtained

5.2. **Repetition of any faculty/agency in subsequent programmes**


- 5.2.1. In case any faculty/agency who are already providing training to POWERGRID and he/she has to be reengaged again the subsequent year(s), their past track record of quality of training including the participant feed back immediately after the programme or otherwise will be the main criteria. In the event the faculty/agency are rated poor or unsatisfied they shall not be chosen again for imparting training or any other purpose.

5.3. **Engagement of premier Management Institutes for Calendar/Non-calendar Programmes:**

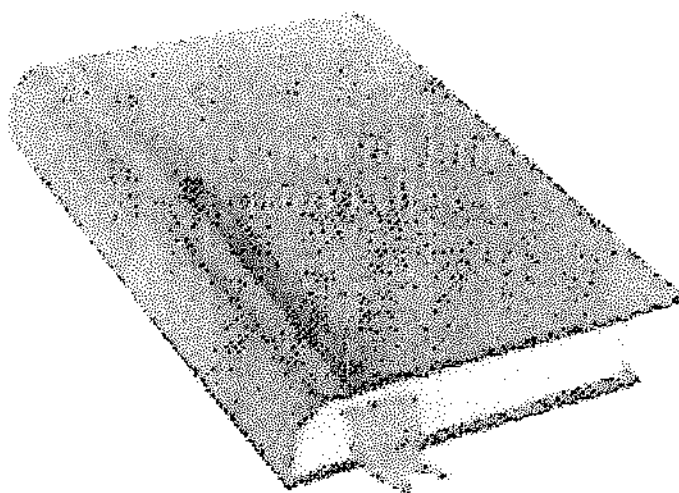
- 5.3.1. HRD can take the assistance of premier Management Institutes in the country such as IIMs, MDI, ISB, IIFT, ASCI, XLRI, XISS, IMT, Fore School, IIPM, FMS, IMI and other technical institutions such as IITs, NPTI, ESCI, etc., for its Annual Learners Planner programmes.
- 5.3.2. HRD can also approach these institutes for its non-calendar programmes, as and when situation warrants, according to the learning requirements.
- 5.3.3. The terms and conditions including commercials will be on mutually agreeable norms as per the discussions with HRD officials of POWERGRID and concerned institutes. Wherever applicable, the provisions contained in the MOU signed with the institutes if any will be followed.



6. **Engaging internal expertise who have rich experience in different functional areas at the field level:**
 - 6.1. HRD will develop expert faculty panel on different functional areas. The executives who have rich experience at field level and who has corporate experience at the apex level will be part of the panel. This panel will be revised once in every two years based on the knowledge domain of the individual expertise. The faculty will be drawn from the panel. Their nomination as faculty will be obtained through their controlling officer/HODs of concerned department/Regions.
7. **Payment of Honorarium to Faculty**
 - 7.1. All the faculty identified either through internal or external resources will be paid honorarium in recognition of their contribution and effort in the respective knowledge domain. The rate of honorarium will be as per the honorarium policy issued by corporate HRD department from time to time
8. **General**
 - 8.1. Director(Personnel) will have the discretion to engage any faculty or agency, in the interest of the business objectives and changing business environment.

A handwritten signature in black ink, appearing to be 'Rajesh', is written over a horizontal line.

POWERGRID HRD POLICY



Power Grid Corporation of India Ltd
Corporate Office, Plot no 2, Sector 29, Gurgaon-122001, Haryana

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POWERGRID HRD POLICY

1. HRD Mission:

The development of human capabilities to achieve organizational objectives through world class learning interventions

2. HRD Objectives:

- 2.1 To build a structure and a framework for faster dissemination of information, ideas, trends, benchmarks and best practices.
- 2.2 To architect a learning process where employees will have ample opportunities to self develop.
- 2.3 To implement HRD training solutions and interventions for upgrading knowledge, skills and attitude of all employees for qualitative improvement in performance.
- 2.4 To integrate HRD with business strategy and implement HRD interventions keeping pace with the changing business scenario and latest trends in technology and management.
- 2.5 Establish strategic alliances with national/international management/educational institutes and the industry to inculcate an outside-in perspective and a global mindset.
- 2.6 Extend HRD interventions for the development of stakeholders.

3. Applicability:

The POWERGRID HRD POLICY will be applicable to all establishments of the Corporation namely Corporate Centre, Regions and RLDCs and other functional units.

4. Scope and Training Mandate

4.1 Scope:

The POWERGRID HRD POLICY will cover all human resources employed in POWERGRID and associates. POWERGRID HRD will endeavor for development of all stakeholders including contracting associates/vendors to ensure availability of skilled workforce.

POWERGRID HRD POLICY

4.2 Training Mandate:

Training will be imparted to all employees. POWERGRID will strive for achieving the target of providing at least an average 6 man days of need based training per employee per annum. Accordingly, HRD will evolve a perspective plan in collaboration with concerned Departments, Regions/RLDCs to implement the training solutions.

5. HRD budget

Adequate funds will be allocated to training and development activities and HRD interventions. A minimum of 1.5 % of salary budget will be provided initially, gradually increasing it to the level of 5 % of salary budget in accordance with National Training Policy of Power Sector.

6. Organization and Training infrastructure

6.1. Organization

6.1.1 HRD in POWERGRID will have two tier structures with responsibility centers at Corporate Center and Regions/RLDCs. Corporate HRD will evolve the overall HRD and training strategy, HRD perspective plans which will form the basis for preparing the annual/six months HRD action plan for implementing across respective establishments.

6.2 Training infrastructure

6.2.1 To impart training and for implementation of the HRD interventions, all Regions will create their own Employee Development Centers (EDCs) in a phased manner.

6.2.2 In due course, corporate center shall also create *National Power Transmission and Management Centre* for conducting broad based training, national/international conferences, symposiums, workshops and to carry out research for bringing improvements in training and development strategies.

6.2.3 EDCs and NPTMC will be ideally established in a strategic location keeping in view the infrastructural facilities, proximity of air/rail head, communication facilities, availability of faculties, academic and training institutions.

6.2.4 All EDCs and NPTMC shall be equipped with state-of-the-art facilities, tools, training aids, dummy equipments, exhibits, simulators etc. to impart classroom, live demonstration and hands-on training of employees and other stakeholders.

POWERGRID HRD POLICY

7. Responsibility Centre

The responsibilities of Corporate Centre and Regions for implementation of HRD intervention shall be as follows:

7.1 Corporate HRD

Corporate HRD or *National Power Transmission and Management Centre* shall be the main responsibility centre for training and development, workshops, symposium or any other structured learning programmes, research and analysis (system audit) based on organizational need and / or training need assessment in the Corporation and will be responsible for:

- formulation of training and development strategy and issue of policy guidelines.
- implementation of HRD interventions like e-learning, global outreach, case study repository and collaborations for strengthening of interface between the industry and academia.
- customized training for all executives in the level of DGM and above
- formulating training plan in behavioral, managerial, IT, new technology and new business areas concerning all employees
- training and development of all employees of Corporate Centre.
- guidelines for Training Need Assessment(TNA) in the corporation and TNA in the Corporate Centre.
- finalization of Annual HRD Action Planner
- executive trainees training programmes, upgradation programmes, affiliation and accreditation of EDCs and NPTMC.
- consulting services and customer growth initiatives.
- updation of HRD website in terms of the communication systems requirement.

7.2 HRD at Region/RLDC

Region/RLDC shall be responsible for conducting HRD training and development initiatives for the following under their jurisdiction.

- All workmen, supervisors and executives upto the level of Chief Manager

POWERGRID HRD POLICY

- Training of diploma trainees and technician trainees as per the training module finalized by Corporate HRD and upgradation programmes for workmen and supervisors.
- TNA exercise in the region and RLDCs in accordance with the guidelines and other structured interventions, learning solutions in accordance with the HRD strategy and guidelines.
- Timely and smooth conduct of HRD programmes allocated to the respective Regions/RLDCs.
- Communication and uploading of summary, analysis and conclusion of feedback, study material etc. to Corporate HRD, to all concerned internal customers, and updation of HRD web site within stipulated time
- Periodical assessment of learning impact & quality and report to Corporate Centre.

8. Training Strategy

8.1 The Head of Region/RLDC and Head of HR at Corporate Center shall constitute a "HRD Advisory Council" for the respective Region/RLDC/CC, which will act as a guiding force to strategize for development interventions vis-à-vis business challenges plus TNA and also advise measures to increase the impact of the programs based on the program evaluations and feedbacks generated by concerned HRD.

8.2 On priority, Corporate HRD will workout creative learning opportunities for an employee to self develop through job aligned external certification programs.

Additionally, Corporate HRD shall also roll out in a phased manner, certification programs in core areas.

8.3 In the event of inter functional and interdisciplinary transfers, employees shall be provided training in the corresponding function or discipline at the earliest opportunity in line with the prescribed matrix for training requirement on inter-functional and inter-disciplinary movements.

8.4 Following training input mix in respect of Functional areas and other than functional (behavioral/Managerial/IT) for various categories/levels of employees shall be the basis for evolving the HRD action plan and finalizing the nominations.

- eighty per cent functional & twenty per cent managerial / behavioral /IT for executives upto Chief Manager
- sixty per cent functional & forty per cent managerial / behavioral /IT for Deputy General Manager – Additional General Manager

POWERGRID HRD POLICY

- thirty per cent functional & seventy per cent managerial / behavioral /IT for executives (General Managers and Executive Directors).
- sixty per cent functional & forty per cent supervisory / behavioral /IT for supervisor and workmen

9.5 Levels of training

(a) Induction/Orientation Programme

All new employees will undergo induction program for their familiarization with the organization dynamics.

Mandatory training and orientation programs will be conducted to train the trainees of POWERGRID like Executive Trainees, Diploma Trainees, Technician Trainees, Assistant Engineer Trainees etc. for their orientation to POWERGRID business and equip them appropriate skills to take charge of their works on regularization.

(b) Refresher Programme

Refresher level programme will be conducted periodically to sharpen functional and cross functional competencies of employees in discharging their duties

(c) Advanced level programme

Advanced level programmes shall be conducted for providing advanced technological/managerial/behavioral inputs to employees based on individual training needs.

(d) Cadre up-gradation programmes

Workmen/Supervisors who are promoted and placed in supervisors/ executive cadre shall undergo executive and supervisory programmes to facilitate their competency building to take charge of new responsibilities

(e) Customized Training for executives in the level of E7 and above

Executives in the level of E7 and above are the prime movers from concept to execution of all strategic and operational challenges, hence specialized and individualized training programs shall be organized by Corporate HRD by engaging knowledgeable and dedicated expert coordinator(s) for this purpose.

(f) Professional development of Top Management

In order to develop the top management talent for professional competence and business acumen, CMD and Directors shall be sponsored for advance programmes for leadership/business strategy and functional area in top

POWERGRID HRD POLICY

business schools in India and abroad like Harvard, Whartan, Kellogg, Michigan, Stanford, Cornell, IIMs, ISB etc.,

- 3.6 To enhance the interface with academia and industry for exposure to the latest management practices and concepts, Corporate HRD will establish strategic collaboration with reputed institutions and organisations in India and abroad like Indian Institutes of Management, Indian School of Business, Administrative Staff College of India, Engineering Staff College of India, IITs, Institute of Public Enterprises, European College of Management, National University of Singapore, Menchester, Harvard and others.
- 3.7 Through global outreach initiatives, efforts will be made to broaden the horizon of POWERGRID employees by exposing them to best global practices, emerging technologies concerning business in general and power transmission in particular especially overseas.
- 3.8 To institutionalize a system of mentoring, Corporate HRD shall work out and issue a separate guideline for identifying, coaching and rewarding mentors, the process of connecting mentors and mentees in the organization, to foster far-reaching growth of employees through collaborative relationships.

9. Setting Minimum Learning Expectations of key Roles

To stay attuned with the changing technology and changing business challenges including diversification to new growth areas, Corporate HRD will update and communicate from time to time a directory of minimum learning expectations for key roles which will provide a visual map to facilitate in formulating an integrated development plan.

10. Training Need Assessment

- 10.1 Training Need Assessment (TNA) for all the employees shall be conducted once in two years keeping in view the new technology, new management practices, research & analysis, corporate business plan and other related factors.

This exercise shall commence by 1st September and end by 31st December in the concerned year and will be carried out in three levels namely at the level of individual units, at the level of Region/ RLDC and finally at the level of Corporate Center.

Based on the TNA, Regions/RLDCs/ Corporate Center shall prepare their own training plans/ interventions on six months /annual basis.

POWERGRID HRD POLICY

- 10.2 To consolidate, once in every year, corporate center shall integrate and normalize the proposed plans of Regions/ RLDCs/Corporate Center and shall communicate the approval of competent authority to roll out the training plan/interventions by the respective Regions/ RLDCs / Corporate Center on six month/ annual basis as per the responsibilities defined..
- 10.3 To speed up the TNA process, Region/RLDC/Corporate Center shall make maximum use of the online facility to reach out to maximum number of employees.
- 10.4 To effectively roll out the entire TNA activities, Corporate HRD will plan, design the entire process, take the help of professional experts wherever required and issue detailed guidelines for implementation across the board.

11. Programme Implementation

- 11.1 The HRD programmes notified in the HRD Action Planner and other approved programmes will be organized by the Corporate Centre, Regions and RLDCs in the employees development centers or at other venues subject to availability on approval by the Head of HRD at the CC and Head of the Regions/RLDCs for programmes at Regions and RLDCs.

The programmes conducted in the EDCs and in other institutes with hostel facilities shall be residential programmes. The programmes conducted at venues other than these may be residential depending on the facility available and the cost involved.

- 11.2 Module, content and faculty for HRD programmes designed in line with objective will be finalized in consultation with Corporate HRD wherever the same has not been pre-determined and communicated.
- 11.3 Class-room trainings will be conducted with the support of internal and external experts from POWERGRID, from leading academics, industry, consulting institutions on short and long term basis.
- 11.4 It will be the endeavour of functional heads, experts and HRD to have the reading material standardized which shall be made available to the participants well in advance and be uploaded in the intranet.
- 11.5 The HRD concerned shall make all efforts to communicate the concerned participants with details of program module, program expectations, reading materials and other related details in advance the commencement of the program concerned.

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- 11.6 Concerned HRD shall also make all efforts to apprise the concerned facilitator(s) well advance about the purpose and context of the program, relevant organizational data, profile of the participants, subjects to be covered, expected mode of delivery, manner for instructional design, mode of pre and post training examinations to be conducted, mode of taking feedback of participants, criteria for post training evaluations and other relevant factors to make the program tailor-made for contextual execution at the participant's work place.
- 11.7 To increase the opportunity and reach of self paced learning on demand from anywhere, HRD will also strive towards developing an e-learning platform to host a large number of interactive training modules and certification programs worth to be administered web based in order to supplement classroom coaching.
- 11.8 Sessions for Yoga/ mediation, values and ethics, human rights, disaster management, safety shall be included in the in-house training programmes.
- 11.9 Employees on successfully completing a program shall normally share their learning with other employees during the departmental meetings, review meetings or other occasions. Each unit will ensure that an employee after attending a programme shares his learning by way of presentation or reading out from the paper prepared by him which should also be circulated.
- 11.10 Honorarium and professional charges for the faculty and the institute both internal and external would be regulated as per the extant policy for payment of honorarium in POWERGRID.

12 Nominations for programs

12.1 Nomination of employees to internal or external HRD programme will be in areas relevant to their current duties and/or which they are likely to take up in future in accordance with training matrix and identified as their developmental needs.

12.2 Heads of Departments in the Corporate Centre and Heads of Regions/RLDCs will ensure that each employee is given at least one opportunity to take part in a training program or learning intervention in a year.

12.3 For greater learning impact, nomination for HRD programme shall be the result of a planned intervention and the nomination exercise will be carried out by all the Regions/RLDCs and departments well in advance based on the HRD Action Planner.

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12.4 An employee will also have an option to request for nomination through his Reporting Officer, provided the request is made two weeks before the program.

12.5 Delegation for nomination shall be in accordance with the scheduled delegation of powers.

12.6 For participation in overseas conferences, seminar and training programs all the nominations will be approved by CMD. Nevertheless, wherever the approval is vested with the Ministry, the proposal will be forwarded to the Ministry after it has been approved by the CMD. Details of nomination process in these cases shall be in accordance with the policy in force.

12.7 For planned HRD programmes and interventions of advanced level, such as advanced management programme, leadership programmes and programme on international / global practices, concerned HRD will initiate proposals in accordance with the need assessment, seniority, length of service and other related aspects.

12.8 Usually no exemption will be granted in respect of HRD planned programs excepting very extraordinary situations with the approval of Competent Authority.

12.9 If an employee nominated for a programme absents without prior approval of competent authority or withdraws in the midst of the programme or has partially attended programme, cost of the programme may be recovered from the salary of the employee. The HRD within two days of commencement of the programme shall report the action in respect of the employee who has not attended or has withdrawn.

12.10 Where an employee obtains exemption more than twice in a year to attend a programme or consecutively obtains exemption in two programs, this will be reflected in personal records including appraisal record and would also be debarred from nomination to foreign training in next five years.

13. Evaluation of the Effectiveness of the Programs

13.1 To ensure quality of deliverables and effectiveness of learning process, a system for obtaining feedback form participants, faculty and a feedback on program output will be in force and will be strictly pursued by all.

13.2 In addition to evaluating the learning effectiveness, pre and post training evaluation will be in force.

13.3 In order to put in place, a proper mechanism for ensuring the quality of training programmes conducted and learning imparted to the

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participants, HRD Advisory Councils shall be constituted at regional and corporate level. On a periodical basis, preferably bi-annually, all relevant inputs will be compiled for its scrutiny and assessment by the "HRD Advisory Council" at Region/RLDC. Action based on its recommendation which is in the purview of the Region/RLDC shall be taken up by the concerned Region/RLDC.

The recommendation of "HRD Advisory Council" in Region/RLDC along with details of the action taken by the concerned Region/RLDC shall be sent for assessment by Corporate HRD Advisory Council" at Corporate Center.

In order to bring uniformity in constitution of HRD advisory councils, Corporate HRD will issue guidelines in this regard.

- 13.4 Data and analysis generated through training evaluation and the result of the internally conducted process studies shall form the basis for review of renewal of training system.

14. HRD Management System (HRDMS)

HRD intervention shall be implemented through online HRDMS, web based platform for accessing information on HRD Policy, TNA, details of upcoming and past programs, details of trainees, faculties, nominations, feedbacks, study material etc.

HRD in the Corporate Centre and in the Region/RLDC shall work in union to ensure regular updation and uploading the relevant data in HRDMS.

15. HRD support to stakeholder and customer growth initiatives

Towards fulfillment of corporate responsibility and corporate governance, POWERGRID would strive for skill enhancement and strategic capability addition of its stakeholders and the customers. It will facilitate its stakeholders and customers in working out their development strategies for overall excellence.

16. Internship and summer training

Short duration training will be provided to students pursuing professional education in areas like engineering, management IT etc. in accordance with guidelines issued for the purpose.

17. Special training programme for under privileged and women employees

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Special training programmes will be organized for the employees belonging to SC, ST, OBC and other reserved categories for their personal growth and professional development.

Special programmes will also be organized for empowering the women employees.

18. Review

Taking inputs from the HRD advisory council at Corporate Center and the HRD advisory council at respective Regions / RLDCs, the HRD policy shall be reviewed by Corporate HRD once in every two years.

19. General

Chairman and Managing Director, POWERGRID shall have the right to modify, add or amend any of these provisions at any time.