A Study of HRD Approaches with Special Emphasis on Training and Development Practices in MAHAGENCO

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Introduction: The main objective of MAHAGENCO is to achieve customer satisfaction through generation of electricity of the right quality and quantity at reasonable cost and supply to consumers efficiently wherever required. Trained manpower is required at every stage. A fast advancement of technology is making every sphere of electricity supply industry more and more sophisticated requiring special engineer supervisor, artisan managers etc to manage the industry (MAHAGENCO). The technical knowledge acquired from engineering colleges, polytechnics, industrial training institutes and other technical institutes need to be supplemented with applied engineering and managerial skills. These skills are to be regularly updated and rapidly advancing technologies should be introduced in the Power Sector. Training and development is an internal part of HRD. Human Resource Development creates valuable human resources. Training and re-training and career prospects are some of the important elements of HRD. To bring into focus the need to setup training and HRD creates an orientation of power sector personnel and stakeholders towards the urgency and the need for reform in power sector. Nowadays need for training is essential for the purpose of rapid technological changes as well as social transformation taking place in the country in general and power sector in particular. It is necessary to develop a dynamic training policy in consumer with the changing business context to achieve higher productivity and customer satisfaction. The demand of electricity is increasing day by day with development space in industry for more production in agricultural and also from other sector of the economy. The demand is increasing in urban, semi urban and rural areas. There are three separate units established i.e. generation, transmission and distribution and for each area of
operation a separate company was formed. One of them is MAHARASHTRA STATE POWER GENERATION COMPANY LTD (MAHAGENCO). In this background HRD has to play a crucial role in terms of making and enabling employees to constant change and adopt themselves for organizational objectives.

**Approaches to the Study:** Power Sector is backbone of the economy. This sector is undergoing reforms and rapid transformation with Indian economy moving to a higher growth. Training will have to play pro-active role. The power sector is highly capital-intensive sector but building human capital has become much emphasized. This study is very useful for MAHAGENCO employees. Against this imperative background it is imperative that training programmes for MAHAGENCO employees be conducted in such a way that the mindset of the staff is reoriented to accelerate the future challenges and training is an internal part of HRD. HRD is not just formal introduction of some systems of training in the short but the overall personality of an individual should be in such a way that he becomes important not only for the organization in which he works but also for the whole society.

**Objectives**

The reforms in the power sector at National level and reform and restructuring of MAHAGENCO in our state needs to be setup. Training and HRD has assumed a special significance. The study of the training and development practices in MAHAGENCO has the following main objectives:

1. To critically analyze the training and development practices of MAHAGENCO
2. To measure the impact of training and development programme on the employees competencies
3. To measure the impact of enhanced competencies of the employees in MAHAGENCO
4. To know training policies of MAHAGENCO
5. To give suggestions to improve the existing training and development practices.

**Methodology:** This study is based on an empirical investigation of micro nature covering training and development practices in MAHAGENCO. For the present study both the primary and secondary sources are used to collect the data. In order to collect primary data and views of training and development in
MAHAGENCO, interview schedule is used. Secondary data is used to collect from the records made by the authority, training policy for the power sector and the guidelines issued by the Ministry of Power, Government of India. Secondary data is also collected by surfing related websites, articles from various journals and magazines and particularly various issues of the journals of Indian Society of Training and Development (ISTD).

Hypothesis
The following hypotheses were considered for the present study:
1. HRD is given less importance in MAHAGENCO
2. Ineffective HRD approaches have led to frustration amongst the work force and stagnation in terms of productivity
3. Organizational politics has affected human development adversely
4. In power sector, training and development and rewards are significantly but negatively related to philosophy and management

Findings and Suggestions
1. Important tool of Training: Training is an important tool for increasing the overall productivity of an organization. MAHAGENCO covers every aspect of training activities like training strategy and implementation plan, both short and long term policies for the improvement of efficiency of employees.

2. Development of skills: Training is the systematic development of the attitude/knowledge/skill/behaviour pattern required by an individual in order to perform adequately in a given task or job.

3. Training programmes: The study of the training and development practices in MAHAGENCO. MAHAGENCO is an organization where training programs for its employees is the subject matter if this research study.

4. Own Training Policy: Considering that the importance of training to all cadres of employees in power sector, the Ministry of Power has formulated “Training Policy for Power Sector”. After restructuring, MSPGCL was formed while discussing the performance of various power stations of MAHAGENCO. To achieve this, MAHAGENCO has also formulated its own training policy.
5. **Dynamic Training Policy:** The need for training has acquired critical importance in the context of the rapid technological changes as well as social transformation taking place in the country in power sector. It is necessary to develop a dynamic training policy in changing business to achieve the higher productivity and customer satisfaction. To bring into focus the need to step up training and human resource development (HRD), to create an orientation of power sector personnel and stake holders towards the urgency and need for reform in power sector.

6. **Need of Training:** The need for training in the Power Sector has acquired critical importance, the Government of India felt that it is necessary to develop a dynamic training policy.

7. **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 contribution to the organization. The ultimate goal of power training is customer satisfaction through reduction in cost of delivered power and its reliable and quality supply at the highest levels of efficiency and accountability.

8. **Development HRD:** The Central Electricity Authority, New Delhi has also emphasized the need to have a comprehensive training policy for power sector. In a communication to all heads of power units in the country it has been specifically mentioned that Human Resource Development (HRD) and capacity building in the present power scenario demands a very comprehensive approach to attract, utilize, develop valuable human resources. Training, retraining and career prospects are some of the important elements of human resource development (HRD).

9. **Long Term Training Policy:** According to guidelines incorporated in National Training Policy for the Power Sector issued by Ministry of Power, Government of India, New Delhi and followed up by Central Electricity Authority, New Delhi. The Maharashtra State Power Generation Co. Ltd. (MAHAGENCO) has formulated long term Training policy.
10. Training Funds: The National Training Policy mandates that the training is to be conducted to all employees of the organization for minimum 7 days in a year and funds to the extent of at least 1.5% of salary budget (to be gradually increased to 5%) to be allocated and spent for the training purposes.


12. Achieve the development targets: Training Policy of MAHAGENCO is very important to implement and achieve the targets, objectives and strategies for organizational development.

13. Achieved Objectives: MAHAGENCO has prepared a long term training policy with establishment of sub training centres at all Thermal Power Stations in Maharashtra and definitely achieved the objectives of Training policy with all categories of employees.

14. Training policy implementation: Training policy is implemented through the various training programmes conducted by Koradi Training Centre and Nashik Training Centre along with Sub Training Centres at various Thermal Power Stations indicates that the training policy formulated by MAHAGENCO is being implemented satisfactorily.

15. Training Programmes: Koradi Training Centre and Nashik Training Centre conduct training programme like induction level programmes, refresher courses and special target oriented and objective based training programmes. These training programmes are conducted with the objective to change the attitudes of the employees.

16. Development of Training Policy: To develop the training policy formulated by MAHAGENCO, it has maintained two main training centres at Koradi and other at Nashik with opening of Sub Training centre (STC) at different Power Station to meet the training requirement and development.
17. **Training Facilities:** Training facilities available to employees of all cadres and to make training more meaningful, effective and result oriented, Koradi Training Centre has, therefore, submitted a proposal for long term training plan of MAHAGENCO. The features of Long Term Training plan in MAHAGENCO which suggested formations of Training Sub Centres in major power plants of MAHAGENCO. As per directives of Hon. Managing Director, a working group of four members (CGM Finance, CGM TPS Khaparkheda, CGM TPS Koradi and KTC Head) to suggest Road Map for implementation of Long Term Training Plan in MAHAGENCO.

18. **Development of TPS:** It is found that the Training programmes conducted by MAHAGENCO are helping in the development of TPS in Maharashtra.

19. **Training for All:** Training should be provided to the non-technical officers and staff. This aspect is often neglected due to insufficient number of trainers and training facilities.

20. **Training needs Assessment:** Training should be provided such as that the specific skills required to perform the job are acquired. It can be done by doing identification of needs scientifically and the process should involve the employee himself.

21. **Meaningful Training Records:** These should be provided so that the basic information such as people who have received what kind of training, is available.

22. To design new methods of training, research in training should be given importance.

23. The load factor of Koradi Thermal Power Station (KTPS) never reached a value of seventy percent in the last twelve years.
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