



കേരളത്തിലെ ഊർജ്ജം

KERALA STATE ELECTRICITY BOARD LIMITED

(Incorporated under the Companies Act, 1956)

Reg. Office: Vidyuthi Bhavanam, Pattom, Thiruvananthapuram – 695 004

CIN:U40100KL2011SGC027424 Website: www.kseb.in

Vidyuthi Bhavanam, Pattom, Thiruvananthapuram – 695 004, Kerala

Phone: 2514280 / 2514276 / 2514451 Email: hrdkseb@kseb.in

Capacity Building Policy of Kerala State Electricity Board Limited-Approved-Orders issued.

Corporate Office (Human Resources Management)

B.O(DB)No.208/2023(HRD/2023/CE(HRM)/23-24),Thiruvananthapuram dated:25.04.2023

- Read:1. B.O(FTD)No.670/2017(HRD.5/Training Policy/2016-17) dated 15.03.2017
2. Note No.HRD/2023/CE(HRM) dated 23.03.2023 of the Chairman and Managing Director
3. Proceedings of the 70th meeting of the Board of Directors held on 25.03.2023 vide Agenda No. 25-03/2023.

ORDER

The Kerala State Electricity Board Limited has an approved Training Policy read as 1st above.

A draft Capacity Building Policy, 2023 was prepared by the Capacity Building Core Committee and submitted before Board of Directors as per note read as 2nd above.

Having considered the matter in detail, the Board of Directors in the meeting held on 25.03.2023

1. Resolved to accord approval for the Capacity Building policy, 2023, attached as Annexure prepared by the Capacity Building Core Committee.
2. Resolved further to authorize the Full Time Directors to make any changes in the policy as found necessary.

The Directors shall submit the capacity building program of their respective strategic management units for taking further action.

Orders are issued accordingly.

By order of the Director Board,

Sd/-

Lekha G

Company Secretary

Annexure: Capacity Building Policy

To

The Chief Engineer (HRM),
The TA to CMD/Director (D,IT,SCM REES, Soura,Nilavu)/Director (T&SO, P&Safety, Gen-Ele)/
Director (Gen-Civil), The PA to Director (Finance & HRM)
The LA&DEO/Secretary (Admn.)/ State Nodal Officer (Soura)/ Financial Advisor
Company Secretary

Forwarded by order,

Assistant Engineer (HRD Cell)

KERALA STATE ELECTRICITY BOARD LIMITED

CAPACITY BUILDING POLICY, 2023

1. VISION: -

To establish a premium in-house capacity building system competent enough to transform the work force to a high-skilled, sustainability aware, good governance oriented champions of professional excellence.

2. MISSION:-

To lead the capacity building initiatives at par with the international standards to fulfill the demand driven training and development needs of Organization by successfully integrating technology, infrastructure, human resources, innovations and Good-Governance values to sustain the organizational excellence aligning with the organisational goals of financial viability, customer satisfaction, zero accidents, environmental commitment in the radically changing global and national energy sector.

OBJECTIVES:-

- To initiate formulation of policies, procedures, guidelines & programmes aligning with the Vision and Mission of the Policy.
- To create faster, more peer-driven, collaborative, accessible Learning and Development system capable of addressing demand based training intervention and scaling to support business challenges .
- To innovate on sustainable, cost-effective, adaptable, productive, self-sufficient contemporary learning models integrating technology.
- To ensure constant up-skilling/ re-skilling of employees.

- To build more capable resources competent to contribute in diverse roles across the Organization by expanding their skills and knowledge beyond job-related or technical skills.
- To establish evidence-based interventions in the Organisation.
- To undertake continuous Training Need Analysis and development of tailor made designs for all category of work force.
- To develop In-House Certified and Master Trainers for subject-specific areas and utilise their competency.
- To devise a system for mentoring across the Organization.
- To develop measurement strategies for training Impact assessment.
- To implement software based Training and Learning Management System and devise plans to ensure its dissemination.
- To devise suitable models to create opportunities to ensure transfer of learning of trained employees.
- To undertake publishing journals, bulletins, or other literature and reference material covering various aspects of energy sector.
- To facilitate seamless knowledge sharing across the Organization.
- To conduct lectures, seminars, debates, conferences and symposia on matters of public importance.
- To scale up the potential of existing Training infrastructure.
- To partner with global/national/state level training institutions.
- To extend learning services outside the Organisation.

- To promote Research and Development for the benefit of the Organization.
- To emphasize Leadership development at all levels of the organization.
- To build analytical skills of all functionaries.
- To promote team spirit and good-governance values among employees.
- To adopt clear goals and communicate them throughout the organization and ensure that learning and development activities are aligned with the organisational goals stated below.
- Promote zero accident in the organisation
- To meet the statutory employee training & development requirements of Cea and other statutory bodies
- To foster financial viability and sustainability of the organisation
- To boost customer satisfaction and their goodwill
- To promote modernisation and automation at par with practices in power industry
- To carry out business in power sector with least impact to the environment
- To foster a culture of continuous learning across the Organization.

3. ACTION PLAN:-

4.1. FORMATION OF A CAPACITY BUILDING TEAM: - A Capacity Building Team consisting of following strata may be formed to ensure the monitoring, co-ordination, implementation and evaluation of Capacity Building Policy.

- i) A capacity building Core group under the Chairmanship of Chairman & Managing Director with HR Head and other

selected members to be formed to co-ordinate and monitor the successful implementation of the capacity building activities.

ii) Adequate Working Groups composing of Top Management officials, Heads of Training Institutes, Master Trainers, Training Design Consultants, Training Managers, Academically interested employees willing to contribute to capacity building to develop and implement strategic plans to achieve the objectives that will fulfill the Mission.

iii) Training Managers to act as an interface between the Capacity building Working Group on one hand and the Training Institutions, trainer, trainees on the other to ensure design and delivery of training plans as well as to report on impact assessment.

iv) The Training Institutions headed by qualified HR/ Training specialist to implement Trainings

4.2. TRAINING ACCESSIBLE FOR ALL: - This Policy aims to ensure capacity building accessible to all category of work force through methodically designed and executed training and developmental programmes. Different learning approaches like mentorship, class-room trainings, and virtual trainings, e-learning, blended-learning, collaborative learning etc. will be developed to ensure the accessibility.

4.3. TO DEVELOP COLLABORATIVE LEARNING PLATFORM:- To promote peer-driven learning culture and to capitalise on the expertise, knowledge and skills of trained employees, a Collaborative learning approach will be developed wherein trained employees internally collaborate to train other un-trained employees.

4.4. DEVELOPING IN-HOUSE SYSTEM FOR TRAINING NEED ANALYSIS&DESIGN:- A cohort of certified "Internal Training Design Consultants" to be developed from among employees for each and every wing through specially developed 'Capacity

Building Courses on Training need and Design' to undertake continuous Training Need Analysis and development of tailor made designs for all category of work force.

4.5. DEVELOPING IN-HOUSE CERTIFIED TRAINERS AND MASTER TRAINERS:- A competent and skilled group of Certified Internal Trainers who can deliver subject-specific trainings to different category of employees to be developed through Train the Trainer Programmes.

Master Trainers who are capable enough to Train the Trainers to be developed from among competent certified internal Trainers with a multiplier effect strategy through their responsibility of training Trainers.

4.6. ESTABLISHING FORMAL MENTORSHIP PROGRAMMES: - To facilitate continuous growth and development of all employees especially for onboarding of new employees in tune with the Organizational needs a structured in-house mentorship programme that can maximize the benefits of mentorship process to be developed.

4.7. DEVELOPING E-LEARNING MANAGEMENT SYSTEM (LMS): - To promote online learning and development opportunities accessible to all categories of workforce including but not limited to Content creation, digital repository, dissemination, an e- Learning Management System will be developed.

4.8. TRAINING MANAGEMENT SYSTEM (TMS):- Software based Training Management System to manage the entire training operations under a single window will be developed.

4.9. KNOWLEDGE MANAGEMENT SYSTEM (KMS):- To facilitate seamless knowledge sharing across the organisation and put in place an effective Knowledge Management System.

4.10. IMPLEMENTING BLENDED LEARNING MODELS: - Suitable blended learning models combining e-learning like digital modules, virtual collaboration rooms etc. and instructor-led

class rooms training to be implemented to support all ways of learning in the modern digital workplace.

4.11. PARTNERING WITH GLOBAL/NATIONAL /STATE LEVEL TRAINING INSTITUTES/ORGANISATIONS/ACADEMIA IN THE FIELD:- Partnerships with higher learning global, national or state level organisations for capacity building in emerging areas of learning and development in the field, to strengthen the skill development, to co-create solutions for sustainability challenges, etc will be explored after establishing well-defined criteria. Possibility for flexible on-site or off-site engagement of national/global trainers will be explored.

4.12. TRAINING PLAN:-Based on the periodical Training Need Analysis, a detailed, comprehensive and need based annual training plan will be evolved. The concept of Best Practices and Benchmarking are to be adopted while developing need-based training programs. Evidence based training inventions will be established. Due emphasis should be given to training of employees in the following areas:-

i) Managerial Competence and Skills: to develop the knowledge, skills and attitude of the personnel involved in the Managerial functions of KSEBL.

ii) Technical Skills: to enhance the operational excellence and to enhance technical skills and competencies to handle emerging technologies and practices in areas including but not limited to:-

- Distribution
- Transmission
- Generation
- System Operation
- Power System protection
- Power Trading & Energy Management
- Dam Safety
- Disaster Management & Mitigation
- Renewable Energy

- Electrical energy
- Statutory Training
- Major Projects

iii) Information Technology: To provide required knowledge and skills in the IT enablement of KSEBL in areas including but not limited to Software development, IT infrastructure, IT quality Management, process automation, cyber security.

iv) Enhancing Functional Skills: to enhance skills in the functional areas of the organization including but not limited to:-

- Human Resource Management
- Finance, Accounting & Auditing
- Supply Chain Management
- Legal matters
- Training & Capacity Building and other enabling & supporting activities
- Power Reforms & Regulatory Affairs
- Project/Construction Management
- Service Marketing
- Personnel Management
- Administration and Office Automation
- Benchmarking & Total Quality Management
- Change & Performance Management
- Communications & Public Relations
- Service Rules, Legal & Disciplinary Proceedings
- Safety & Security
- PPA & Competitive Bidding,
- Formulation, Appraisal & Monitoring of Power Projects,
- Project Management & Safety Management
- Customer service
- Contractors/ suppliers

v) Induction Level/ Orientation Training Programmes: Induction level or Orientation level training programme, as the

case may be, will be provided for newly recruited employees of all categories.

vi) Employee Development Programmes: Employee development programmes to appropriate category of work force in following areas including but not limited to :-

- Mentorship Programmes
- Training of Trainer Programmes
- Capacity Building Course on Training need and Design
- Critical Emergency Management and Disaster Management
- Computer Skills
- Human Values & Ethics
- Attitudes & Behaviour at Work
- Leadership skills
- Team Work Skills
- Integrated Personality Development
- Communication/ Interpersonal skills
- Developing Commercial/ Business Outlook
- Marketing skills in a competitive environment
- Analytical skills
- Negotiation Skills
- Customer Relationship Management
- Stress management
- Time Management
- Decision Making
- Conflict Resolution Skills
- Motivational Strategies
- Environmental and social safeguard issues
- Compliance training on workplace related Laws
- Planning for Retirement

4.13. CREDIT BASED INCENTIVE SYSTEM: - A credit based incentive system grounded on quantitative, qualitative and result oriented approach shall be devised to recognise the contributions of those employees who undertakes various duties for the capacity building of the Organisation beyond their job-related functions, including but not limited to the

duties of Certified Internal Training Design Consultants, Certified Internal Trainers, Master Trainers, Mentors, Content Creators.

4.14. EDUCATIONAL UP-GRADATION PLAN: - Opportunities to employees for acquiring higher educational qualifications shall be provided based on well-defined criteria.

4.15. PROFESSIONAL MEMBERSHIPS:-Memberships in professional societies, organisations and bodies like the IEEE, CIGRE, ICAI, IE(I) etc. for the employees should be promoted by the management.

4.16. TRAINING IMPACT ASSESSMENT: - To measure training effectiveness and track the impact on business goals and results, quantitative and qualitative metrics in the form of Key Performance Indicators (KPIs) will be developed.

4.17. TRAINING INFRASTRUCTURE:- Potential of training infrastructure will be scaled up to handle the innovations in training and capacity Development. Digital infrastructure to facilitate online Courses will be planned.

4.18. TRAINING BUDGET: - Systematic allocation of funds to training and development activities will be provided in the annual budget.

4.18. MARKETING OF TRAINING: - Strategies for revenue generation by marketing quality trainings designed, developed and delivered exclusively by KSEBL will be devised.

4.19. FORMATION OF A RESEARCH AND DEVELOPMENT TEAM: - **A State of the art Research and Development Team will be formed to undertake Research and development activities of the Organisation. It will focus on activities including but not limited to delivering prompt, innovative and cost-effective R&D solutions to the Organisational sustainability and growth, develop and commercialize improved processes and products, to ensure compliances and**

to continually enhance the capability of its human resources to emerge as the best power utility of India.

LOOKING AHEAD: - The Capacity Building Policy has been structured as an outcome oriented policy. It is therefore desirable that there should be regular monitoring and evaluation of the initiatives to ensure that detailed implementation plans for each action point of this Policy is set in place in a clear, time bound and phased manner. The structure and functioning of the Capacity Building Team will be decided by the Board as the first priority. Thereafter implementation plan for each and every action plan will be developed by the Capacity Building Team in consultation with the stakeholders. Periodical reviews of the progress of implementation of the policy, in accordance with the targets set for each action, will be conducted by the Capacity Building Core-group and Progress reports will be placed before Board. Based on the learning from the review of the implementation of the Policy, best practices will be scaled and corrective measures will be introduced. Amendments to the Policy shall be made by the Full Board appropriately as and when required.