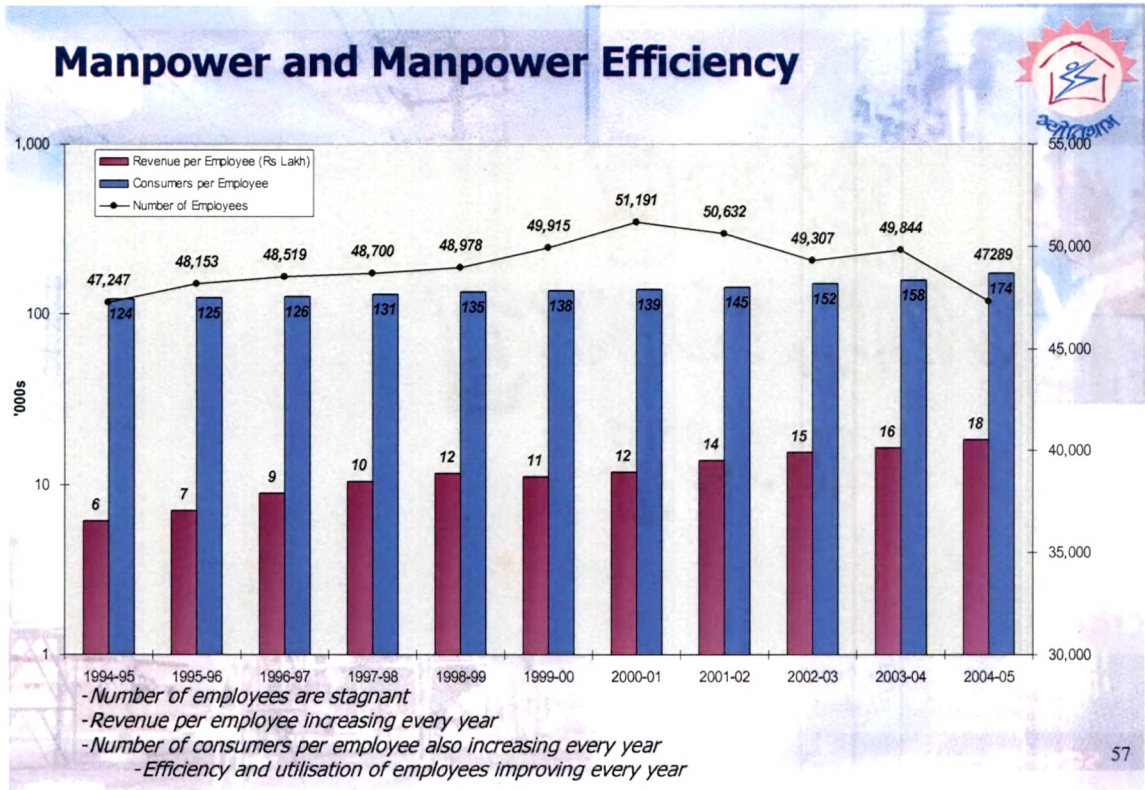


4. THE HUMAN FACE OF REFORMS:

An efficient and effective utilisation of manpower is the hallmark of a successful organization.

The erstwhile Gujarat Electricity Board has been very economical in manpower and human resources management as is seen from the chart below:



The Gujarat Urja Vikas Nigam Limited and its subsidiary companies are governed by the various laws such as the Industrial Dispute Act, the Factories Act, the Payment of wages Act, the shops and establishment Act etc., which protect the interest of employees/workers.

The Management has also been quite receptive of the requirements of the Unions / Associations and has been proactively dealing with the issues. The give and take policies of both the Unions / Associations have led to harmonious and healthy relationship.

With the multiplicity of Unions / Associations affiliated to one political party or the other, it has been a very tough balancing act for the management. However, as the leadership for the Unions / Associations came from within the employees, it was easier to convince and conclude actions and activities to the satisfaction of all.

The unbundling of monolith organization (earlier GEB) was no easy task. It called for a matured, measured and effectively strategy to dispel the fears, resistance and unrest. Most of all, it was important to handle the Unions / Associations who were the opinion leaders and the employees, who required assurances of continuity. This was possible with the foresighted leadership of the Unions / Associations and the Management.

During the process of unbundling, there have been very little events of unrest which has been handled with the human touch. The strategy followed by the management in this regard, included:

1. Effective communication
2. Grievance handling
3. Continuous dialogue with the Unions / Associations
4. Settlement of disputes with a give and take policy
5. News letters
6. Seminars etc.

A proactive management within the GEB has always spearheaded the reform process. At the time of unbundling a focused Reform Progress Management Group (called RPMG) was created to monitor and ensure progress of the reform process.

The GEB Chairman with full support of the Chief Minister and the State Government spearheaded reforms. The communication process in Gujarat was the fact that greater thrust was placed on 'internal communications'. The GEB did not undertake any communications with the general public as it was more important to internally communicate with the employees to push reform agenda which presumed better service to the consumers.

The GEB had 7 Unions / Associations who have been more or less cooperative in the entire process with the assurance of both the State Government and the erstwhile GEB through a Tripartite Agreement between GEB, Unions/Associations, and the State Government attached at Annexure-C. The unions have undergone metamorphosis over the period owing to various political equations and changes in the structures within their unions. The list of unions is enclosed at Annexure- D. Most of the Unions / Associations have been headed by political leaders as President and the employees' representatives became General Secretaries / Secretary General and local heads to represent the cases of aggrieved employees. They also represented the aspirations of the employees in terms of the wage and facilities for congenial atmosphere for work. Although the Unions have represented their cases effectively and got their work done, there have been instances of militancy among the Unions / Associations for supremacy and control. However, in the over all the Unions / Associations have been

responsible, responsive and proactive. They played a crucial role in the evolution of the organization and have contributed to the growth and development of the organization.

The Tripartite Agreement provided for necessary comforts / assurances from the State Government with reference to better service conditions, no retrenchment, redeployment and training etc. As pointed out above, in the initial stages of unbundling, a 'Reform Progress Management Group' was created consisting of officers with representation from areas of Engineering, Finance, Human Resources, Transmission and Distribution. This group was involved in the implementation and monitoring of the unbundling on a daily basis and had primary responsibility for maintaining relations between the different companies and looking into human resource related issues and working on financial improvement plans. The fact that the Chairman of the GEB at that time was also Principal Secretary (Energy) helped ensure that all decisions taken at the level of the utility were quickly settled by the Government and so the fast pace could continue and the decisions taken early.

The employees of each of the entities have been through the process of identifying their 'Vision', 'Mission' and 'Core Values'. This process was facilitated by Consultant M/s. Madhvan & Associates and very clearly owned by the employees – in fact, these are displayed prominently in the companies. The sum of the 'Vision' 'Mission' and 'Core Values' statements of the different companies forms the same for the holding company. These are as follows:

Gujarat Urja Vikas Nigam Limited (GUVNL)



	VISION	MISSION	CORE VALUES
Gujarat State Electricity Corporation Limited (GSECL)	“To become one of the most efficient power generating companies globally”	To generate power by adopting global best practices through: A) Professional Excellence B) Transparency C) Highest level of productivity D) Nation building E) Safety, self discipline F) Value addition	A) Customer satisfaction B) Pride of belongingness C) Being ethically and socially responsive D) Participative work culture E) Excellence
Gujarat Energy Transmission Corporation Limited (GETCO)	“To build, operate and maintain an efficient power transmission system”	To achieve global standards in transmitting reliable and quality power	
DISCOMS - Madhya Gujarat Vij Co. Ltd. (MGVCL) - Uttar Gujarat Vij Co. Ltd. (UGVCL) - Dakshin Gujarat Vij Co. Ltd. (DGVCL) - Paschim Gujarat Vij Co. Ltd. (PGVCL)	“Customer satisfaction through service excellence”	A) To provide reliable and quality power at competitive cost B) To reach global standards in reducing distribution losses	

The reforms in Gujarat stressed more on internal communication with the employees with the objective of garnering support for the change and facilitating unbundling and the distribution of employees across the newly formed entities. The internal communication was meticulously planned and some concrete steps already enforced before the appointment of a Consultant to strengthen the process. Some of the steps that were initiated to smoothen the implementation were:

- Weekly meetings with the different Heads of Department to discuss issues and recommend solutions. These meetings ensured that there was synergy across the various departments.
- Key Performance Indicators were identified and implemented. These were monitored at the level of the Heads of Department and then discussed with the Chairman to ensure focus on continuous improvement and the sense of pride in performance. Some of the KPIs includes following:

Generation

- Plant load factor
- Plant Availability Factor
- Station Heat Rate
- Specific Oil Consumption

Transmission

- Planned shutdown (days/100 kms)
- Transient Tripping (nos/100 kms), sustained Faults (nos/100 kms)

- Safety (accidents/100 employees)

Distribution

- Percentage Availability
- Transient Tripping, Sustained Faults
- Losses (%) and ATC Losses (%)
- Percentage Reduction of Revenue arrears

Revenue meetings were held regularly. The interesting aspect about these meetings was the fact that the engineers were made to understand the importance of revenue collection and bottom line and take on the responsibility of monitoring and controlling the T&D losses

At this time it was felt that while the interaction at the higher levels was important, it was equally important that all cadres were communicated with. There was a realisation that for the unbundling and the restructuring to be successful, every employee should take 'ownership' of the process and understand the reasons behind the changes. This was facilitated by the appointment of a communication consultant

The strategy adopted for effective internal communication included:

4.1 Identification of ‘Reform Champions’:

The organisation requested volunteers willing to take on the responsibility of Reform Champions. About 100 people volunteered of which the majority turned out to be serious in taking on the responsibility

Sensitisation of the Reform Champions: This was undertaken through structured sessions that included sharing information on the need for reforms, the advantages and opportunities arising out of the reforms, the progress of reforms in other states. Additionally, the Chairman of the GEB was in touch with the employees through ‘open letters’ that highlighted and explained similar issues while stressing the fact that the tripartite agreement reached at the start of the reform was binding on all concerned. This helped build confidence and ensure cooperation of all employees.

4.2 Training of Trainers:

The Reform Champions sensitised to the overall reform process were in turn asked to prepare power point presentations in the local language on the basis of an agreed template. The Reform Champions then shared these presentations with other employees in training sessions. The novelty of this approach was the fact that each Champion owned the process and was conveying the message in simple terms. This had a cascading effect as employees across the classes were allowed to participate in these sessions. A sense of identification with the process and the feeling of being kept informed was generated.

4.3 The '5 S' Strategy:

This was a Japanese concept that was introduced with the aim of building ownership and pride in the work place through easy, simple steps. Each department implemented the 5S that looked at things like keeping the workplace clean, keeping the storage spaces clean and other such small initiatives. Each department identified a 5S Champion who was given specific responsibilities for overseeing its implementation. The Heads of the Departments spent a specific time daily, interacting with these Champions and monitoring the progress of implementation. The Champions in turn were responsible to Zonal Facilitators who were responsible for monitoring progress at the Zonal level. The key outcome of this intervention was that it helped generate healthy competition between the different divisions and zones and plant the seeds of an attitudinal change in the workforce.

4.4 Internal newsletter:

The system of designing and publishing an internal newsletter was initiated. The newsletters included a message from the Chairman and all 50,000 employees received copies which gave a sense of importance of being communicated and told by the Chairman to them exclusively (copy of the newsletters enclosed at Annexure– E. This also effectively brought down negative / incorrect communication on the reform process. In fact direct letters in vernacular language from Chairman, GEB enthused the employees and gave them a sense of security. As many as more than a dozen letters were written by Chairman, which instilled greater level of confidence among the employees. The communications indicated the commitment of

management towards the employees as well as sought to give the updates as well as the expectations in this regard. This also enabled mitigating the adverse effect if any of misinformation with regard to the process of unbundling. It also enabled the Unions to see reason and correctly represent the need for change.

The utility continued its focus on building employee morale. A special ‘GEB Song’ was created and in the initial days of the unbundling, the ring tone of every employee’s mobile was this song. Also, the utility initiated a practice of gathering all employees together to sing the song at the start of every working day – the frequency was later reduced to once a week and now it is sung on special occasions.

4.5 Padkar Saptah

In order to build employee morale and ownership, the utility celebrated a ‘reform week’ (padkar saptah) in each of the regions. Special budget were allocated and the employees were involved in its planning and execution. This provided an opportunity for the families of employees to get together and participate in a range of events and competitions. This activity was very well received which also included road shows on the reform process through simple plays, debates, song competitions etc.

4.6 Option Process:

The management also provided for an option process where the employee had the opportunity to seek the company of his choice with certain

conditions. The norms for selection of a particular company were based on objective criteria such as health ground, spouse working and experience criteria in a particular functional area. The options were finalised by an independent committee and was binding to all. Today the allocation of employees across the different companies has been completed. As much as 98% of the employees got allocation as per their option and this served to ensure smooth transition. Further the utility commissioned the National Institute of Fashion Technology to design uniforms for all employees and this has helped strengthen the identity of each of the companies and their employees.

Training Strategy

A training strategy was developed under which 13,000 employees were trained in 2003-04 and 16,443 in 2004-05 and about 13,000 employees within the current year, totalling about 43,000 employees in the last 3 years which is no mean achievement against the total strength of 50,000 employees Training was focused in the areas of:

- Customer orientation
- Team building and Leadership skills
- Simulator training
- Tariff structure analysis
- Financial training for non finance executives

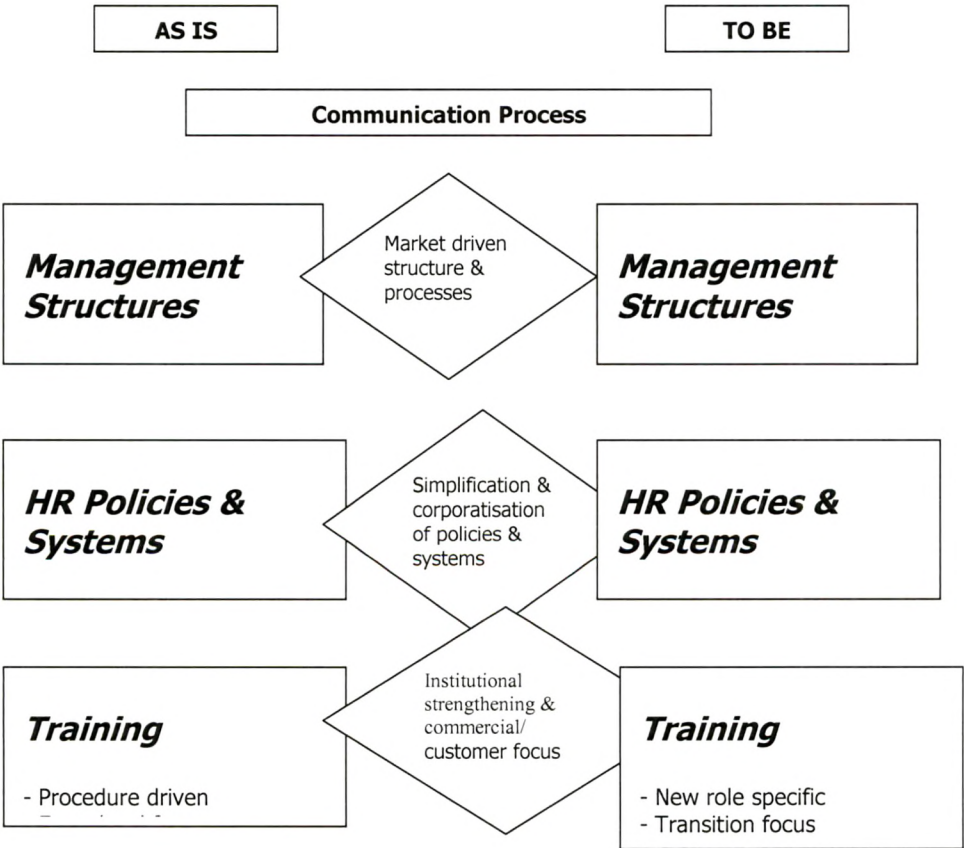
All trainings were conducted offsite and lasted between 3-5 days. At present, a state of the art training facility has been constructed in Vadodara called Gujarat Energy Training and Research Institute. (GETRI)

Outcomes

The key outcomes of the reforms in Gujarat are:

- A smooth transition to the different companies
- Transformation without chaos.
- Creating a ‘sense of ownership’ of the reforms among the employees

Further within GUVNL and its subsidiaries, there is a changing focus on human resource related issues. The change in focus is shown in the following diagram.



There is a significant investment in developing automation in process. With the help of external consultants, GUVNL has embarked on an ambitious programme called 'E-Urja'. This programme seeks to streamline existing system and processes in synchronisation with corporate practices. The e-Urja envisages end to end IT solution in all the companies in the functional / operational areas of Generation, Transmission, Distribution, consumer relations, HR, and Finance and Accounts. This would bring about transparency, speed and responsibility.

4.7 Role of Unions / Associations:

As pointed out above, the Unions / Associations have been matured enough to understand the importance and the necessity of such unbundling exercise. It was important for the management to communicate effectively, deal proactively with employee grievances and keep the dialogue open with the representatives of the employees. The Unions / Associations in fact showed great maturity in dealing with the management and have been proactive in settling the disputes which had been long outstanding with the management. Some of the outstanding disputes settled by the Unions / Associations included:

- Settlement of the 3 tier higher grade scheme for the employees
- Settlement of the field allowance dispute for Engineers
- Settlement of the allocation of employees policy to the various entities through an option process.
- Settlement of all request transfers
- Ensuring filling up of vacant post

- Accelerated Promotions etc.

This was done through structured meetings with Unions / Associations by the management without compromising on the spirit of the facilities as well as keeping the financial implications to the minimum.

It may be pointed out that the Unions / Associations created a Joint Action Committee (JAC) to effectively deal with the management. This was also convenient to the management as it had to deal with a single entity instead of the 7 Unions / Associations separately. The Joint Action Committee consisted of the General Secretary / Secretary General of the Unions / Associations, who were guided by their own office bearers down below. It is important to mention at this stage that the JAC conducted itself in an exemplary manner keeping the necessary leverage with themselves on critical issues. The JAC showed matured leadership in dealing with sensitive issues and could extract decisions to the benefit of all concerned. It is necessary to mention that very little support was sought by the JAC from the political leadership except on two (2) occasions which had a direct bearing on the unbundling itself:

The Gujarat Electricity Industry (Regulation and Reorganisation) Act-2003 was enacted by the Govt. of Gujarat after suitable amendment to the Section – 28 owing to the pressure from the JAC. In fact the Section provided for a second transferee the first being the vesting of the assets of the erstwhile GEB to the new entities and a second transfer at the discretion of the Govt., which would have led to privatisation of some of the entities. This was effectively changed by the JAC by ensuring an additional clause of

seeking to take permission from the legislature before the second transfer takes place. This was one singular achievement of the JAC which put beyond scope of the Govt. and management to privatise the unbundled entities of erstwhile GEB.

The second most significant achievement of JAC was the signing of the Tripartite Agreement between the Unions / Associations, the management and the State Govt. The Tripartite Agreement provided for effectively safeguarding the existing service conditions, to continue the existing wage packages and such other facilities given to erstwhile GEB employees and the continuation of the Unions / Associations in the unbundled entities till the companies start full independent operations. There were as many as 50 rounds of discussions / negotiations with the Unions / Associations to thrash out disputes, dispel fears, ensure better facilities etc.

The option process was one of the single most achievements of the union/association. While it was not possible to allow option to the 50000 employees, a properly laid down strategy helped in ensuring the allocation of employees to various companies. The strategy included

- a) To conduct joint meetings with the Unions/Association/Management to set norms for prioritising the application and allocation of employees.
- b) To set up an independent and transparent committee to oversee and suggest allocations based on norms.

The unions/associations had protracted discussions with the management and the government to ensure allocation of class III & IV employees of the GEB head quarters at Baroda itself bringing relief to almost 1000 number of employees and their families.

4.8 Amicable settlement of the Option Process:

The employees were allocated on as is where basis throughout the organisation. In initial phase, the employees were belonging to GEB as there were extension sought under the act for existence of GEB upto 31.12.2004. However, on the expiry of the deadline, it became imperative to even allocate the Head Office employees at Baroda on adhoc basis as on 1.1.2005. This did create Unions / Associations issues and heart burnings of employees; however, the same was deftly handled by the management. It was pointed out that the adhoc allocation arise out of compulsion, to draw salaries of the employees as there would no longer be a GEB, and the need to familiarise employees with Corporate activities in the company system. It was also assured that the employee shall be allocated on the basis of option process initiated through a Govt. order.

The management decided to allow options to employees to select their companies based on certain norms to be decided jointly between the Unions / Associations and the management. All the employees were transferred on as is where basis as per the transfer scheme. Further, all categories of employees in the class I, II and certain employees in Class III (who were considered transferable) and whose headquarters could be anywhere in Gujarat, the need for option arose. For rest of the employees in Class – III

and IV (who were considered not transferable) and with local seniority, there was no need for giving option. Hence, options were allowed only to the employees who were considered transferable (enclosed at Annexure – F) and all the employees of the head office of the GEB at Baroda. The norms for considering the option were jointly discussed between the Union / Associations and the Management and marks assigned. The norms included health grounds for self and dependent, spouse working, experience, etc. Initially, option was sought for all the six companies of GEB, however, after discussion with Union / Associations, it was agreed to allow option for two companies in head office, Baroda and one company outside Baroda for employees stationed at GEB headquarters, Baroda. It may be pointed out that out of the six companies, 3 companies had their headquarters at Baroda viz. GSECL, GETCO & MGVCL and the other 3 companies viz. DGVCL at Surat, UGVCL at Mehsana and PGVCL at Rajkot. Due to this, employees staying in headquarters at Baroda were disadvantaged, hence the change in the option criteria.

In another move to assuage the feelings for class III and IV employees in headquarters Baroda, it was decided to accommodate them in the Baroda based companies thus mitigating a major hurdle in the option process.

In order to make the process of allocation transparent and objective, a representation committee was constituted consisting of Shri I.B. Pandit, Former Legal Advisor, GEB, Shri D.V. Gupte, Former GM (HR), GEB and Shri N. Dinker, Former Member (Tech) duly assisted by the option cell headed by DGM (HR).

The orders that were issued to the employees on their own request after 15.5.2004, the date after the options were called for, the same were excluded from the options list. This was also concurred by the Union / Associations and many employees have also cancelled their option based on the above request transfer. Further there were certain order issued on promotion wherein it was clearly stipulated that their options will not be considered valid and the allocations shall be final in their case. It may also be pointed out that wherever the employees who have their first option as the place of their current posting / working the same were excluded from the option process because they had opted for the same company where they are working.

Based on the norms, a merit list was generated after close scrutiny and verification of the documents submitted as evidence for the various norms and after looking to the corporate structure, vacancy position, resultant vacancies and future vacancies up to 31.3.2007 (retirements) the employees were allocated by the representation committee.

The allocation was done through proper physical scrutiny by the representation committee. The marks obtained by each of the employees who have opted has been worked out on the descending order of merit and the allocation done to the persons who have highest marks to their first choice against clear vacancies and only after exhausting such vacancies that the second and third options were considered.

Thus out of a total 811 employees who had filled the option form from Class I and II (excluding request transfer/permanent promotions and permanent transfer cases) were given their allocation. The break up is as under:

Table: 4.1

	HO	Field	Total
Class I	259	234	493
Class II	156	162	318
Total	415	396	811

The primary analysis of the option process and the allocation of the employees, it is observed that approximately 95% of the employees in Class I & II categories are getting allocation within the 3 choices that they have made. About 77% employees get allocated against their 1st choice, 12% against their 2nd choice and 6% against their 3rd choice. Only a meagre no. of 24 employees were not allocated for want of vacancy and a place in the set up of the companies. The allocation of these 24 employees has been done separately. The break up employees allocated on choice is mentioned below.

Table: 4.2

Overall Choice Analysis (Both Class I and II)		
Choice 1	626	77.19%
Choice 2	98	12.08%
Choice 3	47	5.80%
As per Committee's Discretion	16	1.97%
Unallocated	24	2.96%
Total	811	

As pointed out above only 24 employees remain unallocated due to either

- (I) Unavailability of vacancy at the place of their choices or
- (II) Unavailability of the vacancy in their respective cadre.

As far as the allocation of 24 unallocated employees is concerned their allocation has been done on the basis of the vacancies available, specific requirement of the job as well as the adhoc allocation.

While the above allocation is done with reference to the options already filled by the employees to the 6 companies GSECL, GETCO, MGVCL, PGVCL, DGVCL and UGVCL, the requirements of GUVNL, the holding company was not taken in this allocation nor were the employees allowed option in this regard. Hence it is utmost essential that before the final order of allocation, the staff for GUVNL should be finalized especially in the Class I and II cadre for the common service departments such as Commerce, Legal, Civil, and Electrical maintenance CPF, Pension and Gratuity, Cash Management and Accounts, IT, PRO, MDI & Training Department, SLDC, Vigilance, Company Secretariat, Co-ordination Secretariat, Transport, Security, Fire & Safety under VP (Co-Ordination) etc.

However, a strategy was adopted to allocate the employees in the Bardoa based companies. In this regard and in order to incentive-wise the employees to go to companies such as UGVCL, PGVCL and DGVCL, an advance of five increments were proposed to be given to such employees. A Voluntary Retirement Scheme (VRS) was announced for the class III and IV employees on the State Govt. lines so as to reduce the burden of class III and

IV employees in the Baroda based companies. However, there was a poor response to both the above schemes.

Thus the Govt. after considering the report of the Representation Committee finally issued a comprehensive GR No. GEB-1105-1749-K dtd. 31.3.2005 finally transferring all the employees of erstwhile GEB to all the seven companies. However, in order to mitigate grievances arising out of the final allocation a separate grievance redressal committee consisting Dr. P.K. Das, IAS Advisor and 2 Members, Shri P.H. Rana, Director (Technical) and Shri H.B. Parikh, Retd. C.E. (Dist) was constituted. The grievances committee also completed its job and final orders were issued by the Govt. vide GR No. GUV-1105-5163-K dtd. 29th September, 2005 enclosed at Annexure-G.

This resulted in total satisfaction to all the employees and their representative Unions / Associations.

4.9 Other HR related Activities

While settling all the employee grievances and issues were of priority, the management proactively considered to re-look at the HR processes, the need for appropriate manpower and posts in the various companies, inculcate a sense of belongingness to the organization, liberalize employee related facilities, create appropriate organizational structure etc.

An inter disciplinary committee was established to re-look HR processes through consultant which not only set the documentation required but also finalized reports on manpower planning, benchmarking, balanced score card,

competency mapping etc. This facilitated the new companies to set up their HR department quickly. The management also revised its medical scheme to make it more liberal and in tune with the medical facilities and cost. The organization structure of each of the companies was set up and manpower deployed through internal promotions only. The organization structure was so framed to ensure optimization and deployment of the existing personnel as far as possible.

Uniforms and other paraphernalia such as shoes, socks etc. were provided to all categories of employees based on design recommended by National Institute of Fashion Technology, Gandhinagar. Logos, letterheads, nameplates, banners etc. were also standardized through a process of employee participation by way of contests.

The Unions / Associations were given a level playing field in each of the companies and given separate recognition by way of the check off system. While not all Unions / Associations could get representation in all the companies, there were more than 2 unions in each of the companies to take care of the employee welfare and grievances. The management continued to hear the Joint Action Committee (consisting of all Unions / Associations formed at the time of unbundling) till they were independently recognized in each of the companies.

4.10 Training and Development

Gujarat Urja Vikas Nigam Limited(GUVNL) has formed an autonomous institute GETRI to provide advisory support on various areas like Action

plan for Distributed Generation, Demand Side Management measures, Regulatory support, Human Resource (HR) support. The current document focuses on the “**Training Institution Building** – Strengthen Training Institution & Training Needs Assessment” part of HR Support.

The scope of work under “Training Institution Building” includes.

- a) Business & cadre wise training needs analysis / assessment and identification of the priority areas :
- b) Assistance in Training Institution Development.

Gujarat Energy Training and Research Institute (GETRI) has worked to accomplish the objectives of the assignment. The findings of the detailed study on “Strengthen Training Institution & Training Needs Assessment” were presented in the report. The summarized points of the reports are:

A. Training Institution Building :

During the last three years, the awareness among employees about training has increased considerably. Employees are positive about training & majority of employees have undergone some training in last three years. The training institute – GETRI is equipped with various modern training facilities like conference hall, lecture rooms, computer facilities, audio-visual aids, B&L facilities etc. and is in line with premier power training institutes in India.

The entire diagnostic of the training institute is assessed under various factors like employee perceptions, organization structure of training,

institutional setup, infrastructure, training partners, training budget, training evaluation etc.

The recommendations given in the report are developed based on keeping GETRI as the overall training hub & with responsibility for entire training function across restructured GEB and the administrative responsibility of GETRI only. Whereas, local training centers are proposed to be developed for respective companies whose administrative responsibility will be with training coordinators of respective companies while functionally, they will be assisted by GETRI. In-house training of all employees of Class I & II shall take place at GETRI and as for Class III & IV, the training will take place at Local training centres of respective companies.

Based on guidelines of MoP on National Training Policy, a conservative figure of 1.0 % of Employee Cost is taken for Training Budget and this budget is allocated under three heads namely i) Capital Cost ii) Training Cost & iii) Administrative Cost. However, during final presentation, the GUVNL management decided to fix to determine the actual budget requirement for developing basic infrastructure first & the same will be budgeted.

Further, two areas viz.

- 1) Comprehensive Training Policy for restructured GEB, comprising various aspects like training philosophy, objectives, target audience, training partners, annual training calendar,

nomination system, training evaluation, honorarium structure, compliances etc.

- 2) Detailed Organization structure for Training function at GETRI & at respective companies with job responsibilities, their inter-relationship etc. were decided.

B. Training Needs Assessment & Identification :

A detailed TNS survey was designed comprising of two formats “Form I – Training & Development Needs Identification” & “Form 2 – Functional Analysis” and two data collection methods were used –

- 1) Large coverage through Email: 2) Sample coverage through Personal interview / focus group discussions.

The response to e-mails was not encouraging, which itself suggests the need for training. The other data collection method of ‘Personal Interview / Focus group discussions’ was used with approximately 80 employees (60 officers & 20 Class III employees) through field visits at various locations covering all companies. The training needs were identified based on the discussions, analysis of formats filled with respect to open ended questions, perceptions analysis from close ended questions, business needs of Generation / Transmission / Distribution, training areas of some of other SEBs in India etc. The table below depicts the perception analysis of interviewed employees on various factor with respect to different class of employees, which shows the strong training needs of entire work force in the areas of General Management, Goal setting & high performance team, creating

organizational awareness, attitude change & customer sensitivity among other areas.

In line with the changing power sector scenario and the enablement of competition for resources and talent, it is imperative that GUVNL, focuses on building a strong and focused training organization which can effectively address its growing learning & development needs to foster a learning culture that results into enhanced performance, measurable on basis of two parameters – increased financial health of the organization and increased consumer satisfaction.

The Ministry of Power has set an agenda of providing Power to All by 2012. It seeks to achieve this objective through a comprehensive and holistic approach to power sector development envisaging six level intervention strategy at the National, state, SEB, Distribution, Feeder and Consumer levels.

Reform of power distribution is today widely viewed as fundamental to improving commercial performance and financial viability of the power sector in India. In recent years, a number of states have worked to improve the commercial performance of their state utilities, unbundling state entities, creating more independent regulatory systems, and putting in place measures to control losses and theft. However, progress has been difficult, and slower than many originally hoped.

Recognizing the urgent need to address the issue of reducing losses and improving the quality of power delivery, the Ministry of Power (MoP) has

focused on implementing distribution reforms and has introduced several measures to speed-up the process. The initiatives include the enactment of the Electricity Act 2003 which provide for a framework for more competitive, transparent and commercially driven power sector. The Act recognizes the need for a strategy that distinguishes urban power distribution from rural electricity supply. It also facilitates establishment of participatory models for rural distribution including electric cooperatives, rural gram panchayats (local government), distribution franchisees, etc.

With the enabling of Electricity Act 2003 and introduction of necessary regulatory framework in the power sector, recent past has seen the sector change substantially in its institutional arrangements for its regulation as well as the structure of the industry in itself. Major changes are being introduced in the Power Sector through private participation, reforms, restructuring, beside the technological and perceptual changes that are also taking place simultaneously. The sector is under going transformation through paradigm shift in Government policies, economic environment and consumer awareness. Breaking from the past, electricity Generation, Transmission and Distribution are now considered commercial activities with profit motives.

This process of change has certainly subtle implications on human resource engaged in this sector. To survive and grow in the era of aggressive competition, rapidly changing market dynamics; organization will have to review the existing core beliefs, processes, methodologies and concentrate on the process of on going learning to imbibe the necessary cotemporary knowledge, skills and attitudes in their personnel.

This affirms a fresh and scientific look at the current human Resource Management (HRM)- Training & Development, scenario and motivates to develop a dynamic Training Policy & Plan in consonance with the rapid developments being unleashed in this sector. The Ministry of Power (MoP), Government of India (GoI); has initiated various measures to create an orientation of power sector personnel towards the need of Training & Human Resource Development. Some of them are as follows:

4.11 Distribution Reform Upgrades and Management

The USAID/India designed the Distribution Reform Upgrades and Management (DRUM) project with the purpose to “demonstrate best commercial and technological practices” that improve the quality and reliability of ‘last mile’ power distribution in selected urban and rural distribution circles in the country. The project is in synch with the GoI policy on power sector reforms, the Electricity Act 2003 and the APDRP scheme.

The objectives of the DRUM program are (a) to establish the framework, institutional capacity and project development functions at the central and state levels and, (b) to enable implementation of several full-scale commercially replicable distribution initiatives in key reform states in India.

At the national level, DRUM will support distribution level reforms through the following two initiatives:

- Support for Distribution Reform & Alternative Financing
- Support for Functional Training

4.12 National Training Policy Guidelines- MoP

4.12.1 Philosophy

The basic philosophy on which the guidelines have been devised is :

Training for all: Every employee has a right to receive need-based training at regular intervals to enable him/her to develop his/her potential to the maximum and contribute his/her best to the organization.

Goal: The ultimate goal of each training course is to enhance organization effectiveness & customer satisfaction, reduction in cost of delivered power, adequate supply of reliable and quality power and improving levels of efficiency and accountability.

4.13 Highlights Of Policy Evolved

The salient points of the policy document are :

- There is an evident lack of training culture in majority of the power sector organization and hence all organizations should adopt a formal written training policy to ensure training for all for a minimum period of one week annually for each employee.
- A comprehensive training plan should be formulated by each power organization based on periodical training need analysis.
- Training in Power Sector Reforms should be provided to all stakeholders including the regulators and consumer forums.

- The Head of the Personnel Division in an organization should head the training function.
- Money spent on training should be treated as an investment. The human resource should be considered as a corporate asset.
- A minimum of 1.5% salary budget may be allocated initially towards training function and subsequently should be increased to 5%
- Networking amongst various organizations under the Ministry of Power and other reputed institutes should be done for optimal use of training infrastructure and intellectual resources and to change the present attitude of ‘my-resources – my- people’ to ‘Our resources-our-people’.
- Induction level training should be made mandatory for Transmission & Distribution personnel similar to the Generation personnel.
- Adequate infrastructure for training in Hydropower, Transmission & Distribution personnel similar to the Generation personnel.
- Adequate infrastructure for training in Hydropower, Transmission & Distribution and Non-Conventional Energy should be developed.
- A Training Management Information system (TMIS) should be put in place to integrate the training institutions.
- Appropriate performance measurement and incentive systems should be evolved for trainers and training institutions.

- Manufacturers may be involved in training activity to ensure that their specific product knowledge and expertise and facilities are appropriately utilized.
- Adequate training should be made a requirement for the contractors to qualify for the supply of labour in power installations.

The management commissioned Administrative Staff College of India to study the manpower deployment in GUVNL and its subsidiary companies and suggest suitable changes in this regard. The ASCI has since submitted its report which shall form the basis of future manpower sanction keeping in view of the modernization and computerization and implementation Enterprise Resources Planning (ERP) the end to end IT solution for all the companies.

Thus it was a Transformation without Chaos in its true sense.