



ANDHRA PRADESH POWER GENERATION CORPORATION LIMITED
ABSTRACT

APGENCO – Implementation of New Training Policy – Orders Issued.

G.O.O No .124 /CGM (Adm,IS&ERP)/2016

Dt.14.07. 2016

Read the following:-

- 1) Lr.No.CE/TI/Dr.NTTPS/Techl./F.21/D.No.707/14, Dated: 20.10.2014.
- 2) Minutes of 135th Board Meeting
- 3) G.O.O.No.505/JS(Per)/2015, Date 31.01.2015.
- 4) Lr.No.CE/TI/Dr.NTTPS/Techl./F.21/D.No.1213/14, Dated: 03.03.2015.
- 5) Lr.No.CE/TI/Dr.NTTPS/Techl./F.26/D.No.63/2015, Dated: 25.04.2015.
- 6) Minutes of 147th Board Meeting

ORDER

The Training Policy existing in APGENCO is as follows.

“We at APGENCO commit ourselves to continual improvement of our human potential through education training & imbibing a culture of learning. Each employee will receive adequate & appropriate training every year in accordance with the skill & competence needs relating to his present & future functions & responsibilities.”

After deliberate discussions in Board Meetings, APGENCO Board has accorded approval to “New Training Policy” in its 147th Board meeting for implementation in Training Institute/Dr.NTTPS and all power stations. The Chief Engineer/TI & Stage-V Const./Dr.NTTPS & all other station heads are instructed to implement the “New Training Policy” scrupulously.

Encl: Copy of Training Policy

K.VIJAYANAD
MANAGING DIRECTOR

To

The Chief Engineer,
TI & Stage-V Const./Dr.NTTPS
Ibrahimpatnam
Krishna Dist.

CC to the:

All Station/Functional Heads
PS/ADE(T) to All Directors

C.No.CGM(Adm.,IS&ERP)/DE(MPP)/CTC/102/ 2016

//FORWARDED::BY ORDER//

Divisional Engineer
(MPP)

APGENCO
TRAINING
POLICY

APGENCO Training & HRD Policy

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1.0 PHILOSOPHY:

- 1.1 The basic philosophy is to use training as an effective tool for Performance improvement of the individual, the team & the organization and in transforming APGENCO into a successful functional organization through learning.

2.0 OBJECTIVES:

2.1 TO INCREASE PRODUCTIVITY

Training can help employees increase their level of performance on their assignment. Increase in employee performance leads to increase in the operational productivity.

2.2 TO IMPROVE QUALITY

Institutionalise learning opportunities that supplement work experience.

2.3 TO HELP IN FULFILLING FUTURE PERSONNEL NEEDS

Enable employees to keep abreast with the latest knowledge and skills and enable them to undertake current and future responsibilities in a more effective manner.

2.4 TO IMPROVE ORGANISATIONAL CLIMATE

An endless chain of positive reactions result from a well planned training program.

2.5 TO IMPROVE HEALTH AND SAFETY

Proper training can prevent Industrial accidents. A safer atmosphere leads to more stable attitudes on the part of employees.

2.6 INTEGRATE ORGANISATIONAL & PERSONNEL GROWTH

Employees on a personal basis gain individually from their exposure to educational expressions. Training programs give them wider awareness, skills and ensure value addition to the overall business of the Corporation.

2.7 **Methodology to achieve objectives**

- by covering statutory Induction level training, Simulator training, Refresher courses, Training at Manufacturer's works, training on reforms/ Change Management, ERP Training, Contract labour training, Management development plans, Educational up-gradation plan including Distance education,
- by conducting periodical training need analysis and identifying planned training interventions for each level of transition in an employee's career,
- by planning & implementing technical training and skill up-gradation, personality development, IT & Computer skills up-gradation involving Organisational development issues,
- by upgrading and continuously improving training infrastructure and training organizational structure,
- involving opportunities for training imparted at outside training institutions and foreign training.

3.0 **COVERAGE:**

3.1 Minimum four days training per training year for all the regular employees of the Corporation to develop their potential to the maximum and contribute their best.

3.2 Internship training & Project work to students of engineering colleges.

4.0 DEFINITIONS:

- 4.1 **Training:** Training shall include a training programme, virtual class room training, seminar, convention, workshop, symposium, e-learning or any other structured learning or developmental programme based on organizational needs and/ or Training Need Analysis.
- 4.2 **Training Year:** Training Year shall mean a period of one year commencing from 1st April till 31st March of the subsequent year.
- 4.3 **In-house Training Programme:** A training programme designed, developed and conducted within the Corporation, exclusively for the regular employees of the Corporation, with or without the assistance of external agency (ies).
- 4.4 **External Training Programme:** A training programme designed, developed and conducted within India, by an outside agency, not necessary exclusively for the employees of the Corporation and to which one or more employees of the Corporation may be nominated.
- 4.5 **Planned Intervention:** A grade/level/category-wise in-house training programme, normally based on a template course design, and conducted to improve competency base of employees as felt necessary by the Corporation.
- 4.6 **Need-based Programme:** A training programme, designed, developed and conducted on the basis of the developmental needs felt and identified for the employees concerned in the Training Needs Form.
- 4.7 **Specified Intervention:** An external training programme or an in-house training programme other than a Planned Intervention or a Need-based Programme, conducted to improve certain specified competencies, as felt necessary by the organization.
- 4.8 **Foreign Training:** A Training Programme designed developed and Conducted by any agency outside the territory of India.

4.8 Classification of Training Programmes:

A) Essential: Developmental needs which, if not met, will affect job performance.

- i) **INDUCTION LEVEL TRAINING:** To be imparted to all employees before they are assigned duties/responsibilities of any post after recruitment. The objective is to provide deeper understanding of the functioning of the Corporation and to fully prepare the new recruits for specific responsibilities that they are expected to execute on assuming charge of their posts. The training would be residential, rigorous, mandatory and generally of longer duration.
- ii) **SIMULATOR TRAINING:** This provides a sound knowledge of the processes coupled with the diagnostic ability to understand events extraneous to the normal power plant behavior and preparedness to act as the situation demands.

The simulator training is designed for a minimum period of Seven days in a year (in different phases) towards Engineering Personnel familiarization with real time behavior of the Thermal (210/250 MW, 500/600 MW) Modules & Hydel Modules.

B) Desirable: Developmental needs which are necessary for personal development and growth.

- i) Refresher courses
- ii) Seminars & workshops
- iii) Management Programmes
- iv) Motivational Programmes
- v) Health & Safety Programmes

Short-term: Developmental needs which need to be fulfilled for immediate job Performance.

- i) Computer Oriented Training programmes like open Office, CAD, and networking.
- ii) ERP Familiarisation/Refresher programmes.

Long-term: Developmental needs which need to be fulfilled for future job performance, in next two years or so.

5.0 TRAINING TARGET:

- 5.1 It shall be the endeavor of the Corporation to provide four man days (2 days for personality development & 2 days job oriented) of mandatory training in a training year to all categories of employees as detailed in Annexure-III.
- 5.2 It shall be the endeavor of the Corporation to provide Training on ERP to all end users.
- .
- 5.2 Employees shall make full use of the Training System to support this endeavor to create an effective functional organization through learning.

6.0 TRAINING BUDGET:

- 6.1 Adequate funds, for training and development activities for meeting the stipulated training required, should be allocated. A minimum of 1.5% salary budget may be provided initially, gradually increasing it to a level of 5% depending on requirement.

7.0 AGENCIES OF TRAINING:

- 7.1 The agencies that shall deal with the training function in the Corporation shall include:
 - 7.1.1 **APGENCO Training Institute, Dr.NTPS:** shall be the nodal agency to cater the present and advanced training needs of employees of the Corporation.

Apart from Training activities, the Institute involves in developing of R&D activities of APGENCO through Transformer oil testing, Lub.oil & Tan delta testing, Energy meter testing. Vibration Analysis, metallurgical laboratory testing. The said services are also being extended to other Organisations on payment basis.

7.1.2 APGENCO has Corporate training Cell under the control of CGM (Adm, IS&ERP) at Corporate Office to provide external trainings to the employees and coordinate budgetary provisions for Trainings.

7.1.3 APGENCO Training Coordinators: The Head of Power Station/CGM shall nominate an executive as Departmental Training Co-ordinator who shall co-ordinate the training and related matters for the employees of the Station. It shall be the responsibility of the Departmental Training Coordinator for conducting Training Need Analysis and ensuring nomination of the employees of the department concerned to In-house & External training programmes.

Corporate Training Cell

Dr.NTTPS In plant Training Division

RTPP In plant Training Division

Srisailam In plant Training Division

Srisailam Right Bank, Nagarjuna Sagar Right Canal, Nagarjuna Sagar Tail Pond .TBHES, PABRHES

Sileru In plant Training Division

Lower Sileru, Upper Sileru, Machkund, Donkarai, Chettipet

8.0 TRAINING NEEDS ANALYSIS (TNA)

Every Division/wing of the Plant has some specialized functions. The employees handling such functions require customized training in relevant areas to enable them to contribute for better performance of the Plant.

8.1 The objectives of Training Need Analysis are to:

8.1.1 Systematically identify developmental needs of employees

8.1.2 Integrate so identified individual needs with organizational needs

8.2 Employees would identify their training needs from time to time.

8.3 Training needs identification in case of executives, in a maximum of four areas, would be done by the executive concerned in consultation with his/her Reporting Officer in the Training Needs Form enclosed at Annexure IA. The training needs expressed should be related to the employee's present responsibilities and his likely areas of future assignments.

- 8.4 Training needs identification in case of non-executives would be done by their Reporting Officers in the Training Needs Form enclosed at Annexure IB. The training needs expressed should be related to the employee's present responsibilities and his likely areas of future assignments.
- 8.5 The Power Station Training Co-ordinator shall play a proactive and dynamic role by interacting with maximum number of employees at all levels and shall keep data available of the latest training courses available, list of training agencies, their training schedules etc. He shall trigger the TNA exercise from 1st September, every year, with the distribution of Training Need Forms. He/ she would consolidate and submit Annexure II and the filled-up Training Need forms of Executives and Non- Executives, of his/ her department concerned to the respective Training Centre by 30th October.
- 8.6 The Power Station Training Co-ordinator should analyse the Training Need forms, and report to the APGENCO Training Institute at Dr.NTTTPS for preparation of the Training Calendar in concurrence with Head of the Station by November 15th of every year.
- 8.7 In case of training needs expressed by only a few employees and it is not viable to design and conduct programmes at the project/ station level, such programmes shall be conducted in APGENCO Training Institute at Dr.NTTTPS so that the training needs are not left unfulfilled for want of number of employees.

8.8 Identifying the performance gap

The first step is to identify the performance gap in relation to desired overall performance level with the aim to bridge the gap through training program designed to meet the targeted performance objectives.

Every power station through its Power Station Co-ordinator / Corporate Office shall assess such performance gap in respect of benchmarks decided for that power station through yearly TNA exercise & section wise feedbacks.

The APGENCO Training Institute shall analyse the training requirements to bridge these performance gaps, in common or power station wise in co-ordination with CGM (Adm,IS & ERP).

8.9 Setting of training objectives to bridge the specific Performance gap

Head of the Power Station shall form a Forum of Sectional Team (FOST) by nominating one employee from each division/wing to communicate the unforeseen problems and co-ordinate with the Power Station Training Co-ordinator to identify the training needs for such problems.

Training syllabus for the training needs identified for the unforeseen problems shall be prepared by FOST team member in co-ordination with the Power Station Training Co-ordinator with the approval of the Station Head.

Training Objectives for each course shall be reviewed by Chief General Manager (Adm, IS & ERP) every year during the process of finalizing the training calendar on the basis of training plans suggested by In-plant training divisions, offices & Power Stations of APGENCO.

Performance Objectives in relation to each of training program in respect of group of sectional trainees shall be decided by concerned section in charge who shall depute these staff for such training course. Dr.NTTTPS Training Institute or In-plant training divisions conducting training shall collect, maintain, review & measure the value additions by achievement of these performance objectives as per guidelines issued by CGM (Adm,IS&ERP).

In-plant training division and Team from Dr.NTTTPS Training Institute shall jointly list out the Performance Objectives of respective Power station/ office and Performance Gap which can possibly be bridged by training. These shall be compiled in the form of section wise training objectives for designing yearly calendar.

ERP portal should be utilized for interaction/co-ordination of In-plant training Groups, Dr.NTTTPS Training Institute and the Head quarters through necessary formats and procedures.

8.10 TRAINING STRATEGY

- Theoretical class room sessions/Courses.(Annexure-III)
- On site/ On job training to be imparted by sectional faculties.
- Self learning sessions for senior officers/engineers & section heads.
- Seminars & workshop at Dr.NTTTPS Training Institute or Outside Training Institute
- Deputation to outside institutions for identified courses by Chief General Manager (Adm, IS & ERP) as per Training needs of employees

The topics for training depending upon the requirement of each employee in Power Plant shall be decided in advance.

Each schedule shall be conducted in three sessions for every category of staff. The station head/circle/division/section in charge has to plan the schedule of deputation of employee as per section convenience to avoid dislocation of work. Every staff member shall be expected to know the course sessions to be attended by him.

Advisory Committee:

Director (HR & IR)	...	Member
Chief Engineer/Training Institute	...	Member
Chief General Manager (Adm, IS &ERP)...		Member
Superintending Engineer/TI	Member Convener

The Committee shall finalise, the following, keeping in view the Plant requirement:

- i) Training Calendar
- ii) To tie up with the suitable Management Institution for Training of Senior Level and Middle level officials for training in the areas of business competencies & management excellence.
- iii) To tie up with Advance Vocational Training institutions for specialized training of artisan ITI holders in their related trades.

8.11 POST TRAINING STEPS NEEDED TO BE TAKEN

Pre training exercises, the training process and steps to be taken after the training shall form part of a continuum. Each is indispensable in the scheme of things and must follow a well-ordered sequence. In-plant training divisions shall arrange to keep the records of trained staff and help the power station management in assessing the performance improvement of such trainees after the training.

8.12 CONCURRENT MONITORING AND EVALUATION

Evaluation of the effectiveness of training in achieving the training objectives is the responsibility of APGENCO Training Institute at Dr.NTTPS. Evaluation of effectiveness of training in achieving the performance objectives related to specific Power station or office shall be the responsibility of the In-plant training division.

8.13 TRAINING INFRASTRUCTURE

As per National Training Policy, APGENCO has its main training center at Training Institute, Dr.NTTPS Ibrahimpatnam (Recognized by Central Electricity Authority) with adequate Training infrastructure like networking, E-library and Simulators etc.

The simulator system is designed based on:

- (a) Dr.NTTPS 1 & 2 - LMW Turbine, Two pass boiler, Bowl mills,
(210 MW units) MAX DNA system
- (b) Dr.NTTPS 3 & 4 - KWU Turbine, Tower Type Boiler, Ball Mills
RTPP 1&2 MAX DNA C&I System
(210 MW units)
- (c) RTPP 3, 4, 5 - KWU Turbine, Two passes Boiler, Bowl mills,
(210 MW units) MAX DNA C&I System
- (d) Dr.NTTPS 5 & 6 - KWU Turbine, Tower type Boiler, Ball mills,
(210 MW units) YBL C&I System,
- (e) 250 MW Units - KWU Turbine, Tower type Boiler, Ball mills,
PC POSE system.
- (f) Hydel simulators.

In Plant Training Centers (sub Training Centres) at power stations with adequate Training infrastructure like library, Class Rooms etc. to meet the local training requirement .

Chief Engineer (Training Institute) shall frame outline for all Induction Level training & other trainings in consultation with concerned power station heads / functional heads at head quarters for such trainings of the staff and formulate training syllabus. The Outline and Syllabus for the Training shall be approved by the Managing Director, APGENCO.

9.0 TRAINING CODE DIRECTORY

- 9.1 A training code directory, listing out codes for various –training courses/ programmes shall be evolved, maintained and uploaded by the Nodal

Agency. The training programmes attended by employees shall also be uploaded through ERP.

- 9.2 The needs may be analysed on the basis of the training course codes given in Code Directory. All such courses, which do not appear in Directory, shall be marked as 'AAAA' for initial consideration/ registration. Subsequently these would be reported to HRD for inclusion in the Code Directory (**Annexure-IV**). The same certification will be uploaded to ERP/SAP for all TNA, DOT and all other purposes of programmes conducted.

10.0 TRAINING CALENDAR:

- 10.1 The Chief Engineer/Training Institute shall consolidate the training need requirements of the Stations as well as Corporate Office and prepare a draft calendar for placing before the Advisory Committee by December 15th every year. The recommendations of the Advisory Committee shall be approved by the Managing Director.
- 10.2 The APGENCO Training Institute, DR.NTPS shall bring out the approved, Training Calendar, by 15th February every year.
- 10.3 The Training Calendars should be made available to all departments like Accounts, P&G, Security, Engineering etc. at all Power Station/ Projects. Copies of Training Calendar would also be kept in the Central Library of the Units. (**Annexure-V**). The calendar shall also be made available in APGENCO web site.

11.0 NOMINATION SYSTEM:

- 11.1 The objectives of the nomination system are:
- 11.1.1 To ensure that employees are nominated to training in areas which are relevant to their duties or which have been identified as their developmental needs
- 11.1.2 To ensure that opportunities to attend training programmes are made available to all employees to achieve the Training Target of average of Four man days of training in a training year for each employee.

12.0 NOMINATION FOR TRAINING PROGRAMMES:

12.1 Planned Interventions:

12.1.1 The APGENCO Training Institute, Dr.NTTPS would send schedules for the next three programmes of a planned intervention to departmental training co-coordinators, who in turn shall seek preferences for nomination from the employees in the target group and send the list of employees to the Training Institute.

12.1.2 On the basis of the preferences received for nomination, the Training Institute shall send confirmation.

12.2 Need-Based:

12.2.1 An employee interested in attending any of the training programmes included in the training calendar should forward his/ her request for nomination through the reporting officer at least two weeks before the commencement of the programme.

12.2.2 The Department Training Co-ordinator will ensure that employees are normally nominated to programmes related to training needs identified.

12.3 External Training:

12.3.1 Employees may generally be considered for nomination to training programmes only in the areas identified in the Training Needs Analysis and after verifying if a similar programme is being conducted in-house during the year.

12.3.2 Training Centres shall, as far as possible, try to provide training to employees in-house. Employees will normally be nominated for external programmes only for advanced programmes or where conducting the programme in-house is not feasible.

12.3.3 The authorities competent to nominate for external training programmes are as given below:-

A) Power Stations/Projects & HQs

For period up to one week (Orders to be
in each case in respect of issued by CGM/ADM)
Employees up to ADE level

B) Full Powers

Functional Director

12.3.4 All external Training Programmes are to be informed to Chief Engineer APGENCO Training Institute for having interaction with other training resources. This will be useful in developing external faculty for AGENCO Training Institute.

12.4 Specified Interventions:

12.4.1 The authorities competent to approve specified training programmes are as given below:

A) Project level intervention Head of the Project concerned

B) Corporation-level intervention CGM (ADM)

12.5 With a view to achieve the Training Target of average of Four man days of training in a training year for each employee, the Training Centre, along with the Departmental Training coordinator will periodically prepare a list of employees who have not attended any training programme or have not yet completed an average of Four man days of training. Nominations should generally be based on this list. The list should be made available to all the employees as per **Annexure-VI**

13.0 LIMIT ON THE NUMBER OF PROGRAMMES:

13.1 An employee may be nominated for training programmes within the limits stipulated herein.

- | | |
|-----------------------|----------------------------|
| 13.1.1 Short-duration | Maximum of three in a year |
| 13.1.2 Long-duration | Once in two years |
- 13.2 Relaxation of the limits on the number of training programmes for an employee in a year as stipulated in Para 14.1 can be permitted by
- | | |
|---|---|
| i) Head of the Project concerned/
(CE) | In case of Non-executives &
Executives up to ADE |
| ii) Functional Director | Full powers |

14.0 INFORMATION REGARDING NOMINATION:

- 14.1 An employee will normally be informed through his Reporting Officer, by the Training Agency regarding his/ her nomination for the programme preferably with a notice of
- | | |
|--------|---|
| 14.1.1 | 3 days in case of short-duration programmes |
| 14.1.2 | 2 weeks in case of long-duration programmes |
- 14.2 In the absence of receipt of required number of nominations within the stipulated period for a specified programme, belated Nominations will be considered.
- 14.3 Communication regarding acceptance of nomination for a training programme shall be sent to the Departmental Training coordinator.

15.0 NON-ATTENDANCE/ ABSENCE FROM TRAINING PROGRAMMES:

- 15.1 Non-attendance of any training programme for which an employee has been nominated shall be accepted only on the basis of approval by
- | | |
|-----------------------|--------------------|
| i) Division Head | All Non-executives |
| ii) Chief Engineer | All Executives |
| iii) Functional Heads | Others |
- 15.2 Communication regarding inability to attend the programme shall be intimated to the Training Agency at least 03 working days before the programme.
- 15.3 Where an employee has been nominated but has absented himself or withdrew in the midst of the programme or has partially attended the programme without giving adequate notice and adequate reasons for the same, the cost of the programme shall be recovered from the monthly salary of the employee through interest-free equated monthly installments within a year.
- 15.4 The Training Agency, within two days from the commencement of the programme, shall take up with the Reporting Officers cases of absence/ withdrawal.

16.0 TRAINING DATABASE:

- 16.1 In plant Training Centres should maintain a database (in coordination with HCM module of ERP) comprising of:
- Details of Training(s) needs identified and undergone by all employees of their units.
 - Training Programmes nominated/ attended/ absent.
 - The programmes conducted, training cost and related information.

In plant training Centres should forward the training details to APGENCO Training Institute on a monthly basis.

- 16.2 APGENCO Training Institute would maintain the training database (in coordination with HCM module of ERP) comprising of:
- (a) Details of Training needs identified and trainings organized.
 - (b) Training Programmes nominated/ attended/ absented.
 - (c) The programmes conducted, training cost and related information.
 - (d) Consolidated Data base of In plant Training Centres as detailed in Item 16.1.

17.0 TRAINING EVALUATION:

17.1 The objective of training evaluation is to enhance value addition through training programmes by building on the strengths and by removing the shortcomings, if any, and measure the impact of training programmes on job behaviour.

17.2 Training Evaluation would be done at three levels:

17.2.1 Pre-training Evaluation

17.2.2 Programme Feedback

17.2.3 Impact Assessment

17.2.1 PRE-TRAINING EVALUATION:

The Training Coordinator will prepare the programme design, syllabus, content etc. based on item 8.2 and the same will be approved by concerned Chief Engineer.

17.2.2 PROGRAMME EVALUATION /FEEDBACK:

The Training Institute shall evaluate & prepare the Participant conduct cum Overall Assessment report as per Annexures-VII and VIII (VIII-Examination Mark

Sheet, VII- Conduct cum overall assessment report). The Training Centre shall seek participant Feedback at the end of every training programme in the Programme Feedback Form as in Annexure - IX, X, XI (IX-Feed Back Form Participants, X- Programme Feedback form, XI-Feed Back analysis Report) for making modifications/ improvements in future programmes.

17.2.3 IMPACT ASSESSMENT:

Impact Assessment involves measuring the change in job behavior of the employee on account of the learning during the training programme. The information would be collected through the Impact Assessment Form (IAF) as in Annexure-XII after completion of six months of the programme.

18.0 PROGRAMME EVALUATION REPORT:

After Impact Assessment, the Training Centre would prepare a Programme Evaluation Report in case of all Long-duration programmes and Planned Interventions of duration of not less than 10 training days in the Proforma given in Annexure XIII and circulate it to all the participants concerned.

19.0 HONORARIUM FOR FACULTY:

Honorarium for faculty, both internal and external, for training programmes would be regulated as per the existing rules on 'Honorarium rates and other training related expenses'. (as per Annexure XIV)

20.0 REGULATION OF ENTITLEMENTS:

Entitlements of employees on training, relating to TA/ DA shall be regulated as per APGENCO Traveling Allowance Rules.

21.0 SHARING OF LEARNING:

21.1 Employees who have attended training programmes shall normally share their learning with other employees in foray like Professional Circles, Quality

Circles, and Departmental Meetings etc. and submit a report on the same to his Controlling Officer.

- 21.2 In case of long-duration programmes for executives, the participant shall submit an action plan to his Reporting Officer, with a copy marked to the Training Agency, detailing the steps that would be taken by him/ her for implementing the learning in his/ her job.

22.0 DEVELOPMENT OF TRAINERS

Selection of trainers: All Power Stations or offices in APGENCO shall furnish the list of staff interested in giving services as trainers in APGENCO Training Activities. The criteria & process for selection of trainers shall be finalized by advisory committee.

Training of Trainers: All the selected Trainers must undergo the Trainer development programmes like Direct Trainer Skills (DTS), Design of Training (DOT) and Training Need Analysis (TNA) being conducted by Government of India.

Maintaining list of Resource persons with their identified Capabilities

A separate well scrutinized list of Resource persons with their identified capabilities & expertise shall be maintained by Chief Engineer/Training Institute through comprehensive & well defined selection method.

23.0 FOREIGN TRAINING

Opportunities for foreign training should be provided to candidates on Need based selection criteria. The trained persons should be posted at locations where they can utilize the proficiency gained through training and in turn guide others.

24.0 GENERAL:

- 24.1 The system shall be reviewed from time to time to keep it in line with the latest trends in the area of Training and Development. The management reserves the right to modify, cancel, add or amend any of these provisions at any time.

ANNEXURE – I A

TRAINING NEEDS FORM (For Executives)

Instructions:

Please fill up the form in consultation with your Reporting Officer, what in your opinion are the additional knowledge, skills and attitudes required for enhancing your performance in the present job, for handling future responsibilities and for your personal development and growth.

A short explanation of the terms used in the table is given below for your appreciation:

Essential: Developmental needs which, if not met, will affect job performance.

Desirable: Developmental needs which do are necessary for personal development and growth.

Short-term: Developmental needs which need to be fulfilled for immediate job Performance.

Long-term: Developmental needs which need to be fulfilled for future job performance, in next two years or so.

Name:	Emp. No.
Designation :	Division/Wing:
Department:	Place of posting:

Needs		Short-term	Long-term	Remarks of HOD / Head of Region / Head of Power Station / HOP
E S S E N T I A L	1			
	2			

Needs		Short-term	Long-term	Remarks of HOD / Head of Region / Head of Power Station / HOP
D E S I R A B L E	1			
	2			

Signature
of the employee

Signature of the
Reporting Officer

Signature of the
HOD/Head of Power
Station/HOP

Name
Designation

Name
Designation

Name
Designation

Head of Trg&HRD

ANNEXURE – I B

TRAINING NEEDS FORM (For Non- Executives)

Division/ Wing	Department/ P.S./ Project

Name	Emp. No.	Design- nation	Tech./ Functional Training Needs	Department/ Project Needs	P.S./ Training	Remarks

Signature of the Reporting Officer

Name: -----

Designation: -----

Head of Department/P.S./Project

ANNEXURE – II

ASSESSMENT OF TRAINING NEEDS (For Existing Courses)

Name/ address of the office:

List showing existing courses conducted at APGENCO Training Institute	Profile of the participant	Duration	No. of participants proposed	Preferred time slot if any

DEPARTMENT CO-ORDINATOR

ANNEXURE – III

Date:

CHIEF ENGINEER

APGENCO TRAINING INSTITUTE
Dr.NTTPS

ANNEXURE – IV

CODE DIRECTORY

- **A-Engineering Services** -
 - 01.** Executives, AE's, AAE's
 - 02.** Sub- Engineer
 - 03.** Chemists

- **B- Workmen / O&M Staff** -
 - 01.** Foremen
 - 02.** PA
 - 03.** JPA

- **C-Accounts Services** -
 - 01.** SAO
 - 02.** AO

- 03.** JAO
 - 04.** LDC, UDC
- **D-** P & G Services –
 - 01.** DS
 - 02.** AS
 - 03.** PO
 - 04.** JPO
- **E-** Fire & Safety –
 - 01.** Fireman
- **Programme Codes**
 - 1. Induction Training – **01**
 - 2. Refreshment Course – **02**
 - 3. Workshop / Seminars – **03**
 - 4. Computer Programmes – **04**

Ex- Workshop for executives is coded as A 01 03 where A stands for Engg. Services, 01 stands for executives and 03 stands for workshop.

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Chief Engineer
 APGENCO Training Institute
 Dr.NTTPS,Ibrahimpattanam

ANNEXURE – VI
COMMUNICATION WITH THE SECTION INCHARGES FOR PARTICIPANTS

Name of course: _____ **From** _____ **To** _____

Names of the Section to identified for inviting participants / delegates	Quota	Letter inviting participants. (*4/#6 Weeks in advance)	1 st Reminder if necessary (*2/#3 weeks in advance)	2 nd reminder if necessary (*5/#10days in advance)	Response received	No. of participants reported for the course
.....
.....
.....
.....
.....
.....
.....

(Batch No:)

Confidential

Name of Trainee: Shri

Power Station/ Office:

Designation :

GENCO ID.:

Qualification :

S.N.	Assessment during training period from to			
1	<i>Intelligence</i>	Very Good	Good	Poor
2	Initiative	Very Good	Good	Average
3	Creativity	Very Good	Good	Average
4	Ability to communicate	Very Good	Good	Poor
5	Conduct	Very Good	Good	Needs Improvement
6	Amenability to discipline	Good	Average	Bad
7	Punctuality	Very Punctual	Punctual	Irregular
8	Project work done as part of training	Topic		Valuation
				Project Report : Presentation :
9	Total Marks obtained (out of 100) in the exams at APGENCO TRAINING INSTITUTE Dr.NTTPS			
10	General Impression	Excellent / Very Good / Good / Average / Poor		

.....

.....

.....

.....

Catering: Very Good / Good / Average

Hostel Accommodation, if availed; Very Good / Good / Average

Comments Regarding New Faculty:

Name	Excellent	Very Good	Good	Average

Any other suggestions / Comments:

.....

.....

.....

.....

.....

SL. NO	NAME OF THE FACULTY	NAME OF THE SESSION	UNSATISFACTORY → EXCELLENT				
1			1	2	3	4	5
2			1	2	3	4	5
3			1	2	3	4	5
4			1	2	3	4	5

PART III - RELEVANCE OF INPUTS

(Please circle your choice on the scale)

SL.NO.	NAME OF THE TOPIC	NOT RELEVANT → MOST RELEVANT				
1		1	2	3	4	5
2		1	2	3	4	5
3		1	2	3	4	5
4		1	2	3	4	5

PART IV - LEVEL OF INPUTS

(Please circle your choice on the scale)

SL.NO.	NAME OF THE TOPIC	NOT RELEVANT	→	MOST RELEVANT
1		1 2 3		4 5
2		1 2 3		4 5
3		1 2 3		4 5
4		1 2 3		4 5

DURATION OF THE TRAINING PROGRAMME:	Adequate / Inadequate
COURSE MATERIAL:	Adequate / Inadequate
TRAINING METHODOLOGY:	Satisfactory / Not Satisfactory
ADMINISTRATIVE SERVICES:	Satisfactory / Not Satisfactory

Signature of the participant:

ANNEXURE – XI

**APGENCO TRAINING INSTITUTE Dr.NTTPS
FEEDBACK ANALYSIS REPORT**

Name of Course: _____ Course Code: _____

Conducted From : _____ To: _____ Duration: _____ Group: _____

Course Director: _____ Course Coordinator: _____

No of Participants for the course: _____

1. Quality of the course																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Excellent
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Very Good
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Good
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Average
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	
2. Course Purpose																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Fully Served
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Moderately Served

21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Not served
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	
3. Quality of Catering																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Very Good
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Good
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Average
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	
4. Quality of Accommodation																				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Very Good
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Good
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Average
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	

Lecture Liked Most by the participants:

.....
.....
.....
.....
.....
.....

Comments Regarding New Faculty:

.....
.....
.....

Feedback, if any, from Faculty:

.....
.....

Relevant Suggestions :

.....
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ADE/C.C	DE/ C.D.	SE/Dy. Head of TI	CE/Head of TI
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ANNEXURE – XII

IMPACT ASSESSMENT FORM

PART I – BACKGROUND INFORMATION

(to be filled in by Programme Coordinator)

Course Title:
Period:
Venue:
Programme Objectives

(to be filled in by the Participant)

Name:	Emp. No.
Designation :	Division/ Wing:
Department:	Place of posting:

PART II – IMPACT ASSESSMENT

1. The programme introduced me to new concepts and tools that helped me to perform my job better

No impact		----- →	Great Impact	
1	2	3	4	5

2. How often do you apply the knowledge/skills gained during the programme

Occasional		----- →	Daily	
1	2	3	4	5

3. Are there any significant achievements as a result of the application of your knowledge to your organization?

Not Significant		----- →	Significant	
1	2	3	4	5

4. Would you like to elaborate on some/any of the achievements?

5. Was action planning done as part of the programme? If yes, how far have you been able to implement the action targets set?

6. What barriers have you experienced in trying to apply your new knowledge

and skills?

	Not Significant ----- → Significant				
	1	2	3	4	5
Lack of finances					
Lack of team support					
Lack of Institutional Support					
Change of role					
Others (please explain)					

7. Would you like to explain in detail, any of the above barriers?

Signature of the participant

PART III – ASSESSMENT REVIEW

(To be filled in by the Reporting Officer)

Do you agree with the information furnished by the participant in Part II? Kindly elaborate.

--

Signature of the Reporting Officer

Name: -----

Designation: -----

Unit: -----

Head of Department/P.S./Project

Head of Trg&HRD

ANNEXURE – XIII

PROGRAMME EVALUATION REPORT

Programme Title:
Period:

Venue:

Programme Co-ordinator:

PART I - BACKGROUND INFORMATION

PROGRAMME OBJECTIVES:

PROGRAMME SCHEDULE:

PARTICIPANT PROFILE:

ANALYSIS OF PROGRAMME FEEDBACK:

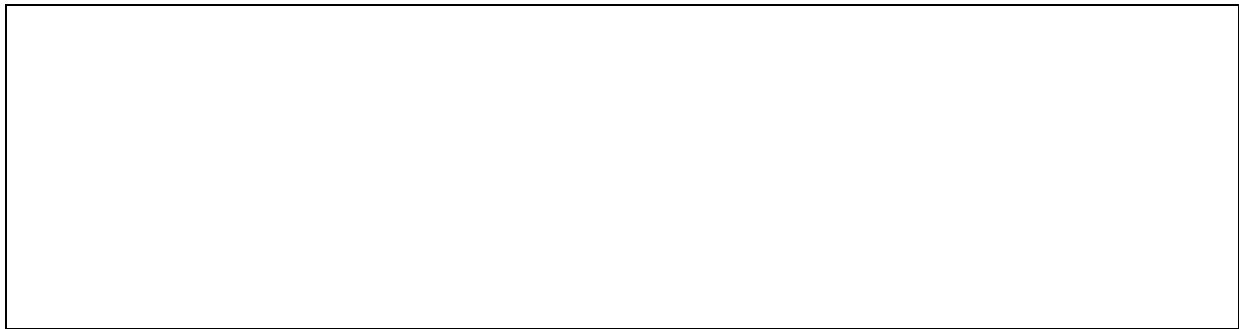
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PART II – IMPACT ASSESSMENT

EXTENT OF IMPACT OF LEARNING ON JOB PERFORMANCE:
--

AREAS OF APPLICATION OF LEARNING:

SIGNIFICANT ACHIEVEMENTS OF PARTICIPANTS ON APPLICATION OF LEARNING:
--



Signature of the Programme Co-ordinator

ANNEXURE-XIV

HONORARIUM FORM

1. Name of the Faculty :.....
2. Post Hold / Designation :.....
3. APGENCO Employee ID :.....
4. Name of the Organization :.....
5. Address :.....
6. PAN No (other than APGENCO Employee):
7. Participants:.....Batch No.:
8. Name of the Training Programme

Sl. No.	Date & Time	Topics	No. of Classes	Rate as per table	Total Amount(Rs.)
---------	-------------	--------	----------------	-------------------	-------------------

1.					
----	--	--	--	--	--

Place: TI / Dr.NTTPS

Date:.....

Signature of faculty:

.....

FOR OFFICE USE ONLY

Certified that the details have been reflected in the Honorarium Register vide Page No. & Vol. No:....., Initial Accounts Reg. page No: of Vol. No: and Bills Register No: Of Vol. No:..... for the year.....and that the claim has not been forwarded earlier. The payment made as per the rates mentioned below vide Memo No: CGM (Adm.) /DE (MPP)/CTC/1-2/2011, Dt: 03.05.2011

Sl.	Description	Duration of	Revised Honorarium
1.	For APGENCO & Guest Faculty	1.30Hr.	750/-
2.	For Plant Visits and Viva Voce	1.00Hr.	75./-
3.	For all senior eminent members in the field out side experts e.t.c	1.30Hr.	1,000/-
4.	For Seminar / Workshops (in house)	1-Day	

**Amount of Honorarium: As per APGENCO Rules @ Rs..... x (No. of Lecture / Demonstration) = Rs...../- (Rupees Only)

**APPROVED
Coordinator**

Pass order

RECOMMENDED

Course

**AO / TI
(ADE/TI)**

SE/TI or DE/TI

Training In-Charge (DE/TI)

Bill No: Date:A/c No: :.....

Passed for Rs...../-..In words (Rupees.....)

Pay for Rs...../-..In words (Rupees.....)

Paid vide cheque No:, Dated:.....

Junior Account Officer/ TI

Accounts Officer / TI

Received the payment: Received Rs./-.(Rupees)
only.

Signature of the faculty

**** This has approval of the FA&CC(Accounts) / APGENCO / VS / Hyd. vide his
note dated:**