

**Innovative Training Practices  
at MAHATRANSCO  
22<sup>th</sup> October 2011**





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# MAHA TRANS CO

MAHARASHTRA STATE ELECTRICITY TRANSMISSION CO. LTD.



# MSETCL – Current Infrastructure

## MSETCL functions as:

- Transmission licensee
- State load dispatch centre (SLDC)
- State transmission utility (STU)

## MSETCL's present infrastructure:

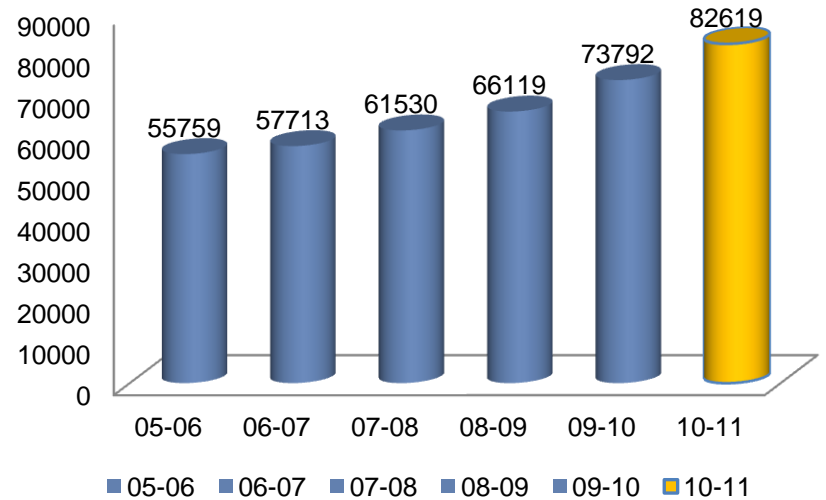
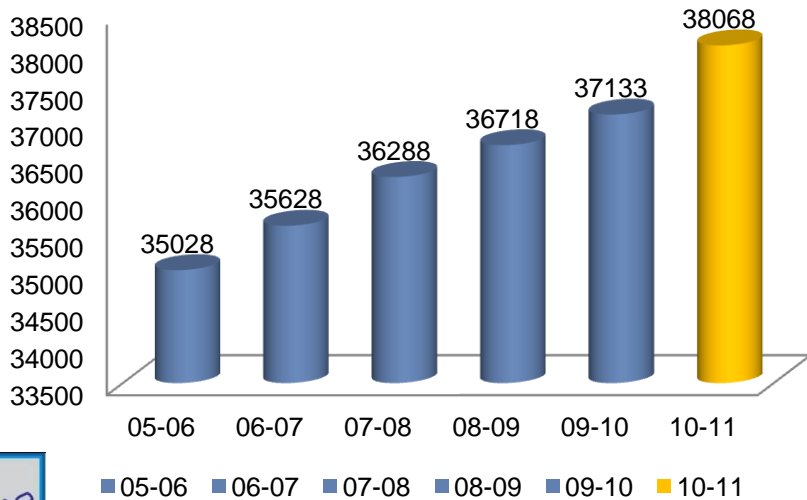
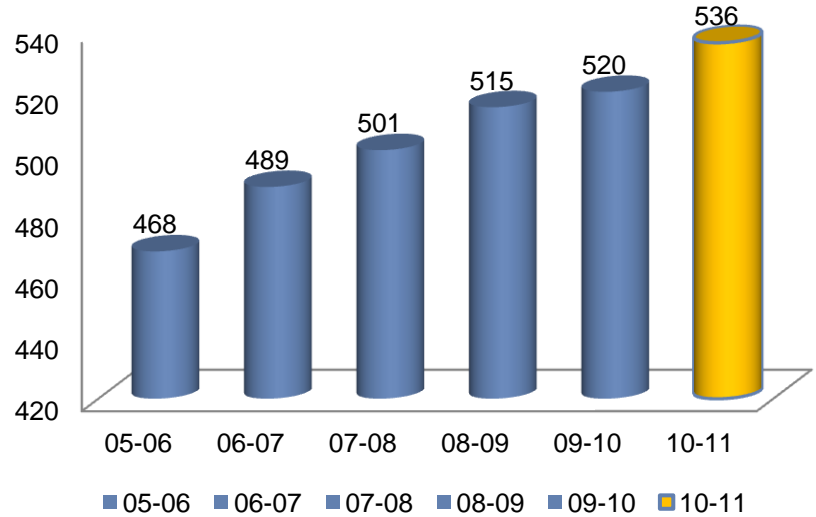
As on 30<sup>th</sup> Sept. 2011

Voltage Level	EHV Substation	Transformation Capacity (MVA)	EHV Lines (CKT KM.)
500KV HVDC	2	3582	1504
400KV	21	17155	6925
220KV	158	36833	12734
132KV	252	22434	11670
110KV	34	2320	1706
100KV	36	2453	716
66KV	34	1139	3270
<b>TOTAL</b>	<b>537</b>	<b>85916</b>	<b>38525</b>

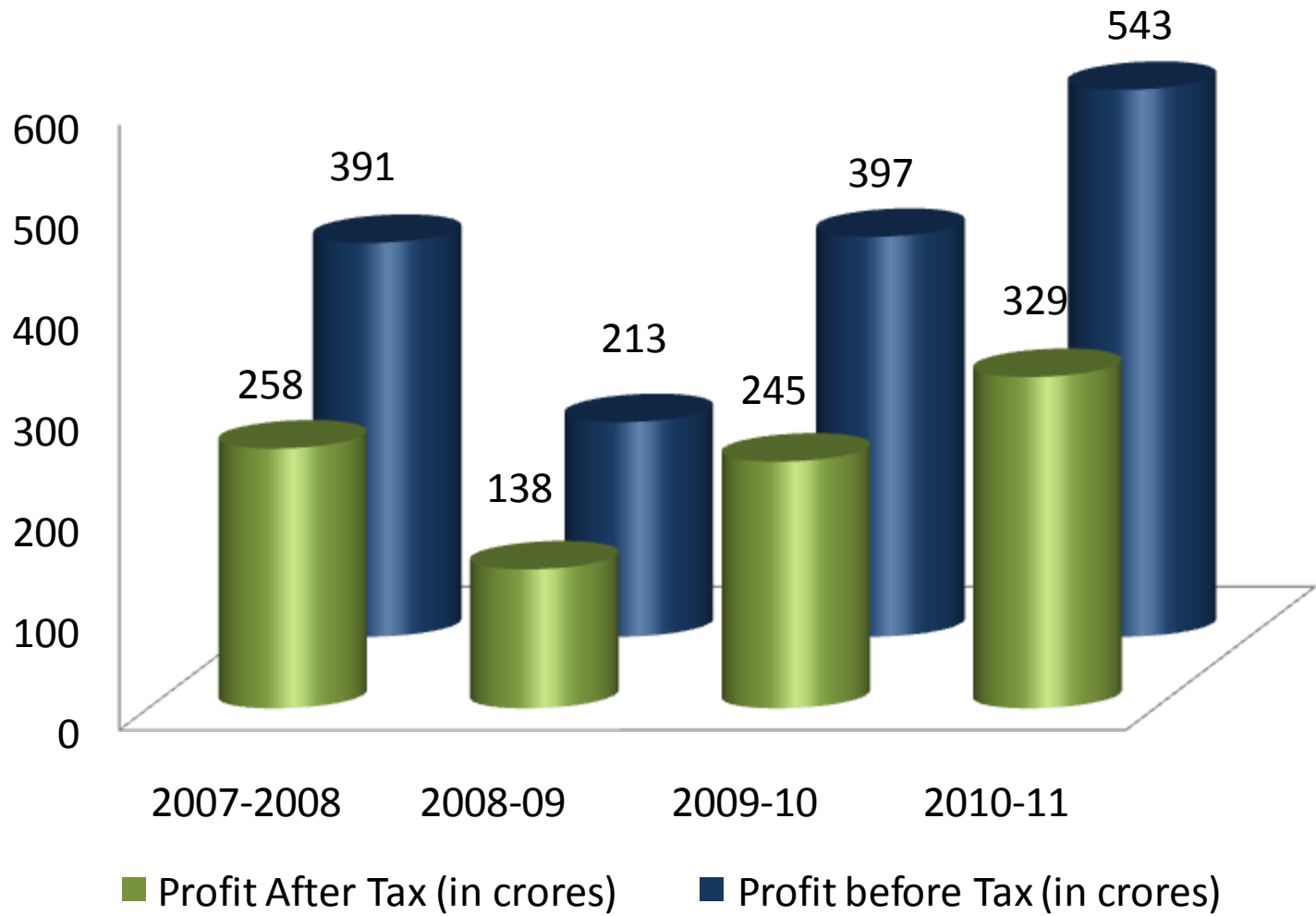


# Abstract for Lines, Substation & Transformation capacity

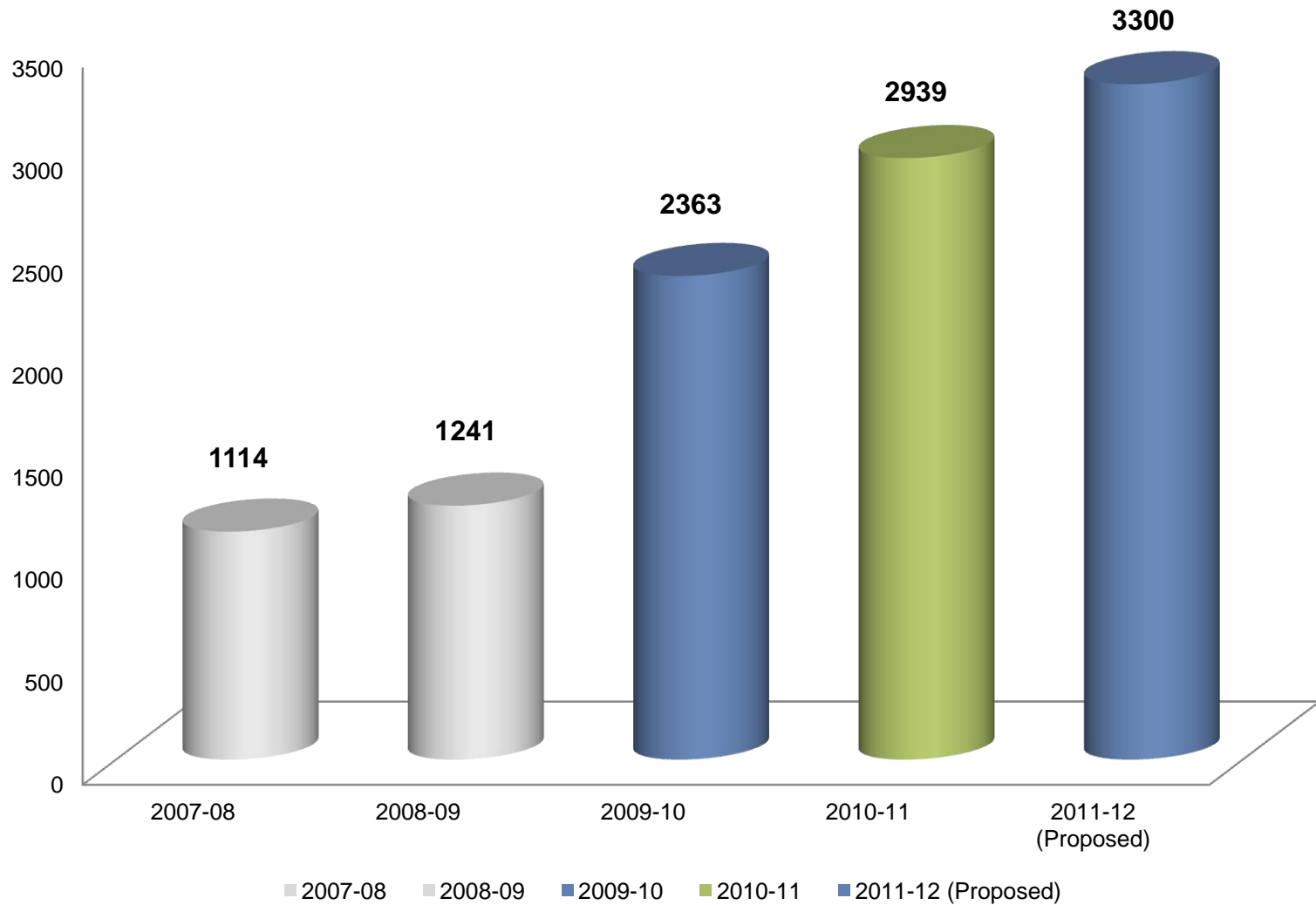
Transmission Network Capacity Addition						
F. Year	05-06	06-07	07-08	08-09	09-10	10-11
Nos. of S/stn.	468	489	501	515	520	536
Lines (Ckt. K.m)	35028	35628	36288	36718	37133	38068
Transfor mation Capacity (MVA)	55759	57713	61530	66119	73792	82619



# Financial Performance



# Capital Expenditure



# Our Vision and Mission

***“To establish ourselves as Model State Transmission Utility (STU) and Transmission Licensee with respect to Planning, Project Implementation, Operational Capabilities, Performance with Emphasis on Cost and Quality Consciousness, Human Resources Development and Corporate Social Responsibility”.***

# Certifications / Awards

- BVQI - ISO 9001: 2008
- 7<sup>th</sup> RECRUITING & STAFFING BEST IN CLASS AWARDS 2011 - Most Innovative RECRUITING AND STAFFING PROGRAM / INITIATIVE by IIPM
- GLOBAL HR EXCELLENCE AWARD 2010 - Outstanding Contribution to the cause of EDUCATION
- CPRI AWARD 2011 – Valued Customer Award in Training
- GREEN WORLD 2011 - Women's Group of MSETCL for their contribution to power sector



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# Training Mission, Vision and Strategy

## MISSION

“To **build required skills in people** in a systematic manner to enhance human capital base”

## VISION

“To **bridge the skill gap** related to **work & conduct** by identifying and implementing programmes / initiatives in **a systemic, creative and innovative way** in order **to ensure its highest effectiveness** with an aim **to enhance competencies** required for the role assigned by the organization to ensure **organizational excellence**”

## STRATEGY

“To impart training through in – house and external **reputed institutions** based on the **specific need of the individual** and the organization as per the skill gap identified in the **performance appraisal process** and also the **developmental need** that are identified by the senior authorities in **anticipation to the future requirements.**”

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# Training Plan and Calendar

- The training is planned as per the guidelines of **National Training Policy**.
- Training for pay group I & II is carried out through our empanelled **Training Institutes**.
- Training for pay group III & IV is conducted in-house through our **Regional Training Centres** [RTCs].
- The training needs are obtained in **annual performance appraisal report and Training Need Identification forms**.
- The front line engineers i.e. Junior Engineers are given **Mandatory Induction Training** followed by the On The Job training.



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# Training Infrastructure of MSETCL

- MSETCL has established seven (7) **Regional Training Centers** i.e. at **Chandrapur** (Nagpur), **Padghe** (Vashi), **Jejuri** (Pune), **Talangale** (Kolhapur), **Waluj** (Aurangabad), **Babhaleshwar** (Nashik) and **Akola** (Amravati), one in each zone.
- The syllabus for training has been approved from the competent authority as per the requirement of **IE Rules 1956**.
- MSETCL has planned to establish **Corporate Training Centre (CTC) at Lonavala** with the capital investment of Rs. 12.72 Crores.
- Till CTC is placed in operation, training is arranged through the **Reputed Training Institute** “Yashwantrao Chavan Academy of Development Administration, Pune (YASHDA)”.



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# Regional Training Centres



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# Aligning Training Strategies with Organization Goals

- It is linked with **Performance Appraisal System**.
- **Quality tested In-house experts** are identified to conduct the training programme through Regional Training Centres (RTCs).
- **Training feedback report is prepared and sent to the controlling authorities** for their review. Necessary changes are carried out depending on the usefulness of the suggestion.
- **Yearly review of the training plan is conducted by the CMD** at the time of KRA/KPI review meeting.



# Focus Areas of Training

Sharpening of  
Knowledge & Skill

Developing  
competencies –  
Technical &  
Behavioural

Motivation

Part of Succession  
Planning

Culture Building

Raising Self  
Esteem – HLM,  
ERP Certification

People  
Engagement

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# Policy and System for Assessing Training Needs

- Training needs are assessed from the *performance appraisal system & training need assessment forms.*
- The higher authorities also give nominations *in anticipation of future business requirements.*
- The training needs are obtained *as a part of career and succession planning.*
- Through *Open House Meetings.*

# Training Evaluation Policy and Systems

- The trainees fill the training feedback form which is compiled by the HR managers. The **feedback is sent to the higher authorities for their perusal.**
- On the basis of instructions of higher authorities **necessary changes are suggested to the delivery centers.**
- The **trainee is required to give training to his peers about his learning.** In this way the trainee cascades his learning to other co-workers. This also **assists in raising seriousness** of the training.
- Further the **training usefulness is also obtained** from the controlling authorities in respect of improvement in work and conduct.



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# Methodologies/ multiple learning channels used for Training and Development



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# No. of Training Programmes Conducted (In – house)

No. of Executives attended In House Training Programmes – 2242

Sr. No.	Training Programme	No of Days	No of participants
1	Technical Capacity Building	13	16
2	ERP MIS Implementation and Change Management Training	2	1637
3	ERP End User Training	4	519
4	Right to Information Act-2005	1	30
5	Workplace Success Skills	10	10
6	Employees' Pension Scheme (EPS-1995)	1	30
<b>Total</b>		<b>61</b>	<b>2242</b>



# No. of Non – Executives attended In House Training Programmes

**Induction Level Training for Junior Technician (Trainee) and Assistant Operator (Trainee)**

Sr. No.	Name of RTC	Zone	Total Batches	No. Of Participants
1	KOLHAPUR	EHV CC (O&M) ZONE KARAD	11	330
2	AKOLA	EHV CC (O&M) ZONE AMRAVATI	8	240
3	BABLESHWAR	EHV CC (O&M) ZONE NASHIK	10	300
4	WALUNJ	EHV CC (O&M) ZONE AURANGABAD	12	360
5	JEJURI	EHV CC (O&M) ZONE PUNE	10	300
6	PADGHA	EHV CC (O&M) ZONE VASHI	9	270
7	CHANDRAPUR	EHV CC (O&M) ZONE NAGPUR	10	300
<b>TOTAL</b>				<b>2100</b>

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# No. of employees sponsored outside the organization for training (National / Abroad)

- No. of Employees Sponsored for Training Programmes (Abroad) – 29
- No. of Employees Sponsored for Training Programmes (National) - 280



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# Training Programmes (category wise)

Sr. No.	Category	Training Programme
1	Technical	<ul style="list-style-type: none"><li>• Technical Capacity Building on various subjects</li><li>• Induction Level Training for Junior Technician (Trainee) and Assistant Operator (Trainee)</li><li>• Safety, First Aid &amp; Fire Fighting</li></ul>
2	General	<ul style="list-style-type: none"><li>• Right to Information Act-2005</li><li>• Workplace Success Skills</li><li>• Employees' Pension Scheme (EPS-1995)</li><li>• Management Development Programme</li></ul>
3	IT	<ul style="list-style-type: none"><li>• ERP End User Training</li><li>• ERP MIS Implementation and Change Management Training</li></ul>

# TRAINING STATISTICS FOR THE YEAR 2011-12

Sr. No.	Name of Training Programme	No. of Employee	Budget Allocated for the Year 2011-12	No. of Participants undergone Training as on 18.10.2011	Expenditure incurred as on 18.10.2011
1	Induction Level Training for JE's	360	333.00	155	146.47
2	Other Training Programmes at YASHADA	600	108.00	107	17.97
3	Hot Line Training	180	53.00	14	12.60
4	RTC (Operator Training + Refresher)	2900	153.00	1280	86.88
5	Seminar / Conference & Other Training	350	34.50	118	24.12
6	Foreign Tour	10	10.00	9	3.92
7	Seminars at Zone	0	14.00	0	0.00
8	Workshop	0	5.00	0	0.00
9	RTC Development	0	325.00	0	50.00
10	R & D At Aurangabad	0	100.00	0	0.00
11	RTC (Class II Training)	940	48.00	50	3.15
12	Examination Cell	0	15.00	0	0.00
<b>TOTAL</b>		<b>5340</b>	<b>1198.50</b>	<b>1733</b>	<b>345.11</b>



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# Innovative Practices implemented in Training

- **Functional Excellence Training** - Hot Line Maintenance, Vigilance, Material Inspection, Project Management
- **Training on new technology** – SCADA/ ERP/ ABT Metering
- State-of-the-art **Technical Training Centre** “POWER SYSTEM LEARNING CENTER” on Testing at Aurangabad.
- **Regular Job Training to Operators and Technicians** through Regional Training Centers established at all Zones.
- Establishing One-Shop-Stop **Corporate Training Centre at Lonavala at an investment of Rs 12 crores.**
- **E-learning** through ERP & SAP.
- **Financial support** to Industrial Training Institutes.
- **Specialised Training** on law, commercial & regulatory affairs to the decision makers.



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# Power System Learning Center



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# Outdoor Equipment Testing Laboratory



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# Indoor Testing Laboratory



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# Computer Laboratory And Classroom



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# Testing Equipments



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# Hot Line Maintenance Training

EHVO&M CIRCLE NAGPUR  
400KV S/S KORADI



HOT LINE WORK  
400KV GEN.5 BAY C.B.ISOLATOR

# Innovative Practices Implemented in Training.... Cont.

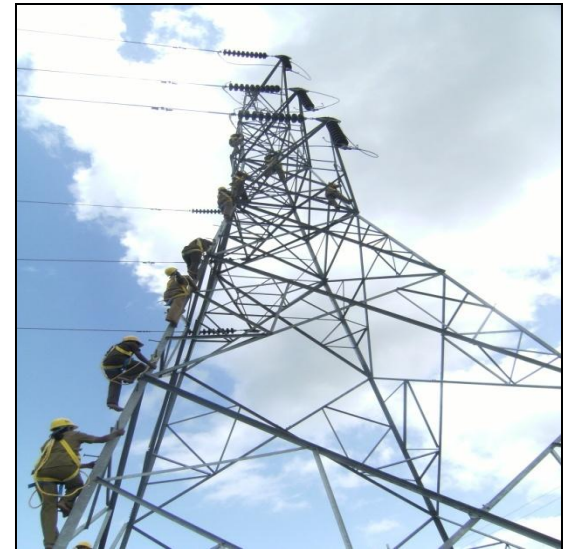
- **Specially Design Training Programme**
  - MDP – TECH & NON TECH [Senior Level]
  - Leadership Development Programme [Leadership Positions]
  - Capacity Development Programme for employee recruited on compassionate ground and those absorbed from surplus pool.
  - Functional Training – Materials, Finance & Accounts, HR, Vigilance & Secretarial Staff
  - Retirement Planning
  - Train the Trainer
- **Training to Women Group** - Large numbers of women employees are given technical training.
- **Induction & Orientation Training** [2] days basic [**Know Your Company**] and [10] days advanced Training

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# Women being trained to climb Transmission Towers at RTC, Jejuri



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# Training Programs conducted exclusively for Women Groups

## “Awardee of National award for maintenance of Transmission Sector for 2011”



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## Gutsy women break into all male bastion at MahaTransco

By Prashant Hamine

**H**andling transformers, isolators and rectifying faults at Maharashtra Transmission Company (MahaTransco) 220 Extra High Voltage (EHV) x 22 Kilo Volt (KV) Mulund sub-station is literally child's play for fresh recruits Monali Ruikar (31) and Suruchi Khanvilkar (29). Both of them are neither over-awed by the pressures of the job or

when they are absolutely shut off and devoid of any flowing power current." Dhore chips in, "We have to

here here. Until now, the male employees, while working with high-tension equipment in their adrenalin rush often used rough language. Not anymore," says Dhore. Marriage has not deterred Monali Ruikar from joining such a job, as her husband too works in the electrical department at the Wankhede Stadium. "We have a family tradition of being associated with electrical work. My father-in-law

when they are absolutely shut off and devoid of any flowing power current." Dhore chips in, "We have to



HUGE TRANSFORMATION...Technicians Suruchi Khanvilkar (blue) & Monali Ruikar at the Padgha training facility.

by the fact that they are the only two women employees in a team of 10 that handles the sub-station functions during their day-shift duty hours.

Monali and Suruchi had-joined MahaTransco as junior technician and assistant operator in December 2009 and are already handling work pressure like ducklings taking to water instantly. Their immediate boss, deputy executive engineer, M B Dhore is quite proud of their work. "Their joining our team has completely changed the work atmos-

too was electrician in the Mukund company. So it was but natural for me to pick up the tricks of the trade and do the Industrial Training Institute (ITI) electrical engineering diploma," says Monali Ruikar.

Monali adds, "Working with men has not been a problem for us. They treat us well. They help us a lot. After all it is team work. We handle high tension jobs of repairing circuit breakers, monitoring the inflow and outflow of the high voltage and repairing the high voltage line. Of course we repair the lines

take care of the safety of our employees first."

Both Monali and Suruchi have undergone rigorous induction training at Maha-Transco's Padgha training facility near Bhiwandi in Thane district. When they are not repairing faults, they keep a watchful eye on the power inflow and outflow at the sub-stations main control room. The sub-station supplies power through its 22 KV level 17 feeders to Mulund, Chandup, Thane, Wagle Estate area and of course

# Innovative Practices Implemented in Training

- **Knowledge Sharing** - Cascading of training by the employees who attends training programme under the guidance of higher authorities.
- **Continuous up-gradation of training infrastructure**
- **Well stocked libraries** at training delivery centres.
- Excellent **On the Job Training**.
- **Tie up with premier management education institutes** for Management Development Programme for senior level executives.
- **Motivated & innovative** in-house faculty.
- **Need based participation** in conferences and seminar in India and abroad.
- Effective **co-ordination of training design and delivery team** to achieve training objective.
- Tie-up with **CEA approved training institutes**.
- Special Workshop on **Organisational Development Initiatives**.
- **Short lectures of Eminent Speakers** – Law/ Regulatory/ Productivity/ Economics/ Safety/ Management

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# Workshop on Performance Management System



# Inauguration of MDP for Senior Level Executives





# SCADA / PLC Training



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# Impact of training on performance / productivity

- **Company Productivity**
- **System availability and Transmission losses** have improved significantly upon the bench marks set by the Regulatory Authority. In 2010-11, a significantly high System availability i.e. 99.62% for HVAC and 97.62% for HVDC systems and low transmission loss of 4.31% was achieved.
- MSETCL **wheeled a high of 1,02,076 MUs of Energy** during the year.
- **Financial Performance**
- The Company has earned **Net Profit of Rs. 329 crores & PBT of Rs. 543 crores** in 2010-11 as compared to Net Profit of Rs.245 crores in 2009-10.
- MSETCL has achieved **capitalization of assets of a high level** in the Financial Year 2010 – 11 of Rs.2270 crores compared to Rs 1,124 crores in 2009-10.
- **Employee performance**
- **Higher level of People Engagement.**
- **Attrition rate negligible**
- **Higher level of participation in social/ cultural events**
- **Industrial Harmony and peace**

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# Future Plans

- **Establishing more Technical Training Centres** in line with Testing TTC
  - Operations and Maintenance/ Project Management
- Establishing **Corporate Training Centre at Lonawala**
- **Enhancing scope of RTCs**
- **Out bound Training for Cross Functional Team**
- Imparting **Training as per the Target Groups**
- **Formation of Engineers' club**
- **Training on Disaster Management**
- **Training for all – Indirect Employees**
- **Training on SEPP**

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# *Training is a core element of Employee Development*

## *Thanks*

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