



# Building Leaders Through Strategic Mobility: NTPC's Comprehensive Talent Dev. Program

NTPC Limited

Best Talent Mobility Program

November 2024



## Company Background



| Company-at-a-Glance                                      |   |
|--|---|
| <b>Headquarters</b>                                      | NTPC Bhawan, SCOPE Complex, 7, Institutional Area, Lodi Road, New Delhi, India, Pin- 110003   |
| <b>Year Founded</b>                                      | 1975  |
| <b>Revenue</b>   | For Financial Year 2022-23: Rupees 1,67,724.41 Crores<br>OR<br>USD 20.41 Billion (Conversion Rate as on 31.03.2023)<br>Note: Data for Financial Year 2023-24 is yet to be published |
| <b>Employees</b>   | 16354   |
| <b>Global Scale<br/>(Regions that you operate in or)</b> | NTPC is primarily operating in India.<br>NTPC has formed a Joint Venture Company in Bangladesh (Asia) which is constructing a coal-based  |



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| <b>provide services to)</b>  | <p>power plant in Bangladesh. A 50:50 Joint Venture between NTPC and the Ceylon Electricity Board was formed to undertake the development, construction, establishment, operation, and maintenance of an electricity generating station in Sri Lanka.</p> <p>Consultancy services are being provided in India and abroad, viz., Gulf countries, Bangladesh, Myanmar, Mali, Togo, Malawi, Mauritius, Ethiopia, Cuba, Paraguay, Niger and other International Solar Alliance (ISA) member countries.</p>   |
| <b>Customers/Output, etc. (Key customers and services offered)</b> | <p>NTPC is India’s largest energy conglomerate with roots planted way back in 1975 to accelerate power development in India. Since then, it has established itself as the dominant power major with presence in the entire value chain of the power generation business. From fossil fuels, it has forayed into generating electricity via hydro, nuclear and renewable sources. To strengthen its core business, NTPC has diversified into the fields of consultancy, power trading, training of power professionals, rural electrification, ash utilization and coal mining as well.</p> |
| <b>Industry</b>  | Energy / Power / Electric Utility  |
| <b>Stock Symbol</b>  | NTPC   |
| <b>Website</b>   | <a href="http://www.ntpc.co.in">www.ntpc.co.in</a>   |

### Budget and Timeframe

| <b>Budget and Timeframe</b>   |   |
|---|---|
| <b>Overall budget</b>   | <p>N/A</p> <p>As the initiatives involved the integration with various HR Functions and Business processes across all sites of NTPC, a compiled list of the expenditure incurred in the various interventions is not available.</p> |
| <b>Number of (HR, Learning, Talent) employees involved with the implementation?</b> | <p>The initiatives witnessed the collaborative efforts of HR Executives of COEs, L&amp;D, HRBPs, HR-Tech along with the Business Leaders and Line Managers across the company.</p>  |



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| <b>Number of Operations or Subject Matter Expert employees involved with the implementation?</b> | 20 number Employees of COE-HR belonging to following Groups: <ul style="list-style-type: none"> <li>• Strategic HR &amp; Talent Management</li> <li>• Strategic Workforce Planning</li> <li>• Learning &amp; Development</li> <li>• HR-Technology</li> </ul> |
| <b>Number of contractors involved with implementation</b>  | N/A  |
| <b>Timeframe to implement</b>  | Continuous and ongoing   |
| <b>Start date of the program</b>   | Continuous and ongoing   |

### Strategic Alignment

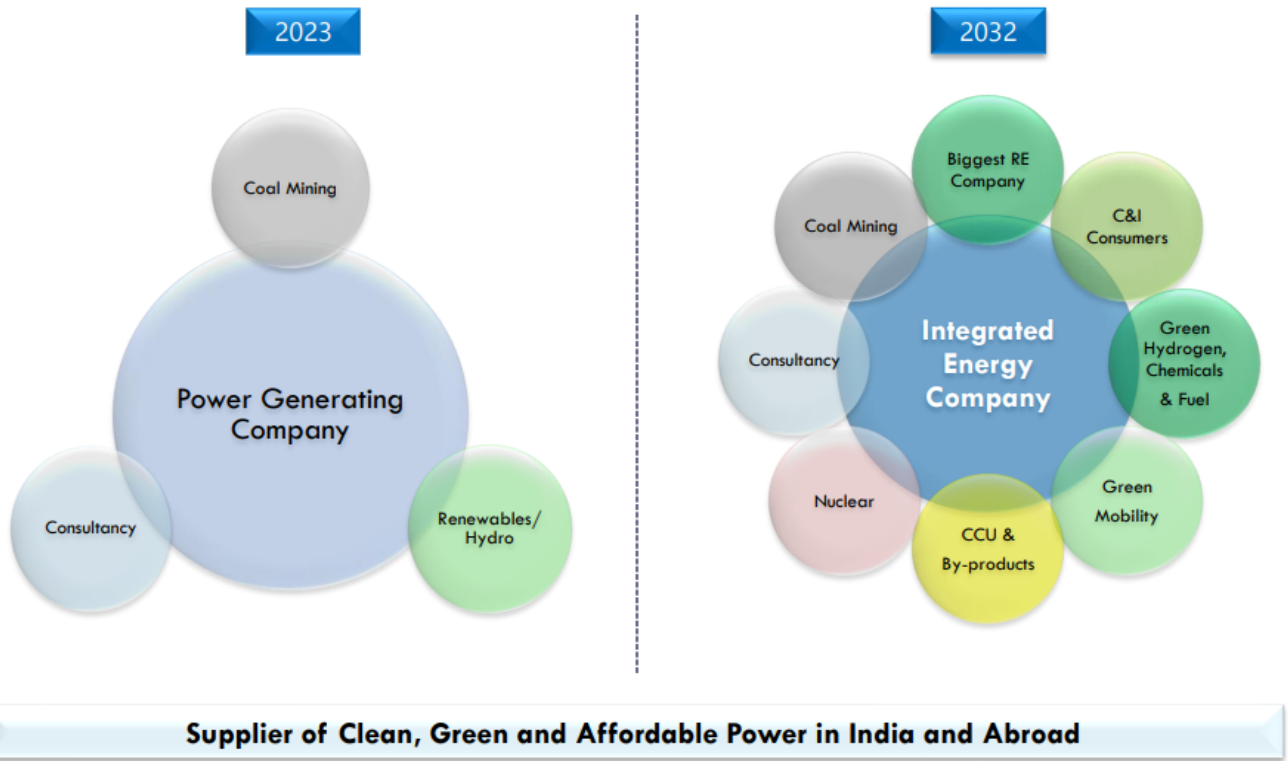
NTPC, a sustainable energy leader in India, is proactively managing India’s energy transition equitably and effectively. As **India’s largest power producer** with an installed capacity of over **76000 MW** (including Joint Ventures and Subsidiaries), NTPC is playing a central role in India’s growth story by lighting up people’s lives and electrifying economic activity in the country. Commensurate with India’s growth challenges, NTPC has embarked upon an **ambitious plan to attain a total installed capacity of 130000 MW by the year 2032**. The following is NTPC’s **Vision**:



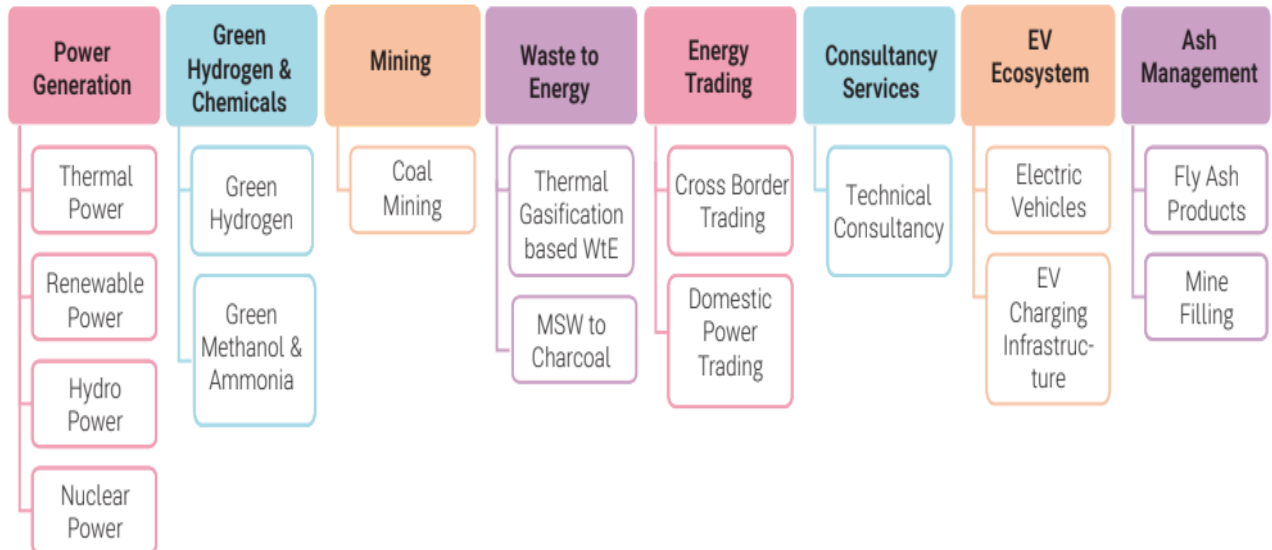
### Vision

To be the World’s  
Leading Power Company,  
Energizing India’s Growth

Towards achieving its Vision, NTPC has adopted a multi-pronged strategy, to be implemented through development of greenfield & brownfield projects, collaborations and acquisitions. The desire to fuel the company’s growth, broad base its footprint and strengthen its competitive edge has led NTPC to diversify into sectors such as Renewable Energy, Hydro Power, Power Trading, Coal Mining, E-mobility, Hydrogen Energy, Waste to Energy among others. NTPC has incorporated several subsidiaries and formed various joint venture companies for providing an array of services in the power sector. It is now an integrated power major with presence across the entire power value chain.



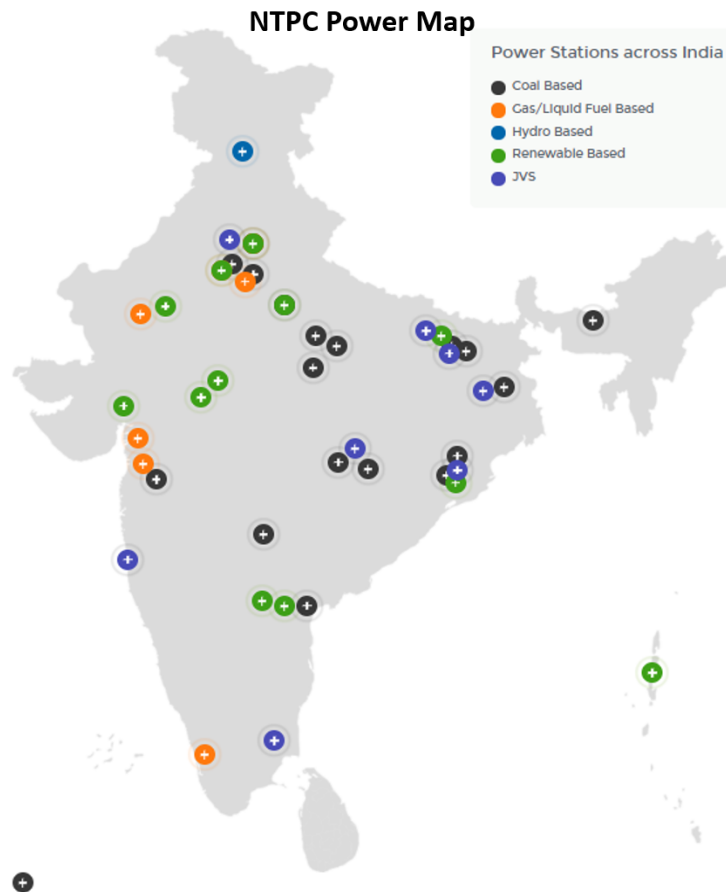
### NTPC's Business Verticals



Against the above background, **NTPCs understands that it needs leaders and employees who can thrive amidst the complexity that comes with new growth opportunities!**



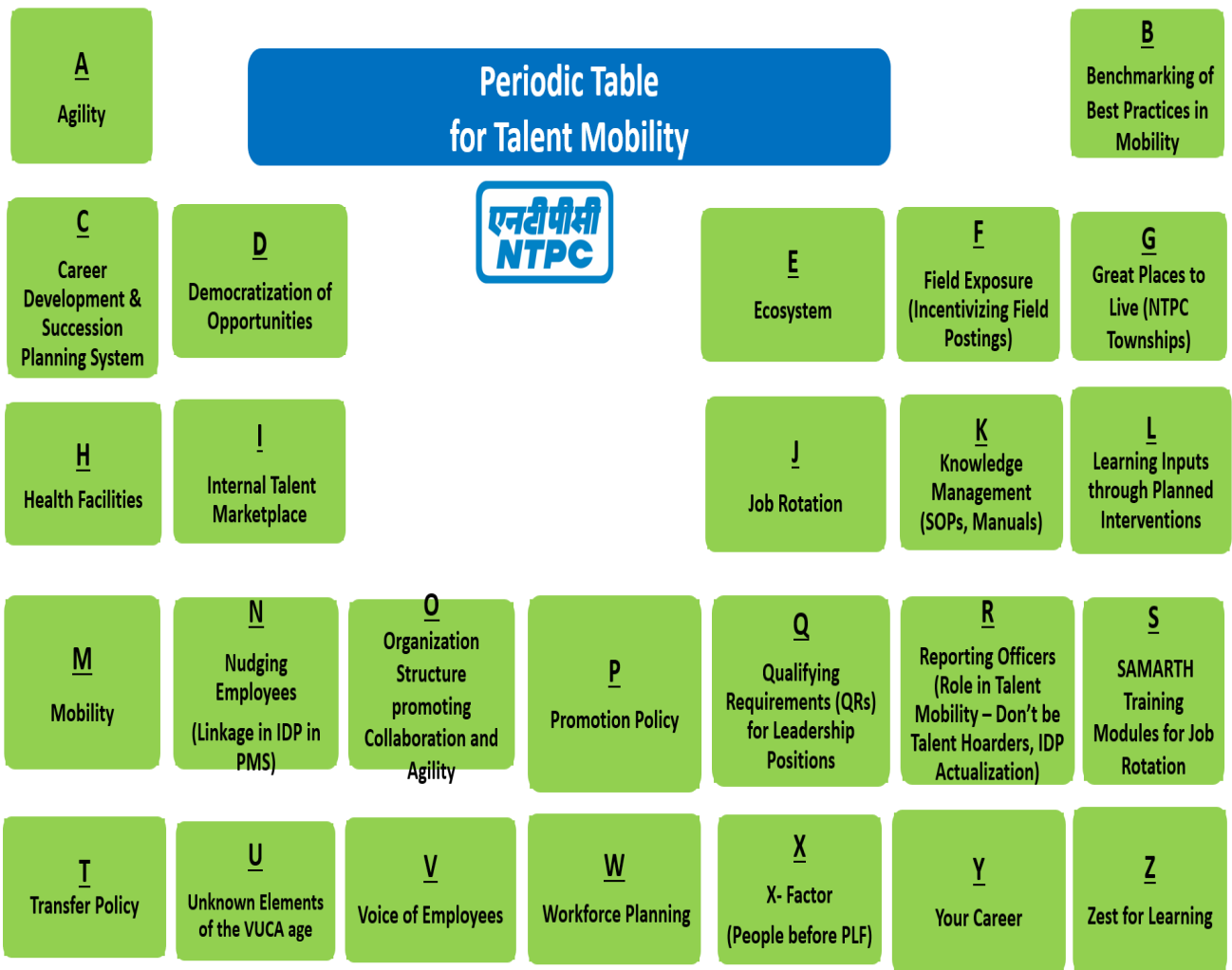
At this stage of its growth, the organization requires leaders and employees having multi-function/multi-site exposure in order to meet organizational requirements. Further, as NTPC Sites are spread across the country (as shown by the NTPC Power Map shown below), employees in NTPC would be required to display agility and mobility for taking up new/different profiles as per the business requirements.



Accordingly, the talent management systems in NTPC have focused on equipping employees with necessary knowledge, skills and experience to face changing business realities and build capabilities within the organization to take it to the next level of growth. This next level of growth would comprise of employees having to come out of their comfort zones, work in areas they wouldn't have worked before and come out with solutions for problems yet not solved!

At the same time, the systems and processes are being designed to promote merit and democratize opportunities and ensure that employees are empowered and have the access to pursuit the careers of their aspirations and are able to self-actualize within the company.

**The Periodic Table shown below is a pictorial description of the various components in the holistic Talent Mobility Strategy of NTPC:**



A brief description of the above elements is given below:

| Element | Stands for          | Details  |
|---------|---------------------|--|
| A       | <b>Agility</b>      | Introduced in the Year 2020 as one of the Mandatory Competencies in the Competency Framework of NTPC to be displayed by all Employees.   |
| B       | <b>Benchmarking</b> | Being a Learning Organization, NTPC continuously benchmarks the Best Practices being implemented by other organizations in order to learn from other corporates and refine its own strategy. |



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| <b>C</b> | <b>Career Development &amp; Succession Planning System</b> | Partnership between the organization and the employees to enable them to develop and grow in order to achieve strategic organizational objectives. Involves cross-functional exposure, career advancement opportunities and strategic placement to all eligible employees in order to develop leadership pipeline. |
| <b>D</b> | <b>Democratization of Opportunities</b>                    | Adopting an objective, fair & transparent approach for growth & development of employees facilitating access of all employees to various platforms in the company.   |
| <b>E</b> | <b>Ecosystem</b>   | Putting Systems in place to complement the Talent Mobility strategy.   |
| <b>F</b> | <b>Field Exposure</b>                                      | The exposure of Employees to field locations of NTPC (i.e. at generating power stations or under erection power stations). As per the Promotion Policy, Employees are assigned weightages for the cumulative service rendered by them at field locations of NTPC.  |
| <b>G</b> | <b>Great Places to Live In</b>                             | NTPC Townships - the epitome of serenity, natural beauty and close community living and good standard of life – facilitating employees to re-locate.   |
| <b>H</b> | <b>Health Facilities</b>                                   | Providing effective medical services to all employees across all locations, thereby facilitating employees to re-locate and contribute fully towards achievement of company goals.   |
| <b>I</b> | <b>Internal Talent Marketplace</b>                         | Accessing talent already present inside the organization. Allowing eligible employees to offer their candidature for vacancies at different functions/locations through DELPHI (a competency-based manpower planning system) to shortlist the right candidate.   |
| <b>J</b> | <b>Job Rotation</b>  | Providing diverse on-the-job learning opportunities to employees to enable continuous capability building as well as equip them with the requisite knowledge and skills for assuming higher responsibilities in future and in turn drive career growth.  |



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| <b>K</b> | <b>Knowledge Management</b>                             | Capturing, assimilating and retrieving unstructured & structured knowledge through Manuals, Standard Operating Procedures (SOPs), Handbooks, etc.   |
| <b>L</b> | <b>Learning Interventions</b>                           | Growing our own timber! Making training an effective instrument in transforming NTPC into a learning organization and making our talent future-ready and promoting talent mobility.   |
| <b>M</b> | <b>Mobility</b>   | Introduced in the Year 2020 as one of the Mandatory Competencies in the Competency Framework of NTPC to be displayed by all Employees.  |
| <b>N</b> | <b>Nudging Employees</b>                                | Through the creation of Individual Development Plans (IDPs) with emphasis on 3Es: Education, Experience and Exposure. All Employees are required to create the same and this is a mandatory KPA in PMS (Performance Management System). Job Rotation and Action Learning Projects are an integral part of the same. |
| <b>O</b> | <b>Organization Structure</b>                           | Changes in organizational structure and systems to bring efficiency, agility and promote collaboration.   |
| <b>P</b> | <b>Promotion Policy</b>                                 | Holistic approach to reward merit, potential, field exposure, agility and mobility of employees. The eligible employees should be willing to relocate to any of the location/function as per the requirement of the organization in order to be considered for promotion.   |
| <b>Q</b> | <b>Qualifying Requirements for Leadership Positions</b> | Defining clear cut guidelines that enable Talent Identification and for Succession Planning in a transparent and fair manner and communicating to employees the pre-requisites for leadership positions. Exposure of different locations and functions is a key feature of these Qualifying Requirements (QRs).     |
| <b>R</b> | <b>Reporting Officers</b>                               | Conduct of customized and targeted Workshops for sensitizing Reporting Officers / Team Leaders across the company about their important role in creating the desired culture in NTPC.   |





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| <b>S</b> | <b>“SAMARTH” Training Modules</b>       | Complementing changes in profiles are the customized “SAMARTH” Modules which are being conducted for the Employees who have been assigned new profiles upon Job Rotation in order to give them an orientation and basic knowledge of the new profiles.  |
| <b>T</b> | <b>Transfer Policy</b>                  | Catering to the changing needs of the organization, ensuring optimum utilization of manpower, meeting the career and developmental needs of the employees, aligning the individual needs of the employees to the organizational requirements, and ensuring greater objectivity, transparency, equity and consistency in placement and transfer of employees.              |
| <b>U</b> | <b>Unknown Elements of the VUCA Age</b> | Being aware that everyone is vulnerable to unknown elements of the VUCA age – something like a COVID – and being ready for it.  |
| <b>V</b> | <b>Voice of Employees</b>               | Understanding and addressing the unmet needs of the workforce through proper listening and communication. This includes the conduct of periodic surveys, having a robust Communication Matrix in place and monitoring of engagement levels on a real-time basis through Artificial Intelligence Chatbot.  |
| <b>W</b> | <b>Workforce Planning</b>               | Strategic workforce planning is done by looking at the long-term needs in line with the organizational strategy and providing the requisite manpower to the increasingly diverse functions of the company in time. Manpower Modules for existing functions and new/emerging functions/businesses have been reviewed and formulated in consultation with Functional Heads. |
| <b>X</b> | <b>X-Factor</b>                         | EVP of “People before PLF (Plant Load Factor)” displayed by aligning the individual needs of employees to the organizational requirements.  |
| <b>Y</b> | <b>Your Career</b>                      | Encouraging Employees to own their careers and leverage the opportunities and platforms being provided by NTPC. This includes availing the facilities like Study Leave, Sponsorships for Higher Education, pursuing Career in NTPC as a Specialist or a Generalist.   |



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| <b>Z</b> | <b>Zest for Learning</b> | Zest for Learning and continually expanding its capacity to create its future – a reference to NTPC’s HR Vision of becoming a Learning Organization (NTPC HR Vision is “To enable our people to be a family of committed world class professionals, making NTPC a Learning Organization”) |
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### Design and Delivery

The design and delivery of various initiatives as part of **NTPC’S TALENT MOBILITY STRATEGY** can be grouped under four heads as shown below:

|   |   |
|---|---|
| <b><u>Mobilizing Talent</u></b>   | <b><u>Developing &amp; Equipping Talent</u></b>   |
| <ul style="list-style-type: none"> <li>• Strategic Workforce Planning</li> <li>• Job Rotation</li> <li>• Career Development &amp; Succession Planning System</li> <li>• Transfer Policy</li> <li>• Promotion Policy</li> <li>• Qualifying Requirements (QRs)</li> </ul> | <ul style="list-style-type: none"> <li>• Learning &amp; Development Framework of NTPC</li> <li>• SAMARTH (Job Rotation) Training Modules</li> <li>• Courses in Emerging Areas (like Renewables, Carbon Capture, Nuclear, Energy Storage, Green Hydrogen and Green Chemicals) and IT including AI &amp; ML, IoT etc.</li> <li>• Knowledge Management (BUH Handbook, HOHR Handbook)</li> <li>• Individual Development Plan</li> </ul> |
| <b><u>Accessing Talent</u></b>  | <b><u>Creating an Ecosystem for Talent Mobility</u></b>   |
| <ul style="list-style-type: none"> <li>• DELPHI (Competency-based Manpower Planning System)</li> <li>• Internal Talent Marketplace</li> </ul>   | <ul style="list-style-type: none"> <li>• Clear &amp; common understanding of Strategy</li> <li>• Incentives for participation</li> <li>• Health Care Ecosystem</li> <li>• Others</li> </ul>   |

The key features of each of the above are given below:

**1. MOBILIZING TALENT:**

**I. STRATEGIC WORKFORCE PLANNING:**



The Manpower Modules for existing functions and new/emerging functions/businesses have been reviewed and formulated in consultation with various functions and, wherever required, the re-structuring of the functions has been done for promoting synergy and agility.

**II. JOB ROTATION:**

Job Rotation is the pillar of NTPC’s Talent Mobility strategy and is defined as the placement of executives in functions/sub-functions with the following objectives:

- a) To meet organizational requirement of executives having multi-function exposure.
- b) To provide executives access to a career path that is aligned to the business needs and identified competencies.
- c) To enable planned movement of employees from one job/station to another to meet operational and/or administrative requirement of the Organization from time to time.
- d) To enable employees acquire multi-dimensional knowledge and skills for self-development, to shoulder higher managerial responsibilities through structural job rotations profile and exposure to diversified geographic and operational environment.
- e) To provide job rotation to such executives who have worked in one role for a long period of time or whose jobs have repetitive or stressful elements.
- f) To groom executives for leadership positions to be able to successfully manage cross-functional interactions and effectively resolve cross-functional issues.

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|---|---|
| <p style="text-align: center;"><b><u>Job Rotation Criteria</u></b></p> <ul style="list-style-type: none"> <li>• First job-rotation after joining of an employee may be done on completion of three years but not later than six years in the same function /sub-function.</li> <li>• An employee shall compulsorily be job rotated at the time of consideration for next promotion in case of continuous working of six years or more in same function/sub-function.</li> </ul> | <p style="text-align: center;"><b><u>General Conditions</u></b></p> <ul style="list-style-type: none"> <li>• Job rotation movement shall take place across the Main functions/ subfunction clusters / sub – functions.</li> <li>• Every job rotation should be preceded by compulsorily going through the relevant modules before embarking on the new role.</li> <li>• In the event of a promotion being accompanied by job rotation, the promotion shall be effective only if the recommended rotation is accepted by the executive.</li> <li>• Job Rotation shall be done on completion of specified period of 3 to 5 years at Sensitive Posts.</li> </ul> |
| <p style="text-align: center;"><b><u>Selection Criteria</u></b></p> <ul style="list-style-type: none"> <li>• Eligible employees shall be selected for job rotation based on Performance, Tenure in location, Seniority, Aptitude and working in different work environments.</li> </ul>   |   |



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| <ul style="list-style-type: none"><li>• Keeping in view the organizational requirement a percentage shall be decided by Management for job rotation with promotion and other than promotion, on year-to-year basis.</li></ul> | <ul style="list-style-type: none"><li>• Some Specialist Functions have been exempted from Job Rotation scheme.</li><li>• Such executives who are found to be non-performing / not aligned in the existing function can also be rotated to other function with an objective to give a chance to do better and in such cases, rotation may be done even before the minimum mandatory period.</li></ul> |
|---|--|

### III. **CAREER DEVELOPMENT AND SUCCESSION PLANNING SYSTEM:**

The **key objectives** of NTPC's Career Development and Succession Planning System are as follows:

- a) Align individuals' career aspirations with the organization's business needs.
- b) Adopt an objective, fair and transparent approach for growth and development of executives.
- c) Implement systems and processes to build a high-performance culture.
- d) Enhance executive morale, compliance and engagement levels.
- e) Provide learning, skill building and knowledge enhancement.
- f) Opportunities through exposure to different functions and build competencies required for each position.
- g) Enable in-depth understanding of the business value chain.
- h) To define clear-cut guidelines that enables the Leadership development and succession planning at senior-level positions in the organization in a transparent and fair manner.
- i) Creating a pool of talented employees to build leadership pipeline.
- j) Groom executives for leadership positions.

The **salient features** of the Career Development and Succession Planning System are as follows:

- a) Executives are divided into 4 bands: E0 to E5, E6 & E7, E8 and E9.
- b) The job-rotation across different groups of functions / sub-functions in each department is made to all executives as per the Job Rotation Policy for overall exposure and career development of executives.
- c) The Career Development of an individual is linked to diverse job exposure, location exposure, learning input through planned interventions, clearance of online e-learning functional; cross- functional



& DOP modules and administration of assessment tools the details of which are given below.

| Band Change       | Job Exposure  | Location Exposure                                    | Learning Input/Planned Intervention                          | Evaluation/ Assessment Tools  |
|-------------------|---|--|--|---|
| E5 to E6          | Job Rotation – At least one rotation within sub functions/ Main Function                                    |  | Foundation Course  | Functional/ Behavioral Competency/ Potential Assessment Tools             |
| E6                |   |  | Young Leaders Program for High Potential Performers          |   |
| E7 to E8          | Job Rotation – Exposure of at least Two Main Functions except in case of excluded functions in Job Rotation | At least two project locations                       | Enhancing Managerial Competence                              | Functional/ Behavioral Competency/ Potential Assessment Tools             |
| E8 (AGM)          |   |  | Leadership Development Program for High Potential Performers |   |
| E8(AGM) to E8(GM) | 3 yrs. as HOD. 2 yrs. Cross-functional Exposure through Tenure Postings is desirable                        | 10 yrs. at Project locations in two separate Regions | Advance Management Program                                   | Functional/ Behavioral Competency/ Potential/ Leadership Assessment Tools |

- d) The talent identification is done based on Performance, Competencies and Potential of an executive through Talent Identification Matrix.
- e) The high potential performers are given exposure of other functions through specialized training modules.



**IV. TRANSFER POLICY:**

In order to streamline the system of transfers in a multi-function and multi-location company like NTPC, the Placement and Transfer Policy has been put in place. Transfer of employees is invariably done against requirement as per the sanctioned manpower strength. Criticality of manpower for both the donor and the recipient department/ project / office is kept in view. The following are the key features of this Transfer Policy, which is designed to promote Talent Mobility, for facilitating desired organizational outcomes.

| <b><u>Transfer on completion of specified years of service at a location/position</u></b>  | <b><u>Transfer on Promotion</u></b>  |
|--|--|
| <ul style="list-style-type: none"> <li>• Executives up to Senior Managers completing 10 years (inclusive of training period) at a particular location may be transferred to a different location, preferably in a different region.</li> <li>• DGMs &amp; AGMs completing 06 years at a particular location may be transferred to a different location, preferably in a different region.</li> <li>• Executives occupying identified sensitive posts across NTPC are rotated in line with the approved guidelines in this regard.</li> </ul> | <ul style="list-style-type: none"> <li>• Transfer on promotion is done based on company's exigencies and requirements and treated as Administrative Transfer. Accordingly, suitability, willingness of individual, postings profile and other relevant factors is considered.</li> <li>• All Executives (up to AGM) completing 05 years (exclusive of training period) at a particular location may be transferred to a different location, preferably in a different region, on promotion.</li> </ul> |

**V. PROMOTION POLICY:**

Following are the attributes of NTPC's Promotion Policy emphasizing Talent Mobility:

| Attribute  | Details   |
|--|---|
| <b>Mobility is critical for Promotions and Career Growth</b> | Wherever considered necessary and desirable, in the interest of the organization, promotion is subject to transfer from one Location/ Department/ Discipline to another Location/ Department/ Discipline including Joint Ventures and Subsidiaries of NTPC. |



|   | The eligible employees should be willing to relocate to any of the locations as per the requirement of the organization in order to be considered for promotion.  |       |                                  |             |   |    |   |    |   |    |   |    |   |    |   |
|---|---|-------|----------------------------------|-------------|---|----|---|----|---|----|---|----|---|----|---|
| <p><b>Mandatory Field Exposure for incentivizing Field Postings</b></p>                       | <p>For Promotion from E6 &amp; above: The concerned Employee shall be required to have at least 5 years of cumulative service rendered by them at projects/stations* during their service in NTPC/its Joint Ventures and Subsidiaries.</p> <p style="text-align: center;">OR</p> <p>The concerned Employee should be posted at projects/stations of NTPC/its JVs/Subsidiaries at the time of Annual Promotion Meeting.</p>  |       |                                  |             |   |    |   |    |   |    |   |    |   |    |   |
| <p><b>Additional Marks for Field Exposure in Promotions: Incentivizing Field Postings</b></p> | <p>The Executives in the grades up to E7 are assigned marks for field exposure i.e. cumulative service rendered by them at projects/stations during their service in NTPC, at the time of promotion. The maximum marks for field exposure in different grades is as under:</p> <table border="1" data-bbox="597 970 1295 1507"> <thead> <tr> <th>Grade</th> <th>Maximum marks for field exposure</th> </tr> </thead> <tbody> <tr> <td>E0, E1 &amp; E2</td> <td>2</td> </tr> <tr> <td>E3</td> <td>3</td> </tr> <tr> <td>E4</td> <td>4</td> </tr> <tr> <td>E5</td> <td>5</td> </tr> <tr> <td>E6</td> <td>6</td> </tr> <tr> <td>E7</td> <td>7</td> </tr> </tbody> </table> | Grade | Maximum marks for field exposure | E0, E1 & E2 | 2 | E3 | 3 | E4 | 4 | E5 | 5 | E6 | 6 | E7 | 7 |
| Grade   | Maximum marks for field exposure  |       |                                  |             |   |    |   |    |   |    |   |    |   |    |   |
| E0, E1 & E2   | 2   |       |                                  |             |   |    |   |    |   |    |   |    |   |    |   |
| E3  | 3   |       |                                  |             |   |    |   |    |   |    |   |    |   |    |   |
| E4  | 4   |       |                                  |             |   |    |   |    |   |    |   |    |   |    |   |
| E5  | 5   |       |                                  |             |   |    |   |    |   |    |   |    |   |    |   |
| E6  | 6   |       |                                  |             |   |    |   |    |   |    |   |    |   |    |   |
| E7  | 7   |       |                                  |             |   |    |   |    |   |    |   |    |   |    |   |
| <p><b>Ensuring timely Joining by the Candidate upon role change on Promotion</b></p>          | <p>In case of transfer on Promotion, the promotion will be effective from the standard date or notified date, provided the concerned employee joins at the new place of posting within the time-frame mentioned in his/her order of promotion, failing which the promotion order would stand automatically withdrawn and cancelled and his/her case for promotion to the next higher grade will be considered afresh after next Promotion Exercise.</p>   |       |                                  |             |   |    |   |    |   |    |   |    |   |    |   |
| <p><b>Dealing with Requests</b></p>   | <p>No executive who has been transferred on promotion will make a request for change of place of posting within three</p>   |       |                                  |             |   |    |   |    |   |    |   |    |   |    |   |



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| <b>upon<br/>Promotion<br/>with role<br/>change</b> | years of joining at new place of posting. In case of such request, the same may be acceded to, provided the executive makes the request for a location other than the last place of posting and is willing for reversion to previous grade. In such cases, promotion to next grade will be considered afresh after next Regional Promotion Committee (RPC)/Corporate Promotion Committee (CPC) i.e., second RPC/CPC from the date of joining at requested place of posting. |
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**VI. QUALIFYING REQUIREMENTS (QRS):**

Qualifying Requirements (QRs) have been introduced for Leadership Positions with the following objectives:

- a)** To establish a robust talent identification and Succession Planning system that shall enable alignment of senior executives' performance, potential, merit and experience with organizational growth expectation.
- b)** To encourage performance amongst executives by assigning them with positions that shall entail a higher responsibility, such that the role shall be commensurate with the executive's merit and ability as well as indicative to the extent of contribution towards the achievement of the organization's goals.
- c)** To define clear-cut guidelines that enable Talent Identification and for Succession planning of executives at senior level positions in the organization in a transparent and fair manner and to bring in role clarity at different roles in which the executive has been assigned.
- d)** To communicate to executives the pre-requisites to role assignment/placement as well as circumstances that shall impact their eligibility/suitability for the same.

One of the pre-requisites for career growth in NTPC is exposure to various Sites & Functions and the Qualifying Requirements emphasize the same as shown below:

| LEADERSHIP POSITION | QUALIFYING REQUIREMENT (QR)  |
|---------------------|--|
| Executive Director  | <ul style="list-style-type: none"> <li>• CGMs of Business Units / Corporate Functions.</li> <li>• Exposure of Project / Station for 10 years at minimum 02 locations in 02 separate Regions is desirable.</li> <li>• Exposure to Corporate Functions / JV in leadership role shall be added advantage</li> </ul> |





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| <b>Chief General Manager</b> | <ul style="list-style-type: none"> <li>• Necessary Experience as GM (O&amp;M) / GM (Projects) / GMs of Service Function.</li> <li>• Exposure of Project / Station for 10 years at minimum 02 locations in 02 separate Regions is desirable.</li> <li>• Exposure of different functions through tenure postings shall be added advantage.</li> </ul>   |
| <b>General Manager</b>       | <ul style="list-style-type: none"> <li>• AGMs with minimum 06 (Six) years of experience / grade service in respective functional area in E8 grade.</li> <li>• Minimum Performance Criteria:</li> <li>• At least 01 Outstanding (OS) / Top (T1/T2) Performance Appraisal rating during the last 06 (Six) years (i.e. period under consideration)</li> <li>• No "Average or below" / Bottom (B) Performance Appraisal Rating during the last 06 (Six) years (i.e. period under consideration) for fresh candidates.</li> <li>• Exposure of Project / Station for 10 years at minimum 02 locations in 02 separate Regions is desirable.</li> </ul> |

Apart from Leadership Positions, the method of Qualifying Requirements is also used for Lateral Induction in various Functions from time to time. Such selections are done by using the Internal Talent Marketplace Platform (mentioned in Accessing Talent).

**2. DEVELOPING AND EQUIPPING TALENT**

**I. LEARNING & DEVELOPMENT SYSTEM:**

The Learning & Development (L&D) Framework at NTPC aims at making learning one of the fundamental values of the Company and is geared towards ensuring value addition through training to the overall business process. It enables employees to keep abreast with the latest knowledge and skills and enables them to undertake current and future responsibilities in a more effective manner, thereby contributing to the Talent Mobility strategy of NTPC. The L&D Framework at NTPC comprises of the following types of interventions:

- a) Mandatory Planned Interventions:** In-house development interventions, at three identified career stages, normally based on a template course design, and conducted to improve competency base of employees as felt necessary by the organization.
- b) Need-based Programs:** Programs / interventions, designed, developed and conducted based on developmental needs identified through comprehensive Training Need Analysis (TNA).



- c) **Specified Interventions:** An external training program or an in-house training program other than a Planned Intervention or a Need-based Program, conducted to improve certain specified competencies, as felt necessary by the organization.
- d) **Special interventions for high potential performers**

**II. “SAMARTH” (JOB ROTATION) MODULES:**

In order to equip employees who have undergone Job Rotation and in order to provide them with knowledge of the new area, the concerned Employee is required to undergo mandatory job-rotation facilitation training (SAMARTH modules) before they start working on their new profiles. 29 nos. such Modules have been formulated so far in various areas like Mechanical Maintenance, Electrical Maintenance, Fuel Management, C&I Maintenance, Ash Handling, Operation module, Commercial module, Renewable Energy, Quality Assurance and Inspection (QA & I), Contracts & Materials (C&M), Project Management, Vigilance, Engineering, EEMG, etc.

| SAMARTH MODULES                |                    |            |            |            | एनटीपीसी<br>NTPC |
|--------------------------------|--------------------|------------|------------|------------|------------------|
| Program Name                   | NO OF PARTICIPANTS |            |            |            |                  |
|                                | FY 2020-21         | FY 2021-22 | FY 2022-23 | FY 2023-24 |                  |
| Mechanical Maintenance         | 297                | 54         | 25         | 32         | 408              |
| Electrical Maintenance         | 93                 | 55         | 31         | 45         | 224              |
| Fuel Management                | 272                | -          | -          | -          | 272              |
| C&I Maintenance                | 129                | 17         | 14         | 35         | 195              |
| Ash Handling                   | 30                 | 57         | -          | -          | 87               |
| Operation module               | -                  | 127        | 37         | -          | 164              |
| Commercial module              | -                  | 11         | 17         | -          | 28               |
| Renewable Energy               | -                  | -          | 51         | -          | 51               |
| QA & I                         | -                  | -          | -          | 26         | 26               |
| C&M                            | -                  | 47         | 56         | 59         | 162              |
| Project Mgmt- Erection & Const | -                  | -          | 19         | 55         | 74               |
| Vigilance                      | -                  | -          | 08         | 02         | 10               |
| Engineering                    | -                  | -          | -          | 37         | 37               |
| EEMG                           | -                  | -          | -          | 34         | 34               |

**III. COURSES IN EMERGING AREAS:**

In line with the new and emerging business opportunities, Government of India thrust areas and NTPC’s expansion plans, NTPC has made foray into the renewables / green energy domain and associated emerging technologies. Since these are newer and emerging areas, there was a



requirement for building competencies in these specialized areas. For building the skills in new/niche areas, customized courses on Energy Storage Systems, Solar Thermal Technologies, Carbon Capture Utilization and Sequestration, Green Hydrogen, Green Chemicals, Wind Energy, Nuclear Energy Technologies, etc., have been started in association with reputed academic institutions like INDIAN Institute of Technology (IITs), National Institute of Wind Energy (NIWE), Bhabha Atomic Research Centre (BARC) etc. Details with regard to some of the programs / courses are as under:

| Name of the Program   | Duration  | Participants Count | Collaborating Institute                  |
|---|---|--------------------|--|
| Solar thermal technology- 2 batches                           | 11.03.2022-23.04.2022<br>24.06.2022-06.08.2022                          | 42                 | Indian Institute of Technology, Bombay   |
| Carbon capture utilization & sequestration- 2 batches         | 16.03.2022-21.05.2022<br>19.07.2022-27.08.2022                          | 52                 |  |
| Energy storage- 3 batches                                     | 14.03.2022-23.04.2022<br>01.07.2022-30.07.2022<br>16.09.2022-19.10.2022 | 84                 |  |
| Program on Pathways for Carbon Transition (POPCAT)- 3 batches | 07.03.2022-11.03.2022<br>10.10.2022-14.10.2022<br>20.03.2023-24.03.2023 | 84                 | Indian Institute of Management, CALCUTTA |
| Green Hydrogen and Green Chemicals                            | 29.01.2023-15.03.2023   | 42                 | Indian Institute of Technology, Bombay   |
| Offshore Wind   | 28.03.2023-15.05.2023   | 31                 |  |
| Wind Energy- 2 batches  | 16.08.2022-20.10.2022<br>04.07.2023-07.09.2023                          | 52                 | NIWE                                     |
| Carbon trading and Markets-2 batches                          | 21.11.2022-23.11.2022<br>19.06.2023-21.06.2023                          | 84                 | Indian Institute of Technology, KANPUR   |
| Supply Chain Management Course                                | 25.04.2022-05.11.2022   | 46                 | Indian Institute of Technology, DELHI    |
| Nuclear Energy technologies                                   | 17.04.2023-22.04.2023   | 16                 | Indian Institute of Technology, JAMMU    |
| Electricity (Power) Markets                                   | 31.07.2023-02.08.2023   | 42                 | Indian Institute of Technology ROORKEE   |
| Pump Storage Hydro  | 28.08.2023-30.08.2023   | 34                 |  |
| Energy Analytics  | 11.10.2023-13.10.2023   | 40                 |  |

#### IV. KNOWLEDGE MANAGEMENT:

In order to facilitate the new incumbents in their roles, a system for Knowledge Management is in place. These include Standard Operating Procedures (SOPs), Local Management Instructions (LMIs), Handbooks, Manuals supplied by OEMs, technical handbook of equipment specifications, process parameter limits, and critical alarm levels, Key Process diagrams, key logic diagrams and Heat balance diagrams, data of different plants with respect to Overhauling and unit tripping, best practices, benchmarks, etc.

Further, at a time when the pace and nature of change in the external and internal environment is becoming increasingly dynamic, the role of Business Unit Heads at Projects/Stations has become even more important. To



manage the business efficiently in a fiercely competitive and dynamic environment, it has become essential to place the right talent in these leadership roles and enable them to perform their duties effectively. In its endeavour to facilitate the incumbents in such leadership roles in fulfilling their responsibilities, a ready reckoner in the form of a Comprehensive Handbook for Business Unit Heads covering the entire aspects of managing a power plant including effective Boundary Management and Stakeholder Engagement has been made available. This handbook is a compilation of roles and responsibilities of BUH, management of internal operations, managing the external environment including business alignment and enablement developed through extensive feedback from all concerned.

**V. INDIVIDUAL DEVELOPMENT PLANS:**

The Performance Management System (PMS) provides the opportunity to capture the developmental needs of the employees in the Individual Development Plan (IDP). The actualization of IDP is one of the mandatory KPA Index comprising minimum 10 marks for all Employees. To pursue the objective of development of executives to enhance the Talent Mobility, the emphasis is on 3Es as shown below:

|                   |  |
|-------------------|--|
| <b>Education</b>  | Training, Reading, Participation in Professional Circle, Business Simulation, NOCET, NCYM, Management Quiz, etc.     |
| <b>Experience</b> | <b>Job Rotation &amp; Action Learning Project</b>  |
| <b>Exposure</b>   | Membership of Professional Networks, Writing Articles, Representation in various Committees, acting as Faculty, etc. |

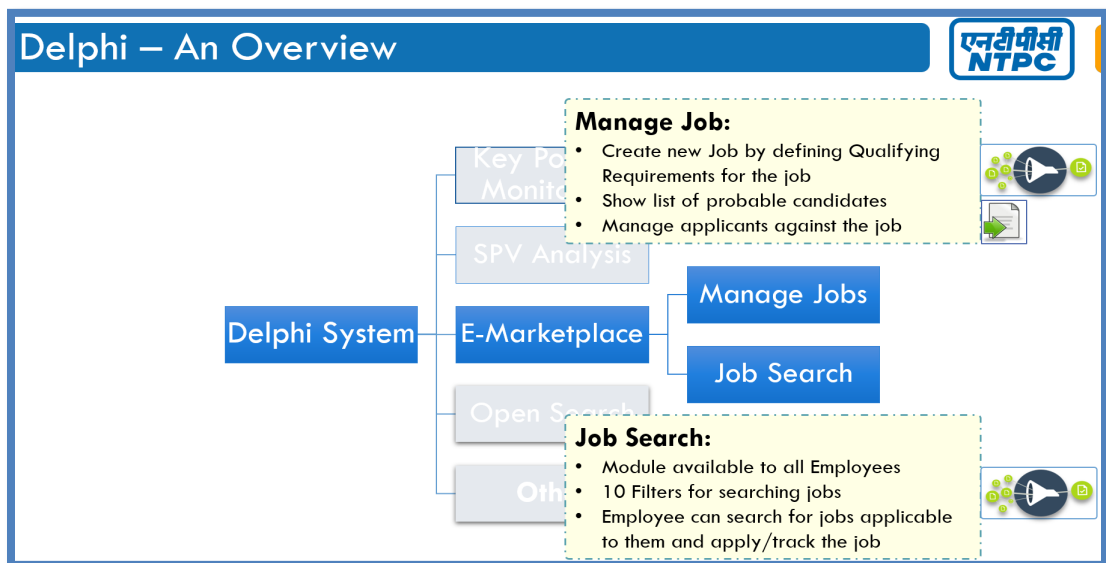
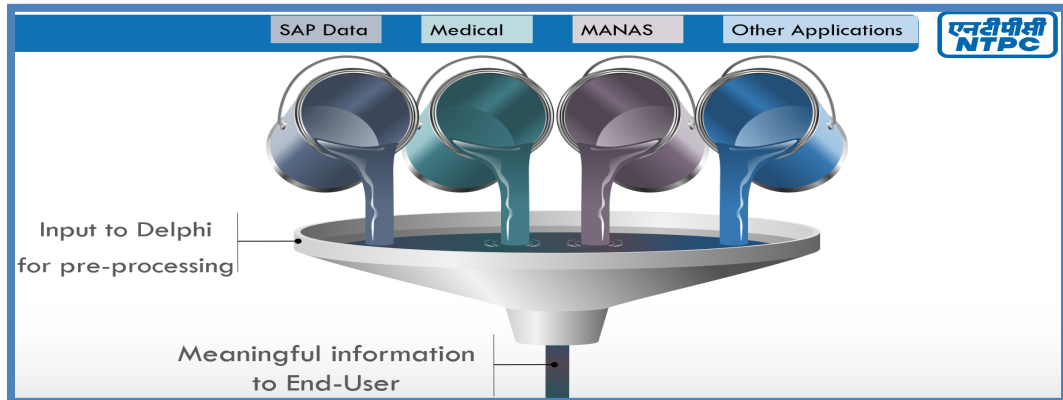
As can be seen above, Job Rotation is an integral part of the IDPs.

**3. ACCESSING TALENT**

The following are the key features of the approach to access the Talent present within the company to actualize the Talent Mobility Strategy of NTPC:

**I. DELPHI – A COMPETENCY-BASED MANPOWER PLANNING SYSTEM**

The system takes inputs from various data sources including the SAP transactional System, Medical Systems, Request Transfer System, Performance Management System and gives an interface to search, filter and take key decisions to shortlist right persons with right capabilities for the open positions. It also has an inbuilt e-marketplace which allows automated match of organizational requirements with the appropriate applicants forming a priority list to take quick and accurate decisions. The system has become a one-stop shop for all manpower related decisions of the organization.



## II. INTERNAL TALENT MARKETPLACE:

To democratize opportunities in the company, an Internal Talent Marketplace has been launched in NTPC which allows eligible employees to offer their candidature for various open positions at different locations advertised by the organization. This e-marketplace for talent is made available through the roll out of DELPHI - a competency-based manpower planning system as mentioned above. The following are some Examples of vacancies being closed through the Internal Talent Marketplace:



**NTPC LTD.  
CORPORATE-HR  
COE - Strategic HR & Talent Management**

Ref.No.:01:HR-COE-1/Lateral-HR

Date: 19.03.2024

**Lateral Induction of Executives in HR**

Interested eligible executives who have flair for HR/PR may apply in DELPHI for the post of "Asst. Manager (HR/PR) / Dy. Manager (HR/PR)":

**Eligibility:** Executives in E3 / E4 grade with min 5 years of project experience.

**Additional Qualification (Preferable):** MBA/PGDM/Masters in PM/HR/IR/MSW/Journalism.

**Mode of Selection:** Shortlisted candidates shall be interviewed through online mode.

**Minimum Duration of Induction:** Candidates selected for the role will have to work for a minimum of 10 years in the HR Function.

**Last Date for applying:** 27/03/2024

The link to access DELPHI is <https://delphi.ntpc.co.in>

The user id for login is SIX-digit employee number and the password may be set through Forget Password for first time access.

|                 |   |
|-----------------|---|
| September<br>27 | <p><b>VACANCY FOR POSTING IN IBD, CC-EOC, NOIDA</b></p> <p>Interested executives may apply through Delphi against vacancy for posting in IBD, CC-EOC, NOIDA, as per following QR</p> <ul style="list-style-type: none"> <li>• Grade : E4 - E7 level</li> <li>• Qualification : Engineering Degree + Full Time MBA / PGDM</li> <li>• Experience – Minimum 5 years experience in Main Plant Operation.</li> <li>• Preference will be given to executives having higher experience of working in Projects / Stations</li> </ul> <p>Last Date of Application : 03.10.2023</p> <p>Note: The link to access DELPHI is <a href="https://delphi.ntpc.co.in">https://delphi.ntpc.co.in</a>. The user id for log in is SIX digit employee number and the password may be set through Forget Password for first time access.</p> |
|-----------------|---|

|         |   |
|---------|---|
| July 21 | <p><b>Vacancy in Regional Commercial Offices (DELPHI)</b></p> <ol style="list-style-type: none"> <li>1. Interested Executive possessing Engineering degree in any discipline at E6-E8 level and having experience of working at Projects/ stations for minimum 2 years in EEMG/ P&amp;S/TS/Maintenance/Commercial may apply for the vacancy of Commercial Executives at RHQs.</li> <li>2. The executives having orientation towards electricity tariff, electricity Regulation, Customer Relationship Management may be preferred.</li> </ol> <p>Last date for application is 28.07.2023.</p> <p>Note: The link to access DELPHI is <a href="https://delphi.ntpc.co.in">https://delphi.ntpc.co.in</a>. The user id for log in is SIX digit employee number and the password may be set through Forget Password for first time access.</p> |
|---------|---|

#### **4. CREATING AN ECOSYSTEM FOR TALENT MOBILITY:**

This involved achieving the following:

|  |  |
|--|--|
| Clear and common understanding of the strategy across the enterprise | Established incentives for participation |
|--|--|



|   |   |
|---|---|
| Strong talent governance that defines who leads the strategy and what information is shared with participants | Talent data shared among all talent processes |
| Continual assessment of the progress of mobility strategy participants and business results                   |   |

Details are mentioned in the next Question.



## Change Management

The success of NTPC's Talent Mobility Strategy requires the creation of a conducive **Ecosystem** which would promote the seamless interaction of the various systems and processes and act as catalyst for strengthening the culture of agility and mobility in the organization.

The following are the key components of such an Ecosystem:

1. Clear and common understanding of the strategy across the enterprise
2. Established incentives for participation.
3. Strong talent governance that defines who leads the strategy and what information is shared with participants.
4. Talent data shared among all talent processes.
5. Continual assessment of the progress of mobility strategy and business results
6. Designing an Individual Centric Health Care Ecosystem
7. NTPC Townships - Great Place to Live In

Details are given below:

### **1. CLEAR AND COMMON UNDERSTANDING OF THE STRATEGY ACROSS THE ENTERPRISE:**

- The attainment of the organization's vision depends on the optimal alignment of employee competencies with the organization's strategic direction and goals. To be successful in the joint pursuit of the company's mission, it is imperative that employees at all levels across the organization demonstrate common standards of behaviour.
- Considering the changing times, in January 2020, two new competencies - "Agility" and "Mobility" – were introduced in the Competency Framework for employees of the company. These two competencies were introduced as "Mandatory Managerial Competencies" in the Competency Framework for all employees in NTPC.





- Mobility is defined as the ability and willingness to be able to move from role to role in order to achieve self-directed career development along with supporting the building of an adaptable organization.
- Agility is defined as the ability to respond speedily and take quicker decisions/actions in the pursuit for achieving excellence.
- The importance of displaying agility and mobility by all employees is regularly communicated by the Top Management across all forums and platforms.

**“Culture of mobility and agility should be promoted in the organization” – CEO-NTPC**

**“Culture of mobility and agility should be promoted in the organization and people working in difficult locations should be rewarded suitably” – Chief Human Resource Officer – NTPC**

- Further, the Communication Matrix within NTPC was extensively used to spread awareness about the same. The Communication Matrix in NTPC is a holistic framework comprising of formal and informal platforms along with individual level interactions and mass communications. It is also characterized by Top-Down, Bottom-Up and lateral Communication.



## **2. ESTABLISHED INCENTIVES FOR PARTICIPATION:**

- NTPC has been strategizing manpower planning and recruitment initiatives to provide optimum requisite manpower to the growingly diverse functions of the company in time. Further, Manpower requirements of all departments/functions have been carefully analysed and finalized in due consultation with the respective functions, and steps have been taken to appropriately staff them. This has contributed towards securing ownership from various Functions and Line Managers in the Talent Mobility Strategy of NTPC.
- Through massive Communication via NTPC's Communication Matrix, the message has gone across all employees and leaders that if they want to grow in NTPC, they need to display agility and mobility. It was also communicated and understood that Employees working in difficult locations would be rewarded suitably. This has helped in bringing in acceptability of the Talent Mobility strategy (effected through changes in Transfer Policy and Promotion Policy) across the organization.
- The launch of the Internal Talent Marketplace has again provided employees with an opportunity to aspire for roles which they wouldn't have been able to access earlier. The concept of Qualifying Requirements (QRs) for roles being advertised through the Internal Talent Marketplace has enhanced the transparency and acceptability of the selection process.
- The acceptability of the Talent Mobility Strategy has been enhanced by the provision of "**Request Transfers**" in the Transfer Policy of NTPC. Except in case of company's exigencies, Employees are considered for transfer, including request transfer outside the respective Region, after they have spent a minimum of 5 years at project / station locations in the Region to which they were posted on initial appointment.
  - In order to further simplify and streamline the system of request transfers, the "Online Request Transfer System" has been introduced. There is also the provision of Mutual swap or exchange request transfers after spending the minimum specified duration at location, after approval of the Competent Authority irrespective of ground, if the job requirements and skill sets of the concerned executives are interchangeable.
  - The request transfer is processed taking into consideration the request of the employee for preferred locations, the possible



requirement vis-a-vis in-position status at the locations and applications of executives already in process for the same location on first come first serve basis. In case the application is not considered for want of requirement, the case will be carried forward for consideration in the next cycle and the employee need not apply afresh.

- In case of applications for request transfer, all the concerned approving authorities will have to forward the application with their observations, if any. compulsorily. If the request is pending for more than 15 days, the request shall get auto escalated to the next level. Further, once the request is made by the employees, it will automatically be taken into consideration.
- It was also made clear that to meet the changing business needs, NTPC would invest in its employees for creating a future-ready workforce by re-skilling and re-deploying talent. This has presented before employees the opportunity to learn new skills and build their portfolios (especially in new and emerging business areas like Energy Storage Systems, Solar Thermal Systems, Carbon Capture, etc). Consequently, the participation levels and interest of the employees taking part in the specified learning interventions has increased significantly.
- NTPC has various Schemes in places (like NTPC Incentive Scheme for Acquiring Higher/Additional Qualifications, NTPC Scheme of Facilities for Higher Studies) to encourage employees to acquire higher/ additional qualifications to enable them to improve their knowledge and professional competence for better and more efficient performance in their respective functional areas. The emphasis on talent mobility has made such schemes more appealing for employees for securing their career growth.
- The provision of lucrative Foreign Compensatory Allowance for taking up profiles abroad (i.e. in other countries like Bangladesh, Sri Lanka, etc.) for the actual duration of such foreign postings also provides an incentive to employees to participate in the Talent Mobility Strategy.
- **Modification in Performance Management System (PMS) Policy:**

One of the adverse impacts of the movement of employees across various roles was the feeling amongst some employees that their Performance Ratings were affected due to the movement, i.e. had they continued in their



existing profile with same Team Leader, their Performance Rating would have not suffered.

With a view to facilitate the agility and mobility of Executives and ensure optimum utilization of manpower in the changing business environment as well as address the concerns which are there due to change in location of an Executive, it has been decided that the normalization of employees who have been transferred to new locations in the last Quarter (Oct-Dec) of the relevant Assessment Year (and who have not worked in their new place of posting even for a period of 03 months), shall be done in their earlier place of posting.

Further, there is the provision of Appeal in the Performance Management System (PMS) for any employee who might feel that their Performance Ratings have suffered due to job rotation or role change.

Similarly, in case of employees pursuing company sponsored courses for acquiring higher educational qualifications, their performance ratings are given based on their performance in the course so that they are not discriminated against at their previous profile.

### **3. STRONG TALENT GOVERNANCE THAT DEFINES WHO LEADS THE STRATEGY AND WHAT INFORMATION IS SHARED WITH PARTICIPANTS:**

- **Focus on Team Leaders / Reporting Officers:** The Talent Mobility Strategy of NTPC relies heavily on the Team Leaders / Reporting Officers who are the crucial link to translating great people practices to great employee experience.
  - The impact of the immediate Reporting Officer (i.e. Team Leader) in an employee's work life is huge! For an employee, his/her perception of the organization and its practices is influenced by his/her reporting officer. It is imperative that employees trust the steps being taken by the organization. And specific manager actions continuously add to the trust level. So, NTPC focused on building trust - One team at a time!
  - NTPC partnered with its People Managers (Team Leaders) so that they assume responsibility for making change and creating a culture of trust, performance and mobility in their respective Teams. Customized and targeted Workshops were conducted for sensitizing Reporting Officers across the company about their important role in creating the desired culture along with equipping them with skills to



- conduct comprehensive Performance and Career dialogues and build trust at the workplace.
- The Reporting Officers were also sensitized to facilitate their subordinates in the actualization of their Individual Development Plans.
- They were also sensitized to facilitate their subordinates (and **not act as Talent Hoarders**) in case the subordinates were interested in pursuing opportunities provided by the Internal Talent Marketplace or in pursuing higher education through schemes provided by NTPC.
- **Empowering Sites and Regional Headquarters for effecting Job Rotations:** To enable timely decisions regarding job rotation where necessitated by organizational requirements, NTPC has a Delegation of Power (DOP) which has laid down the power for job rotation at various levels in the organization.

| Delegation of Power (DOP) at | Up to    | Full Powers to                |
|------------------------------|----------|-------------------------------|
| Project/Station              | E8 (AGM) | Business Unit Head            |
| Region                       | E8 (AGM) | Regional Executive Director   |
| Corporate Centre             | E8 (AGM) | Functional Executive Director |

**4. TALENT DATA SHARED AMONG ALL TALENT PROCESSES:**

- **As mentioned in Question-2, DELPHI is a competency-based manpower planning system** in NTPC which takes inputs from various data sources including the SAP transactional System, Medical Systems, Request Transfer System, Performance Management System and gives an interface to search, filter and take key decisions to shortlist right persons with right capabilities for the open positions.
- There is a continuous focus on ensuring the reliability of data and timely updating of data in order to eliminate any discrepancy in system data versus actual deployment. Further, the data related to all kinds of employee assessments is updated in DELPHI to facilitate talent decisions at various levels.
- Logins for DELPHI have been provided to decision makers at various levels for making their talent decisions.

**5. CONTINUAL ASSESSMENT OF THE PROGRESS OF MOBILITY STRATEGY AND BUSINESS RESULTS:**

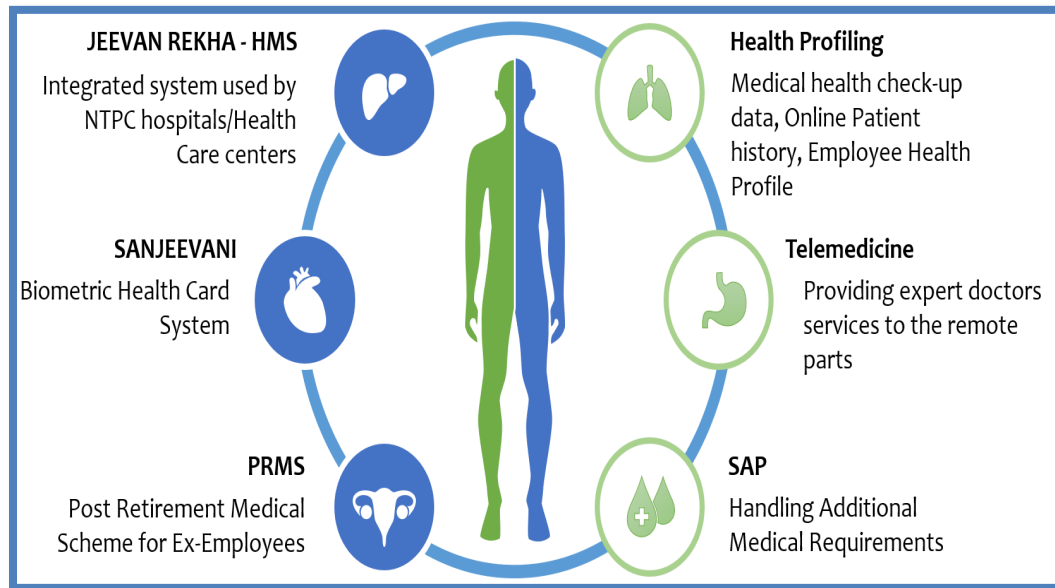


The following steps are taken to provide impetus to the initiatives taken under the Talent Mobility strategy of NTPC:

- It has been communicated to all stakeholders that Job Rotation is important for mobility of NTPC's workforce, and all concerned should ensure that it is properly implemented.
  - The coverage in SAMARTH Training Modules of Employees who have undergone Job Rotation is being monitored at various levels.
  - The Top Management has mandated that there should be 100% coverage of eligible executives under SAMARTH Training Modules.
  - This is also required to ensure the Safety of the concerned employees as they would be working in new profiles and new equipment which requires awareness of SOPs, etc.
- Optimization of transfer cycle and reduction of release time after issuance of transfer orders (Release date reduced from 30 days on issue of Transfer Orders to 7 days).

#### **6. DESIGNING AN INDIVIDUAL CENTRIC HEALTH CARE ECOSYSTEM:**

- NTPC sites are spread across the length and breadth of India, and it has different kinds of sites – it has established sites with stable infrastructure and then it has greenfield sites at remote locations with locational challenges with respect to infrastructure and health facilities. NTPC aims at providing a good standard of facilities at all its sites (be it greenfield or established) so that NTPC is able to enhance the mobility of its employees across all its sites. **Mobility of the workforce gets enhanced when NTPC sites have the availability of a basic standard of health facilities and the same encourages employees to move to these locations.**
  - NTPC is leveraging Technology to design an Individual Centric Health Care Ecosystem which overcomes the limitations posed by the diversity and remoteness of its Sites and provide effective medical services to all employees across all locations, thereby enhancing the mobility of NTPC Employees and facilitating them to contribute fully towards achievement of company goals.



## 7. NTPC TOWNSHIPS - GREAT PLACE TO LIVE IN

- **Mobility of the workforce gets enhanced when NTPC Townships have good facilities which encourages employees to move to these locations.**
- NTPC is committed to provide the best available work life for its employees. Far removed from the buzz of cities, NTPC Townships are the epitome of serenity, natural beauty and close community living. A range of welfare and recreation facilities including schools, hospitals, shopping centres, recreation centres, club, gym, pool etc. are provided at the townships to enhance the quality of life and the well-being of employees and their families.
- Providing Urban Facilities at Projects/Stations (PUPs) of NTPC has been another unique initiative to create better working and living conditions for employees & their families, to meet the changing needs & aspirations of young employees at NTPC Sites. Acting on feedback of employees Club Cinema for screening of latest movies, wi-fi facilities in township premises, recreation centres, guest house, etc., have been made available in the power stations.
- The status of infrastructure at various sites is regularly assessed at various levels.

8. When an employee is transferred / moved to another location, the movement entails resettlement of their accommodation. Previously, in terms of NTPC Allotment of Residential Accommodation Rules, the accommodation of the entitled type as per the grade was allotted to the employees in the order of seniority-cum-choice. In case of transfers, the residential accommodation was



being allotted to the transfer-in employees only after their joining the new place of posting.

- In order to help the under-transfer employees by minimizing the requirement for movement from their existing place of posting to new place of posting (for setting up their accommodation) and also in general for enhanced ease and convenience and further in order to reap the true benefits of the Online Quarter Allotment System (NIKETAN), the under-transfer employees are now given the option of allotment of residential accommodation at their new place of posting in advance, i.e., before their actual/physical joining at new place of posting. Employees can now arrange for their accommodation in NTPC Townships of new location from their existing location itself.
9. In terms of the NTPC Guest House Rules, employees on transfer from one unit to another are allowed stay in the NTPC Guest House/Transit Camp/Field Hostel free of cost for self/family for the first 15 days.
10. Further, in view of requests from the transferred-in employees posted at locations where no guest house/transit camp/bachelor accommodation facility exists, the reimbursement of hotel expenditure limited to the period of initial 15 days on joining on appointment/transfer is allowed in such cases as per the entitlement of the concerned employees under NTPC TA Rules.

## **Measurable Benefits**

The Talent Mobility Strategy as detailed in the earlier Questions has contributed towards positive organizational outcomes for NTPC. It has contributed towards succession planning in the company along with enhancement in the engagement levels of employees. The strategy has enabled NTPC to keep up with the changing business needs by creating a future-ready workforce through re-skilling and re-deploying its talent.

The details of some of the ways in which the assessment of the effectiveness of the strategy is done are given below:

### **MONITORING UNDER THE ENTERPRISE RISK MANAGEMENT STRUCTURE:**

NTPC has an Enterprise Risk Management Structure as per which identification of Risks and Top Risks is done. Two of the identified risks were:

- Challenges in attracting and retaining skilled and experienced employees.
- Inadequate Succession Planning





**The fact that NTPC is a “Most Preferred Workplace” and that Attrition Levels in the company is low, along with the fact that the key leadership positions in the company are being filled in a timely manner by promoting from within the organization, indicates the effectiveness of the initiatives undertaken.**

**PERFORMANCE UNDER THE NTPC BUSINESS EXCELLENCE MODEL:**

NTPC has developed its own customized NTPC Business Excellence Model in parlance with EFQM Model and Malcolm Baldrige Model under which all generating stations undergo annual assessments on Nine parameters.

It can be seen from the following table that the Number of Sites in higher score band are increasing for the Leadership Criteria which is again a reflection of the effectiveness of the various initiatives undertaken.

| Leadership Scores |                         |                               |                         |                               |
|-------------------|-------------------------|-------------------------------|-------------------------|-------------------------------|
| Band              | Year 2023               |                               | Year 2022               |                               |
|                   | Criteria 1 - Leadership | Criteria 9 - Business Results | Criteria 1 - Leadership | Criteria 9 - Business Results |
| 31-40             | 0                       | 0                             | 1                       | 1                             |
| 41-50             | 4                       | 4                             | 5                       | 7                             |
| 51-60             | 18                      | 15                            | 17                      | 12                            |
| 61-70             | 2                       | 5                             | 1                       | 4                             |

**ASSESSING THE EFFECTIVENESS THROUGH EMPLOYEE SURVEYS:**

NTPC’s Talent Mobility Strategy (along with other components of NTPC’s HR Strategy) has contributed towards an enhancement in employee engagement levels. This is displayed through the results of the Organizational Climate Survey (known as BODH Survey).

Organizational Climate Survey (known as “BODH” Survey) is conducted by NTPC through a third-party at an **interval of every 3-4 years**, with the first one having been conducted in the year 2001-02. The BODH-Survey looks at many critical issues related to job satisfaction, corporate systems and policies, leadership, subordinate development, etc.



The 6th edition of this Organizational Climate Survey (known as “BODH” Survey) was conducted in the FY 2018-29 while the 7th Edition was conducted in Nov-Dec 2023.

The overall score in BODH-7 Survey has increased from 1.79 (out of 3) in 2018-19 to 2.12 (out of 3) in 2023-24 which is a reflection of the effectiveness of the initiatives taken by NTPC to strengthen its Employee Value Proposition of “People before PLF (Plant Load Factor). Any Score of more than 1.9 on a Scale of 3 is considered as a good score.

| BODH<br>(Organizational Climate Survey) | 2018-19 | 2023-24 |
|---|---------|---------|
| Mean Score (Out of 3)                   | 1.79    | 2.12    |

The following are the Questions on parameters connected with the key attributes of NTPC’s Talent Mobility Strategy:

| QUESTION   | SCORE<br>(OUT OF 3) |
|--|---------------------|
| I enjoy my work in this organization   | 2.41                |
| I find my job/role challenging and enriching.  | 2.33                |
| I feel that I am doing something worthwhile through my job.  | 2.49                |
| The amount of work I am asked to do is fair  | 2.22                |
| All things considered; I am satisfied with the role that I am performing in this organization.                     | 2.35                |
| If I were to start my career all over again, I will not mind joining NTPC again                                    | 2.17                |
| I plan to continue to work in this organization till I retire.   | 2.47                |
| I am willing to go over and above my job responsibilities to help the organization be successful.                  | 2.68                |
| In my overall assessment, this is one of the best organizations to work for.                                       | 2.37                |
| I am able to relate my work activities with the organization vision, mission and values.                           | 2.40                |
| Employees are aware of the organization vision and corporate plans.  | 2.20                |
| This organization provides opportunities to its employees to take initiatives to demonstrate leadership qualities. | 2.12                |



|   |      |
|---|------|
| In this organization, achievement and competence are considered more important than hierarchical status.  | 1.90 |
| Employees in this organization are compensated adequately for the work that they do.  | 2.14 |
| The organization has a well-defined policy for development and advancement of employees that takes care of their career needs.                  | 1.93 |
| Employees in this organization have adequate opportunities for career growth and advancement.   | 1.90 |
| The management has laid down career path for its employees in this organization.  | 1.88 |
| Employees who contribute to organizational efficiency and productivity are suitably rewarded in NTPC.   | 2.07 |
| There is a well-designed performance management system for employees of this organization   | 1.85 |
| This organization provides adequate training facilities to its employees to help them to do their work effectively.                             | 2.05 |
| My job provides adequate opportunities to use my knowledge, skills & ideas  | 2.23 |
| My job provides opportunities for doing different things.   | 2.13 |
| I have freedom on my job to use my judgement.   | 2.03 |
| My job provides opportunities for learning different things.  | 2.21 |
| The management explains policies, goals and objectives of the organization to its employees through various means of communication.             | 2.17 |
| Employees in this organization receive adequate information about their roles and responsibilities.   | 2.09 |
| Before taking any important decision having huge impact on people, the management consults the employees and takes them into confidence.        | 1.82 |
| In this company, all policies that affect employees are fair (e.g. recruitment, transfers, promotion, etc.)                                     | 1.77 |
| Taking all things into consideration (company policies, my pay, evaluation of my performance, etc.). I feel I have been treated fairly in NTPC. | 2.06 |
| Seniors in this organization take active interest in the development of their juniors.  | 2.03 |
| Seniors share future plans with subordinates with a view to prepare them for future roles.  | 1.89 |

**ASSESSING THE EFFECTIVENESS OF THE SAMARTH MODULES:**

As mentioned above, the conduct of SAMARTH Modules for Executives undergoing Job Rotation for building their capabilities in their new profiles is one



of the key interventions introduced in NTPC for building Leaders at all levels. Pre and post assessments are done in such programs to assess the effectiveness of the programs. Example of the Analysis carried out is given below.

**Samarth Contracts & Materials (Procurement Function) Program for FY 23-24:**

|                              | BATCH-1        | BATCH-2            |
|------------------------------|----------------|--------------------|
|                              | 08-13 May 2023 | 15-20 January 2024 |
| <b>PRE-TEST (Out of 25)</b>  | 13.92          | 11.6               |
| <b>POST-TEST (Out of 25)</b> | 20.25          | 16.87              |
| <b>Total participants</b>    | 13             | 20                 |

| SAMARTH Programme Summary for 2021-22 |                        |                   |                           |                     |                     |                       |
|---------------------------------------|------------------------|-------------------|---------------------------|---------------------|---------------------|-----------------------|
|                                       | Mechanical Maintenance | Operation         | Control & Instrumentation | Electrical          | Ash Handling        | Commercial            |
| Date                                  | 27.07.2021-09.08.21    | 30.07.21-12.08.21 | 29.07.2021-11.08.21       | 02.08.2021-14.08.21 | 18.01.2021-29.01.21 | 18.04.2022-22.04.2022 |
| Total No Participants                 | 54                     | 127               | 17                        | 57                  | 32                  | 11                    |
| Training Attended                     | 54                     | 127               | 17                        | 57                  | 32                  | 11                    |
| Pre Test Appeared                     | 38                     | 23                | 12                        | 31                  | 20                  | 11                    |
| Average percentage (%) of Pre Test    | 54                     | 59.55             | 60.98                     | 60.56               | 19.15               | 10.09                 |
| Post Test Appeared                    | 21                     | 18                | 8                         | 11                  | 12                  | 11                    |
| Average percentage (%) of Post Test   | 62                     | 63.73             | 62.1                      | 67                  | 21.34               | 13.9                  |
| Percentage improvement                | 14.81                  | 7.02              | 1.84                      | 10.63               | 11.44               | 37.76                 |

Apart from the above metrics, the following are some of the indicators which showcase the effectiveness of the strategy:

| Metrics                            | Unit | 2020-21 | 2021-22 | 2022-23 |
|------------------------------------|------|---------|---------|---------|
| <b>Career growth opportunities</b> |      |         |         |         |
| Global/ Project Roles              | Nos. | 41      | 38      | 57      |
| Deputation / Secondment            | Nos. | 1815    | 1795    | 1431    |
| Internal Job Rotation              | Nos. | 2220    | 2924    | 1896    |
| Promotions                         | Nos. | 3828    | 3702    | 3852    |

The data regarding FY 2023-24 is under compilation.



## Overall

NTPC's holistic approach to Talent Mobility has led to the following:

- **“Mobility is increasingly becoming a way of life in NTPC!”**
- The resistance of people for job/location/profile change has reduced significantly.
- Career conversations are increasingly about mobility and opportunities available.
- This has enabled availability of talent for postings in the tougher/remote locations/challenging profiles as per business requirements.
- This has also contributed to succession planning as the Departments/Functions are prepared beforehand for the transfer of employees from their departments/functions.
- The “indispensability factor” about individual executives has come down.
- After the Annual Promotions Exercise, there were significant number of transfers effected but which did not lead to disruption of work due to sound manpower planning.
- Alignment of the individual needs of executives (desire for career development opportunities) to the organizational requirements.

“SAMARTH” Modules for Job Rotation have facilitated smooth transition of Executives to their new profiles by acquainting them with the basic aspects of the new functions.

The Talent Mobility Strategy has enabled NTPC to provide a variety of options to facilitate its employees in their career development.

The launch of Internal Talent Marketplace has democratized work opportunities in the company along with equipping employees to navigate their career moves. It has provided the company visibility into the skills and capabilities of its workforce.

It has also contributed towards **NTPC retaining its position as one of the “Most Preferred Workplaces” in India.** NTPC is also amongst the Forbes 2023 World's Best Employers.



Further, the Talent Mobility Strategy has contributed towards NTPC’s robust business performance as shown by the below infographic:

**Leading to Consistent Improvement in Productivity of Manpower**

| Per Employee             | 2022-23 | 2021-22 | 2020-21 |
|--------------------------|---------|---------|---------|
| Revenue (₹ in crore)     | 11.06   | 7.90    | 6.16    |
| EBITDA (₹ in crore)      | 3.11    | 2.51    | 1.97    |
| Value Added (₹ in crore) | 3.91    | 3.07    | 2.56    |
| Generation (in MUs)      | 22.71   | 19.66   | 16.13   |
| MAN-MW Ratio             | 0.27    | 0.28    | 0.32    |

- Proud of Building a High-Trust, High-Performance Culture

**एनटीपीसी NTPC**

**FY 24 Highlights**

- 6% Growth in Power Generation (422 BU)
- 50% Growth in Coal Despatch (34.15 MMT)
- Added 3924 MW to Overall Portfolio (Cumulative ~ 76 GW)
- Won 58% RE Tenders Participated (3445 MW)
- 12% Increase in Power Trading (35 BU)

**FUTURE OUTLOOK**



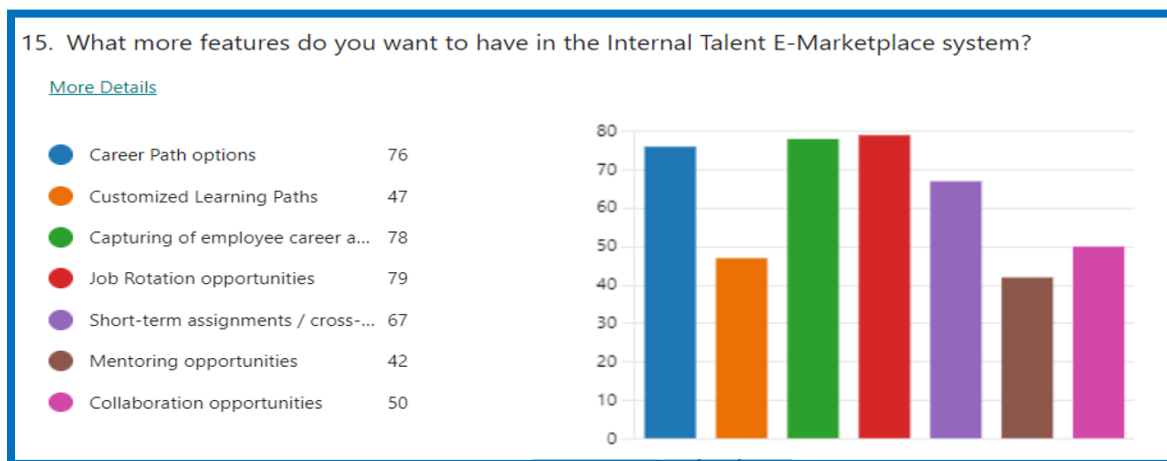
NTPC has well established talent management systems in place to ensure that the company delivers on its promise of providing exponential growth and challenge to all employees.

The future plans for enhancing the effectiveness of NTPC’s Talent Mobility Strategy revolves around the proper capturing and leveraging of the data for its meaningful utilization.

**DELPHI** (NTPC’s competency-based manpower planning system) would be continuously upgraded to capture the following:

- Positions / vacancies getting filled through the Internal Talent Marketplace
- Internal Application Rates
- Site-wise / Function-wise analysis of applications in order to find out any anomalies in applications (i.e. is there any function or site from where less applications are coming)
- Putting Internal Mobility Goals in the KPA of Business Unit Heads

Further, in a Survey conducted by a Group of High-Potential Employees, it was observed that the Employees want the following features in NTPC’s Internal Talent E-Marketplace System:



Work is in progress to finalize **Qualifying Requirements (QRs)** for all key roles (apart from Leadership Roles) in NTPC in order to have the right person in these key roles.

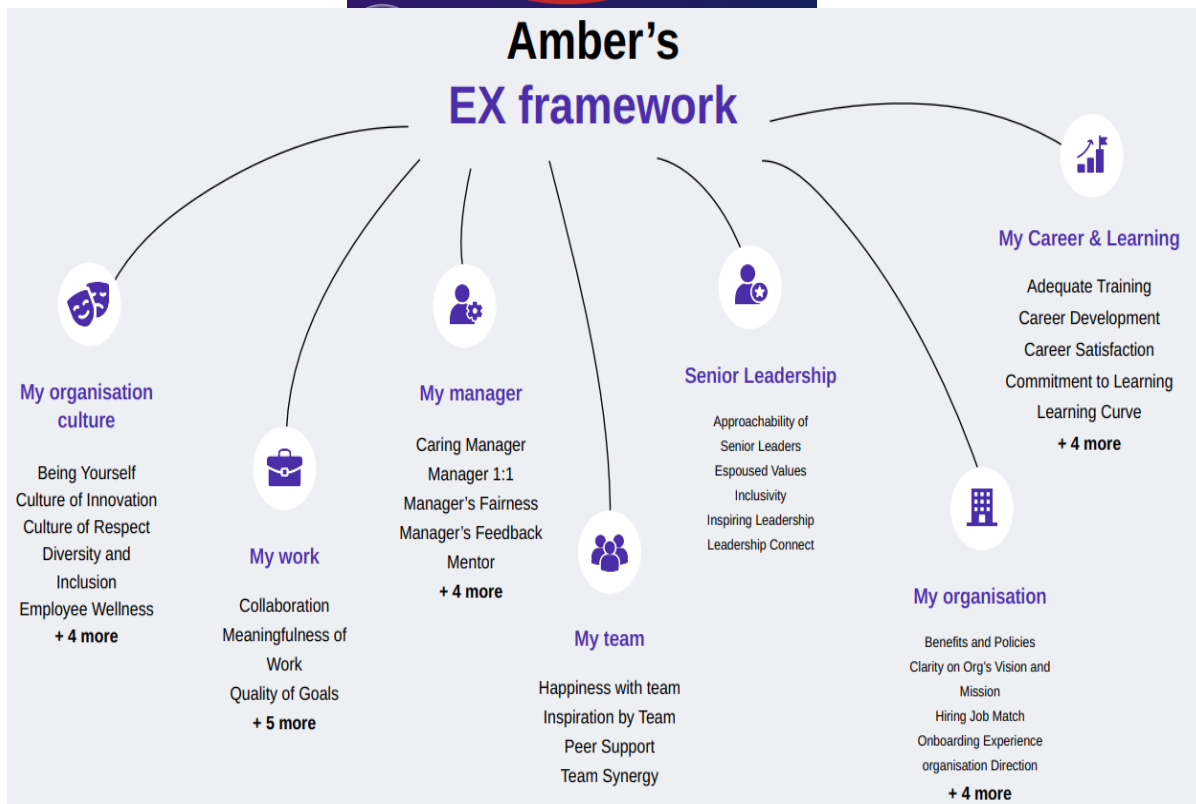
The **Organization Structure** is also being reviewed to find out the optimum way forward, taking the help of technology.

**Reporting Officers are being sensitized** to see the potential in their team members and facilitate them in preparing and actualizing their Individual Development Plans (IDPs), as a part of PMS, also considering the suggested IDPs



coming from their participation in Competency Assessments/ Assessment & Development Centres / 360 Degree Feedback. NTPC is also exploring the deployment of technology to track the progress of such IDPs. IDPs would be critical in Employees finding their true calling by leveraging the Internal Talent Marketplace in NTPC.

NTPC has deployed an **Artificial Intelligence (AI) based CHATBOT** named “AMBER” in association with inFeedo for tracking **employee experience of its employees on a real-time basis**. The same shall be used to find out the barriers (if any) preventing employees from leveraging opportunities available in the organization. The Manager-level score shall be monitored for the same in order to check whether managers are displaying the desired behaviour in support of NTPC’s Talent Mobility Strategy.







# About Brandon Hall Group™

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