



## HARYANA POWER GENERATION CORPORATION LIMITED

An ISO:9001, ISO:14001 and ISO:45001 certified Company  
Corporate Identity No. U45207HR1997SGC033517  
Regd. Office :C-7, Urja Bhawan, Sec-6, Panchkula,  
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From

Chief Engineer/Administration  
HPGCL, Panchkula

To

- 1) All Chief Engineers, HPGCL.
- 2) Chief Financial Officer, HPGCL, Panchkula.
- 3) Controller of Accounts, HPGCL, Panchkula.
- 4) Company Secretary, HPGCL, Panchkula.
- 5) All FA & CAOs, HPGCL
- 6) SE/FTPS, HPGCL, Faridabad.
- 7) SE/Technical(HQ), HPGCL, Panchkula
- 8) OSD/Tech. to MD, HPGCL, Panchkula.
- 9) All XEN/Training, HPGCL.

Memo No. CP-36/HR & TRG-36 Vol-1  
Dated: 25.05.2021

**Subject: Implementation of Haryana State Training Policy- Revised HPGCL Training Policy 2021.**

In subject cited context, BODs of HPGCL in its meeting held on 25.03.2021 considered the agenda regarding “**Implementation of Haryana State Training Policy- Revised HPGCL Training Policy 2021**” and approved the same. Copy of Revised HPGCL Training Policy 2021 approved by BODs is being enclosed for your information and further necessary action, please.

(Ashok.K Sehra)  
Chief Engineer/Administration  
HPGCL, Panchkula.

D/A: As Above

Cc:

1. OSD/Tech to MD, HPGCL, Panchkula
2. SPS to Director/Generation, HPGCL, Panchkula
3. SPS to Director/Finance, HPGCL, Panchkula
4. Director Principal, HPTI, Panchkula.
5. XEN/IT, HPGCL, Panchkula- with request to upload the same on HPGCL website



**HARYANA POWER GENERATION CORPORATION LIMITED**  
**TRAINING POLICY, 2021**

**Office Order No.148 /TRG-05/Vol-1**

**Dated: 25/5/2021**

In exercise of powers conferred under Section-56 (3) (vi) of Haryana Electricity Reform Act,1997 read with Electricity Act, 2003 & all other enabling powers in this behalf, the Haryana Power Generation Corporation Limited HPGCL is pleased to frame the "HPGCL Training Policy, 2021" for the HPGCL employees as under: -

**Introduction:**

HPGCL is committed to generate sufficient, uninterrupted environment friendly Power for millions of consumers of the State of Haryana with optimum efficiency under safe working conditions. HPGCL is also committed to maintain a high degree of efficiency, integrity and skill of human resources at all levels of the hierarchy. Training is the most effective and time-tested tool for bringing good governance, enhancing the performance levels of employees and for taking the HPGCL to greater heights. In addition to training the employees, it is also necessary to upgrade the skills and improve the attitude of employees so that they can play a more effective role in the governance of the State. HPGCL Training Policy envisages the ultimate objective of achieving 'Training for All' and to provide the necessary infrastructure and personnel for achieving this objective.

**Background:**

The HPGCL had issued HPGCL Training Policy, 2012 vide Memo No. 01/2012-13/TRG/01 dated 31.08.2012. The Training Branch in the office of Chief Secretary to Government Haryana circulated Haryana State Training Policy, 2020 for its implementation in all the Departments/Boards & Corporations. The HPGCL Training Policy, 2021 is now formulated on the analogy of State Training Policy 2020.

**1 Training objectives:**

Through this Training Policy, HPGCL shall aim at the following: -

- 1.1 Develop a professional, impartial and efficient system at all levels to enable it to be responsive, committed, result oriented, transparent, accountable and change- oriented towards inclusive growth.
- 1.2 Equip all functionaries of the HPGCL with adequate knowledge and skills, bring about positive attitudinal changes and build their capacity to enhance performance at individual as well as organizational levels with a view to bring good-governance. To inculcate in the functionaries ethical values, positive attitude, and commitment to work.
- 1.3 To establish a link between the career progression of employees and capacity building. To habit build a culture of innovation which would facilitate creativity and nurture a culture to nudge employees to 'learn' and lead organization for more efficient performances.
- 1.4 To identify the gaps in the competency levels of individuals and organizations and to use training as an effective tool for bridging the competency gaps for the current and future roles.

**2 Training concerns and targets:**

**(A) Training concerns:**

Social, political and economic ambience is subject to constant change. The HPGCL machinery would have to be continuously attuned to the changing needs. Training interventions for the employees would therefore, focus on:

- (a) Responsiveness to the diverse and changing needs and expectations of the citizens and organizational, technological, economic and political developments.

- (b) Commitment to constitutional provisions, legal and ethical values and good governance.
- (c) Awareness of technological, economic, environmental, social, legal and administrative developments.
- (d) Transparency in public service and governance to ensure probity in public life.
- (e) Accountability to ensure high performance in every professional field and cost-effective methods of delivery.

**(B) Training targets:**

- 2.1 All employees of HPGCL shall be provided with training to equip them with the competencies for their current and future job assignments. Such training will be imparted:
  - a. At the time of their entry into service,
  - b. At appropriate intervals in the course of their careers.
- 2.2 Training for all: Training will be imparted to all categories of employees from the lowest to the highest levels.
- 2.3 Induction Training at the time of entry into service shall be imparted in the following manner;
  - i. Group A officers: Six months including on-the-job training.
  - ii. Group B officers: Four to Six months including on-the-job training.
  - iii. Group C officials: Four to Six months including on-the-job training.
  - iv. Group D officials: Four weeks including on-the-job training.
- 2.4 A combined foundational course for all officers of Power utilities shall be conducted by HPTI/HIPA 'Pride of My State' be part of the Induction Program and other long terms training programmes to be organized by HPTI, HIPA & other training Institutes.
- 2.5 Training interventions would be prepared on the basis of requirements of each level, encompassing, inter alia, functional skills, professional skills, interpersonal, behavioral and public relations skills, organizational skills, policy formulation, planning and policy analysis etc.
- 2.6 Facilities of training shall be made available to all employees to meet the needs of individuals and organizations as and when they arise through a mix of conventional courses, distance and e-learning.
- 2.7 HPGCL shall provide suitable training to employees before or after promotion to posts of higher responsibility for a period adequate to equip such employees with the competency to handle the additional responsibilities. Similar training shall also be imparted to employees coming on deputation from other organizations.
- 2.8 Training and Capacity building is of paramount importance.
- 2.9 Refresher Training shall be imparted to all Group A, B and C employees for a period of not less than five days once in every five years.
- 2.10 The trainees who don't successfully complete the training programs may be relegated to attend the same training program again until they possess the required level of competency. The probation period shall be extended of those employees who do not pass the induction training programs. Some other actions like non-inclusion in foreign training programs may also be imposed upon the trainees who do not successfully complete the training program.
- 2.11 Training Programs on ethics & integrity, soft skills, language & etiquettes along with stress management etc. may be organized quarterly. In these (and others too) training programs, case studies with current examples should be taken up in the training of participants for motivation.
- 2.12 Training programs for technical officers and other engineering staff should be organized regularly at leading Engineering Institutes where the newer technology and the improved methods can be taught to the trainees.
- 2.13 Efforts should be made that efficiency of an establishment doesn't suffer while sending employees for training.

- 2.14 Senior retired officers with distinguished career record may be assigned for mentoring of the newly appointed officers to guide them towards working of organization.
- 2.15 Spiritual/Yoga institutes should also be made partners in the training program for instilling ethics and positive attitude among the trainees.

### **3 Types of training:**

- 3.1 HPGCL employees will receive technical, administrative and in- service training, and for selected categories foreign training also.

Training needs of Employees shall be classified into following two categories:

- i) Technical Training Needs: Focus on the technical/functional skills or the trade knowledge of the Employees so as to facilitate their day to day operational decision making.

HPGCL shall liaison with External Training institutes preferably the ones recognized by CEA. Need based trainings and simulator training of thermal power plants shall be carried out from central/state govt. institutes like NTPC, NPTI, Central Power Training Institute, Central Board of Irrigation and Power (CBIP), Haryana Power Training Institute (HIPA), Haryana Institute of Public Administration (HIPA), Gurugram etc and other private institutes like M/s JSW Energy Centre for Excellence Karnataka, M/s Rosa power supply Company Limited, ESCI Hyderabad, etc as per requirement from time to time.

- ii) Non Technical Training Needs: Focus on the development of non-technical skills & knowledge of an Employee in the areas of Human Resources, Finance and Accounts, Procurement etc.

- iii) Behavioral Training Needs: Focus on the development of behavioral, managerial and inter personnel skills of the Employees.

The above trainings shall be facilitated through following arrangements:

- i) Induction Training: HPGCL shall conduct Induction Level Training for all newly recruited personnel.
- ii) Internal Training Facility with Internal Faculty
- iii) Internal Training Facility through External Faculty
- iv) External Training Facility through Internal Faculty
- v) External Training Facility through External Faculty

### **3.2 Composition and implementation of technical training**

This type of training is to be designed by HPGCL with the consultation and supervision of HPTI/HIPA. HPGCL/HIPA will be responsible for design, development, planning, coordination and implementation of training as well as for evaluating the trainees and certifying them. It is necessary for HPGCL to extend compulsory training to such officers who have been appointed after transfer and who need specialized knowledge to carry work as per the nature of the job. HPGCL shall prepare an annual training program for technical training and make budgetary provision for expenditure and inform HPTI/HIPA of the details of the annual training program and budgetary provisions for the same.

### **3.3 Composition and implementation of administrative and in-service training**

This form of training aims at making suitable change in knowledge, skills and attitude. Such training is necessary for the staff of all departments of HPGCL. The areas for such training include Public administration, social responsibility, project management, good governance, management skill, financial issues, human resource development, establishment, related laws, computer training etc.

This training being important for general capacity building of the administration and for motivation and suitable functioning, that must be compulsorily given to employees on all posts. The responsibility for this training will lie with HPTI in consultation of HIPA as it is the apex training institute. HPTI will build up, plan, prepare expert trainers, evaluate, organize examinations and grant certificates. This training will be compulsory to the staff, particularly after the staff is appointed.

Officers/staff will be given training as indicated in the stages below for the durations to be decided from time to time. It will be necessary to determine the duration of the training for junior level staff in terms of hours than in days.

### **3.4 Types of training:**

- i. Foundation Training
- ii. After promotion training

- iii. Refresher Training
- iv. After transfer training:  
This training will be extended to only such officers and staff whose nature of work has changed after the transfer. The duration of this training will be between 1 and 3 days. (7 to 21 hours)
- v. Orientation training
- vi. Foreign Training

#### **4 Training need analysis (TNA):**

- 4.1 HPGCL shall prepare a training plan which addresses the gap between the existing and the required competency and provide opportunities to the employees to develop their competencies on the basis of TNA in association with the HPTI/ STIs. HPGCL shall conduct training need analysis in every year in every corresponding department of HPGCL to determine the competency gaps and to formulate training programmes to bridge these gaps.
- 4.2 However, HPGCL can undertake Training Need Analysis by some other means also regarding general or specific topic at its own level.
- 4.3 HPGCL /State Govt. may give responsibility to any other public/private or autonomous agency to conduct Training Need Analysis on general or specific topic, if it desires so.
- 4.4 Questionnaire for the Training Need Analysis will be circulated among the departments by HPTI/HIPA to evaluate the training needs of all the departments for all the cadres.

#### **5 Training related human resource:**

- 5.1 It is necessary that HPGCL must take special care to maintain quality of human resources related to training. Thus, procedure to select qualified and efficient candidates both as regular trainers and trainers on deputation and to extend motivational benefits needs to be established, so that those who have higher qualification, special expertise and have training experience are willing to be regular trainer for purposes of training.
- 5.2 To maintain consistency in training, the HPTI would appoint trainers as per provisions contained in Bye-Laws and Memorandum of Associations of HPTI.

#### **6 Role of HPGCL:**

HPGCL shall adopt a Systematic Approach to Training (SAT) and shall:

- 6.1 Ensure that the Systematic Approach to Training (S.A.T.) cycle, comprising the following stages are adhered to in all training interventions;
  - Identification of Training Needs
  - Planning and Designing of Training.
  - Development of Trainers.
  - Development of Training Material.
  - Implementation of Training.
  - Evaluation and Assessment of Training.
- 6.2 Conduct Training Needs Analysis and design training interventions based on it. Undertake Functional Review, Design of Training and Training of Trainers, etc.
- 6.3 Ensure that non-training interventions are suitably dovetailed with the training interventions as and when required. HPGCL must give due emphasis to ensuring that appropriate non-training interventions are provided for in order to ensure that training programs are successful. These may include requisite training infrastructure, adequate financial support, appropriate ambience for training, etc.
- 6.4 Incorporate appropriate provisions in all schemes for training of man-power to ensure proper implementation and sustainability of the schemes.
- 6.5 Allocate adequate funds to ensure that the training programs are carried out as per the approved annual training plans.
- 6.6 Review the implementation of the annual training plan and the functioning of training institutions under the department (including attached and subordinate offices), look into the utilization of the training capacity and the quality of training conducted, adequacy of the physical and training infrastructure, faculty, finances and delegation of powers for carrying out the training mandate.

- 6.7 Ensure proper identification and development of training faculty and trainers and incentives for them.
- 6.8 Make all efforts to decentralize training.
- 6.9 A dedicated Training and Development cell shall be there at the Corporate Office under CE/Administration. At field level in each plant, Training coordinators/XEN Training shall facilitate the training activities and liaising with the Corporate Office.  
XEN/Hr&TRg, HPGCL, Panchkula will be Nodal Officer for the implementation of the training of all gazetted officers and employees posted at head office. XEN/Training at site offices will be Nodal Officer for the implementation of the training of all gazetted officers and employees in field offices.
- 6.10 HPTI will develop the Cadre Training Plans (CTP) for HPGCL based on the Competencies required and training needs, for ensuring that all cadres or its attached/subordinate offices have a clearly articulated scheme for the development of their competencies while also indicating the programs that are mandatory;
- 6.11 Classify all posts with a clear job description and competencies required; and to make Induction Training compulsory for all the cadres.
- 6.12 To avoid the repetition of the trainees, trainings of the employees should be linked with HRMS portal.
- 6.13 To ensure job specific trainings and development of competencies of individuals to their career progression and ensure this by suitably amending service rules/issuing administrative instructions.
- 6.14 Make the immediate supervisor/ Controlling Officer responsible and accountable in respect of the training of the staff working under him.
- 6.15 Incorporate an appropriate provision in any new scheme to ensure that suitable training is imparted for its proper implementation and sustainability.
- 6.16 Use the services of the HPTI/ other Training Institutions in developing the cadre training plans, outsourcing training, and/or providing advisory or consultancy services on training needs to the Department/Organization.
- 6.17 Implement the Annual Training Plan, by using the HPTI or outside Institutions, so that the limitations on internal training capacity do not constrain the implementation of the training plan.
- 6.18 The trainings and capacity building activities undertaken during the year shall be made a part of Achievements of HPGCL in Annual Administrative Report.
- 6.19 Efforts to be made to strengthen the function of Human Resource through Competency Framework as mentioned above. For this purpose, State level awareness for the competency based HRM shall be created through workshops at the HPTI/HIPA or other training institutes.
- 6.20 Provide induction training to new entrants and prepare and upload training material on the website of the department for easy accessibility. Induction training will be mandatory for all the posts. Time bound Mid-Career training for all the posts will also be specified.
- 6.21 Organize 'On the Job' and 'In-house' training as may be required. Master trainers may be developed for this purpose within the HPGCL.
- 6.22 For the private training institutes of the State and the Training Institutes from other states per person per day or per training per person rates should be fixed/ get approved by the HPGCL.
- 6.23 Training Programs of Class-I & Class-II officers of all the departments would be approved by the HPGCL.
- 6.24 There shall be no age limit for deputing an employee for attending the training programs.

## **7 Role of HPTI: -**

HPTI will undertake functional studies as per requirement, conduct Departmental and professional examinations, hold workshops to include people at all levels in the programs and schemes of the department, prepare manuals and training material and organize training in consultation with HPGCL. HIPA being the apex body will evaluate the HPTI.

HPTI should:

- 7.1 HPTI will be responsible for the planning of training, as well as training input, processes and outputs.
- 7.2 Have the requisite staff, infrastructure and finances to perform their functions as per provisions of Memorandum of Association of HPTI.
- 7.3 Move to becoming model of excellence in the quality of the training they impart and as learning organization through a process of self-assessment and bench-marking.
- 7.4 Provide technical assistance and advice in preparation of annual training plans for HPGCL and in outsourcing training, if required;
- 7.5 Play a key role in assisting the power utilities in the process of shifting to a Competency based-framework for training.
- 7.6 Assimilate technologies with a view to enabling learning anywhere, anytime for their clients.
- 7.7 Supplement their current- program with distance and e-Learning courses.
- 7.8 Conduct field studies and research as part of the process of becoming repositories of knowledge in the areas of their sectoral or functional specialization.
- 7.9 Develop case studies on various topics of relevance to human resource development and share them with each other. These case studies shall be made freely available to employees for their guidance.
- 7.10 Identify gaps in the expertise of in-house faculty and identify guest faculty from among academicians, serving and retired officers, civil society functionaries, etc. Prepare a guest faculty data bank and periodically update it.
- 7.11 Organize seminars on selected topics at regular intervals and, wherever possible, compile and publish the papers presented in the seminars.
- 7.12 Provide advisory and/or consultancy services;
- 7.13 Constantly review and modify their curricula, content and training methodologies to take account of training feedback and the needs of clients;
- 7.14 Network with HIPA and other institutions to share learning resources, experience and expertise;
- 7.15 Facilitate the development of domain specific trainers and provide stability of tenure and opportunities for faculty development;
- 7.16 Put in place a rigorous system of evaluation of training program and assessment of their impact on individuals' performance over time; and
- 7.17 Ensure that all trainers who join the institute are deputed at the earliest possible opportunity to undergo program for 'Training of Trainers'.
- 7.18 Develop productivity norms for its training faculty.
- 7.19 For training of all classes of employees through HPTI/HIPA and other state/ central govt. institutes the Chief Engineer/Admn, HPGCL would be the competent authority to sanction such trainings. In case of training at other private institutes and foreign training, same would be sanctioned by the Managing Director, HPGCL.
- 7.20 Audio/ Video wing with Studio would be set up in HPTI for developing online courses through broadcasting, you-tube channels etc.

7.21 Documentation of the good practices and innovations is very important. HPTI would ensure that all these are documented.

## **8 Role of training coordinators and master trainers:**

8.1 The Training Coordinators appointed by HPGCL at head office and site offices shall, in addition to their normal duties, work in close collaboration with the HPTI for planning, development, implementation and monitoring training activities of all employees of the HPGCL. They shall maintain a manpower data base containing all relevant information about the postings, training and training needs of all employees of HPGCL.

8.2 The Training Coordinators shall also be responsible for creating a pool of Master Trainers with the help of HPTI. They will arrange for the Master Trainer to undergo Training of Trainers programs relevant to their area of expertise.

8.3 The Training Coordinator at HPTI shall work under the supervision of Director Principal, HPTI regarding the matters related to training. The Director Principal, HPTI shall monitor the training activities through Training Coordinator.

8.4 As a lot of trainers are required for training of employees of a department, therefore, employees with the potential of a Trainer be identified within the departments and these employees should be trained earlier so that they can become master trainer resource in the department.

8.5 Panel of the Trainers would be compiled, used and upon feedback from the trainees, the panel of trainers should be changed consistently.

8.6 Empanelment of the experts would be done at various levels depending upon their experience, expertise and general reputation.

8.7 The Honorariums/ wages to be given to the Trainers/ Subject Experts would be linked with inflation.

## **9 Foreign Training and training in other Private institutes:**

9.1 In order to provide opportunities for officers to gain exposure to the latest developments and thinking on different subjects and to gain firsthand knowledge of best practices elsewhere, HPGCL may identify leading institutions in India and abroad. Such training shall be imparted to officers keeping the future needs of HPGCL in perspective with approval of the Managing Director.

9.2 With approval of HPGCL/Govt., HPTI may enter into collaboration with such institutions and arrange sharing training and training materials. Help of United Nations Development Programme (UNDP) may also be availed for identification of the foreign training institutes.

## **10.0 Role of HPTI & Administrative Departments of HPGCL:**

10.1 The Training Branch in the Chief Secretary's Office shall act as the Nodal Department for training and capacity building activities of all the departments of Government of Haryana. The Training Branch shall be the Administrative Department for implementation of this Policy and shall also provide guidelines to HPGCL and HPTI in the preparation of training manuals, annual training plans and perspective plans.

10.2 Training Department at Corporate office of HPGCL shall approve the Annual Training Plans upto the prescribed budget limits, issue orders necessary for the implementation of this Policy, including provision of incentives to the Training Coordinators, Master Trainers and officers on deputation to training institutions.

10.3 If expenditure goes beyond the prescribed training budget, prior approval of the Whole Time Directors of HPGCL will be obtained.

10.4 Training Cell of the HPGCL will assist the Training Coordinators for developing the Cadre Training Plans (CTP) and Training Needs for ensuring that all cadres have a clearly articulated scheme for the development of their competencies while also indicating the programs that are mandatory.

10.5 This Training Cell will be equipped with adequate infrastructure and finances, to be disbursed.



- 10.6 It will take all necessary steps to supervise and coordinate the creation of a decentralized training infrastructure and to facilitate the development of trainers at all levels.
- 10.7 A web-portal, in the Training Cell, would be created for monitoring, reporting, feedback, analysis of the training programs organized/ to be organized.
- 11.0 Implementation, monitoring and coordination:**
- 11.1 To ensure effective and efficient implementation of Training policy the overall monitoring and coordination is assigned to the HPTI which would also be strengthened both physically and financially.
- 11.2 Being Technical Utility and special requirements of Power Sector, HPTI shall be the training institution of the Power Utilities. HPTI, in consultation with HIPA & other Government training institutions of the State, issue appropriate guidelines to amplify and facilitate the implementation of this Policy.
- 11.3 To identify specialized training institutes like Swarn Jayanti Haryana Institute of Fiscal Management, Accounts Training Institute (Sinchai Bhawan, Panchkula) Revenue Training institute, Panchkula and Others for organizing training programs on the 'specific subjects'. Training of specialized subjects be undertaken by these institutes.
- 11.4 HPGCL may take support of the HPTI and Government / Non-Government training institutions in the development of need based training schemes.
- 11.5 The HPTI be equipped to use advanced technology to facilitate e-learning on various subjects relevant to the needs of the employees. On-line training programs in the offices should be encouraged. HPTI should identify good on-line courses related to Power Sector in coordination with HIPA. The common/ specific courses should be identified and documented separately. E-learning & distance learning should also be encouraged.
- 11.6 Standard training modules on common topics such as Right to Information Act, Role of Law, Human Resources, Right to Services, Ethics in Governance and Flagship Programs of Government of India and Government of Haryana will be developed jointly by HPTI in consultation of various Training Institutions.
- 11.7 Premises of HPTI, Panchkula should be used by other departments also for training purposes.
- 11.8 Conference halls of HPGCL in field and at Headquarter may be equipped with the latest equipments to hold training programs through Video Conference by HPTI/HIPA.
- 11.9 A list of all the Training Institutes of the Government of Haryana will be compiled and kept updated by the HPTI.
- 12.0 Funding:**  
In line with Haryana State Training Policy, HPGCL would earmark 2.5 per cent of its salary budget for training.
- 13.0 Power Utility Training Monitoring:**
- 13.1 HPTI to advise on all matters related to Training Policy and Training to Power Utilities.
- 13.2 Functions of the Power Utility Training Monitoring:**
- i. To promote modernization of the training machinery of the state
  - ii. To evaluate the training process in administration and to take decision in terms of the policy.
  - iii. To function the main body to raise money at the national and international level to strengthen the training capacity of the state.
- 14.0 Power & Procedure for the amendment in the Power Utility Training Policy:**
- 14.1 For the minor alterations like change of period of the Inductions & Mid-Term training, giving responsibility regarding a specific training program/ procedure/ function, the Managing Director, HPGCL will be the competent authority.
- 14.2 For changing any of the basic structure of the policy, approval of the Board of Directors, HPGCL will be required.