



Ad^vanced
Leadership
Programme

HR Transformation at NTPC

G. K. Agarwal

December 6, 2012

A Case Study



NTPC

NTPC Today

Key Businesses

- **THERMAL POWER GENERATION**
- **SETTING UP HYDRO POWER PLANTS**
- **DEVELOPING COAL MINES**
- **POWER TRADING**

The Size (2011-12)

- **MANPOWER** - 24000
- **TURNOVER** - Rs 64500 Cr
- **PROFIT** - Rs 9220 Cr

NTPC Today

The Stature

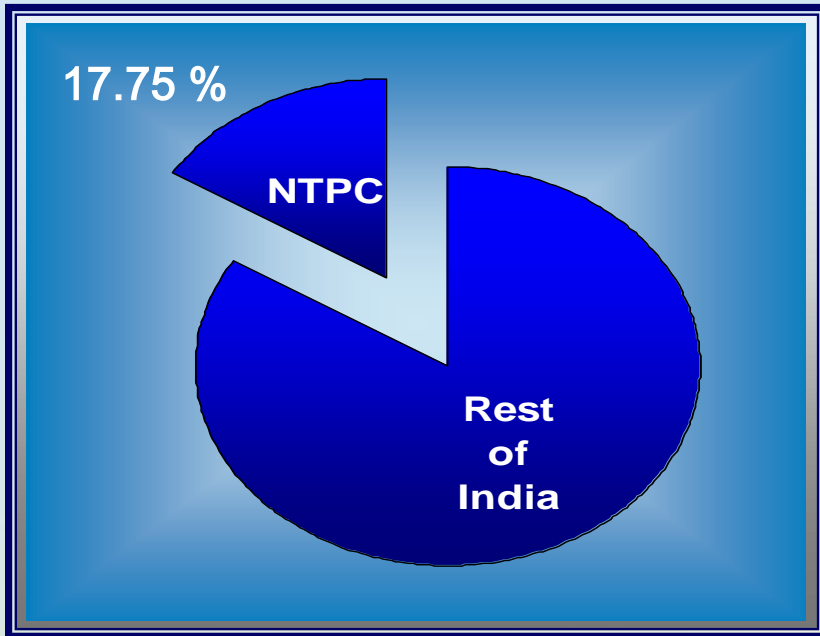
- **LARGEST Power Generator in INDIA**
- **Among TOP TEN Cos. of India in terms of Market Capitalisation**
- **No. 1 Independent Power Producer in the World by PLATTS (2011)**
- **337th in FORBES GLOBAL 2000 (2012)**

The Ownership

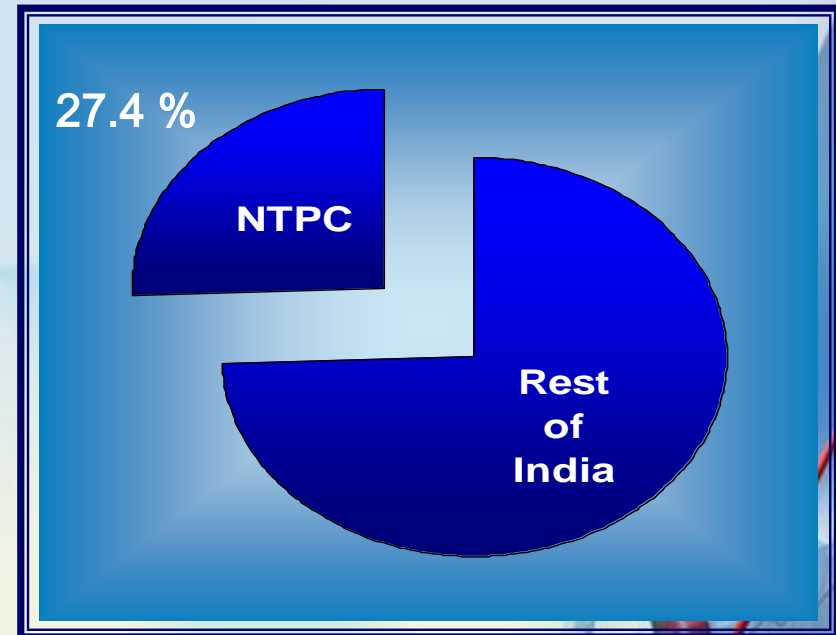
- **GOVT. Stake 84.5%**
- **PUBLIC/FIs Stake 15.5%**

Significant Market Share

Installed capacity



Generation



NTPC contributes more than one-fourth of India's total power generation with less than one-fifth capacity.

Genesis

- **Conceived in 1975**
- **Initial Blessings**
 - **Visionary Leadership**
 - **Emphasis on**
 - ✓ **Systems Approach**
 - ✓ **Talent Management**

1980s and 1990s

- ❖ **Fast pace growth in eighties**
 - **Timely commissioning of projects**
 - **Outstanding operational efficiency**
 - **Robust balance sheet - **but no money****
- ❖ **First inflexion point in nineties**
 - **Impact of liberalisation & privatisation**
 - **Stagnation in growth**
 - **Low morale**
 - **High attrition at senior level**

Critical Interventions

- ❖ **Captured plants of few SEBs against dues**
- ❖ **Tri-partite agreement with Center & State Governments**
- ❖ **Evolution of HR function from transactional role to transformational one**
 - **Establishing a strategic focus & objectives**
 - **Upgrading the HR skills**

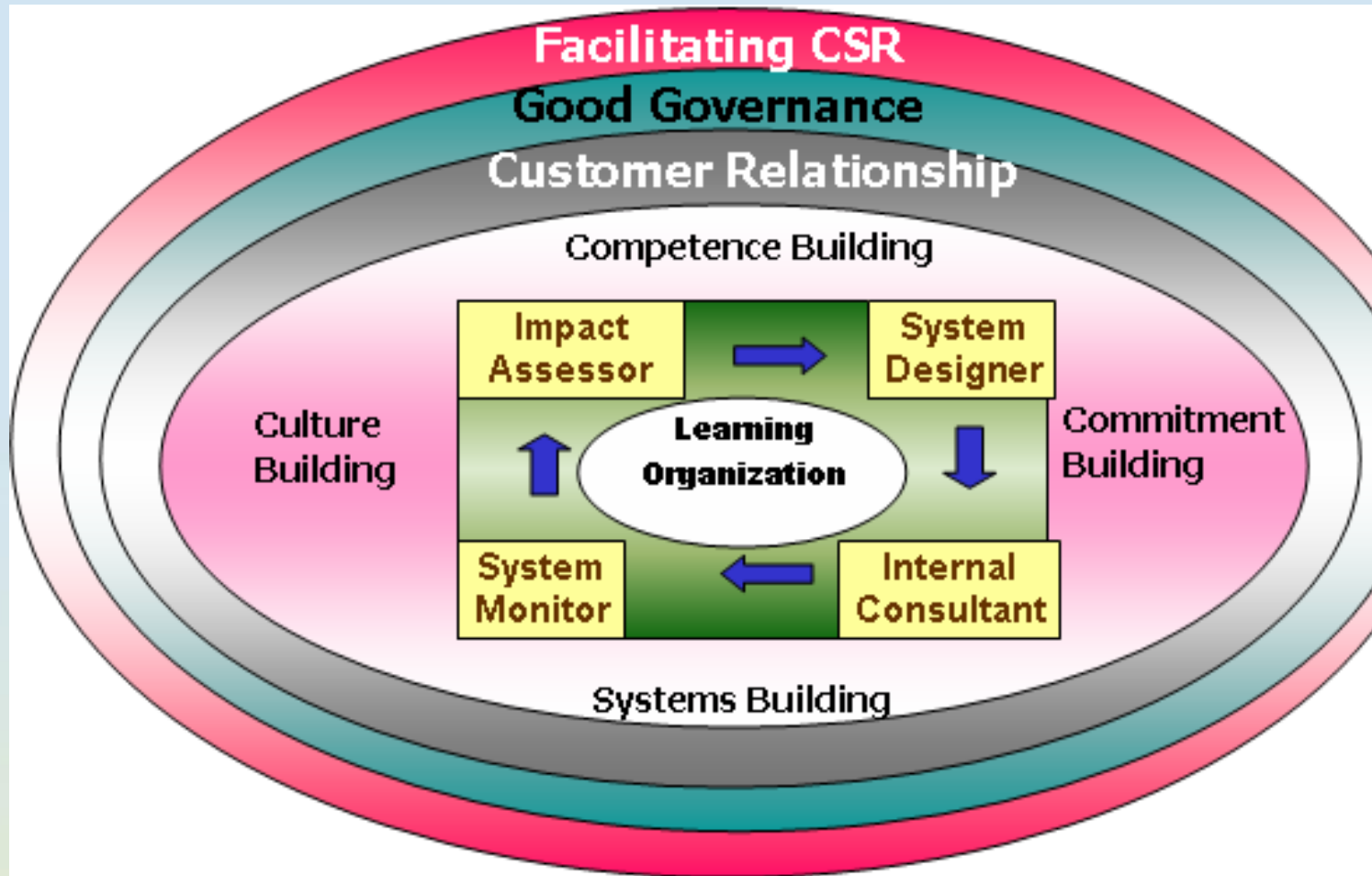
***NTPC* Vision**

To be the world's largest and best power producer, powering India's growth

HR Vision

To enable our employees to be a family of committed world-class professionals, making NTPC a learning organisation

HR Philosophy



Building Blocks of HR Strategy

Building Commitment

- Sense of purpose
- Competitive pay & benefits
- Rewards & Recognition
- Challenging assignments

Building Competence

- HR Planning
- Talent Induction
- Talent Building
- Leadership Development

Building Culture

- Shared values
- Performance Focus
- Communication
- Participative style
- Fun & Celebrations

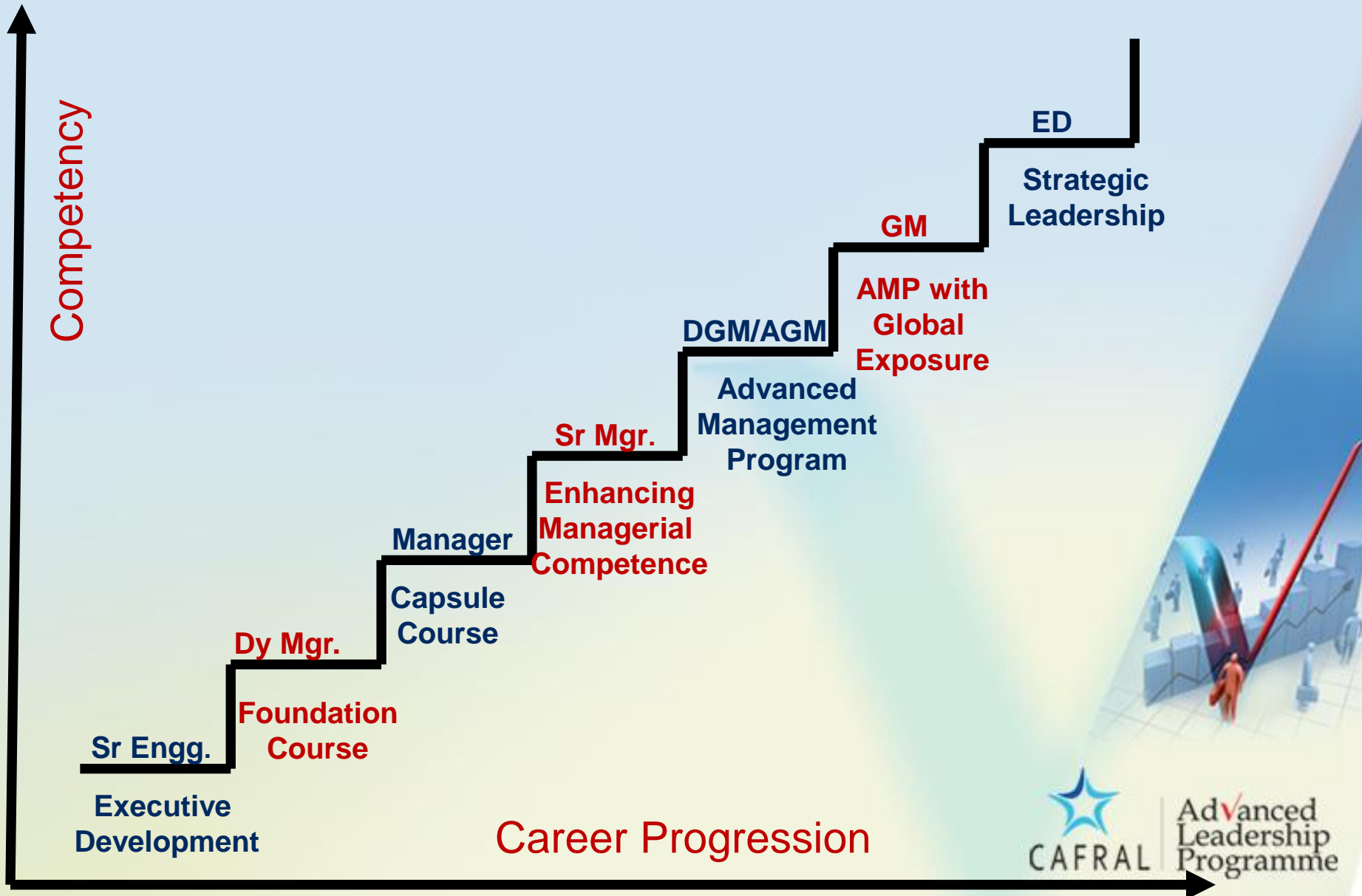
Building Systems

- Performance Management System
- IT Enabled Systems
- Orgn. Introspection & Renewal
- Quality Systems

Building Competencies

- **Keeping organisation lean**
 - **HR planning thru IE Studies**
- **Induction based on 'Attitude / value' fitness**
 - **use of psychometric tests**
- **'Growing own timber' thru an intensive & structured training**
- **Continuous training & developmental Opportunities throughout career**

Career-linked training programmes



Long Term Educational Programs

- **Executive MBA**
- **M.Tech in Power Engg**
- **B.S. (Power Engg)**
- **MBA (Infrastructure)**

MDI Gurgaon



Indian Institute of Technology Delhi

-a premier institute of India since 1963



BITS, PILANI

TERI University

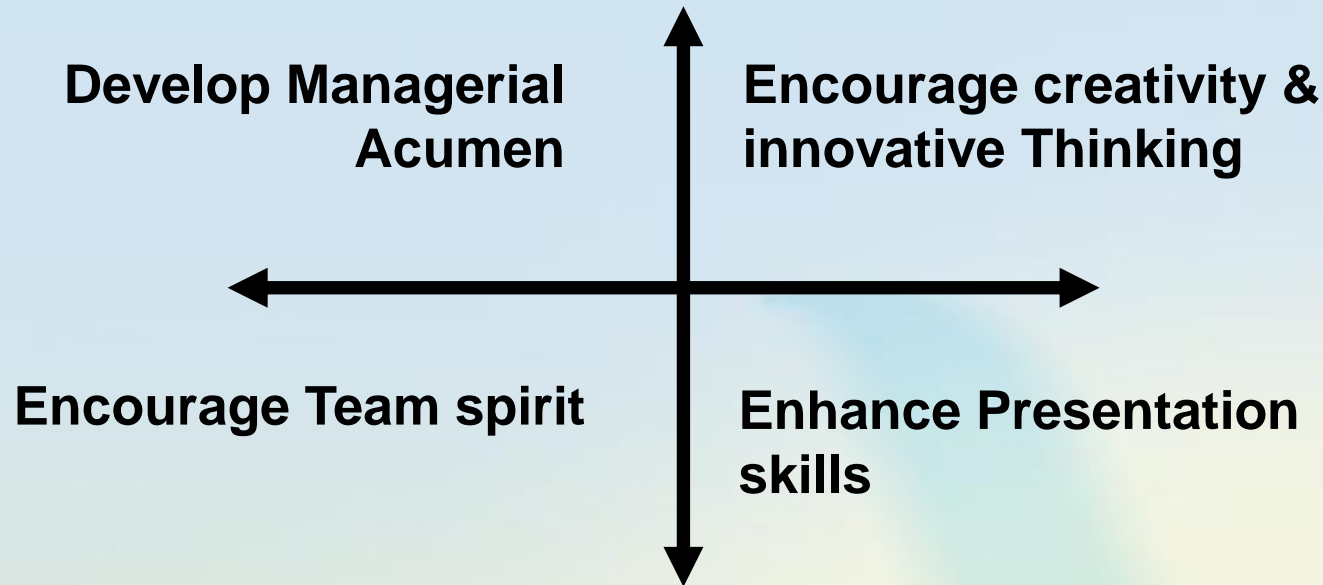
Leadership Development

- ✓ **Identifying key leadership positions & required competencies**
- ✓ **Selecting high potential individuals**
- ✓ **Designing individual development plans**
- ✓ **Support of organizational leaders as mentors**
- ✓ **Action learning projects**

Non-Conventional Learning Mechanism

- **Business Minds**
- **Benchmarking**
- **Sharing Best Practices**
- **Professional Circles**
- **NOCET**

NTPC Open Competition for Executive Talent (NOCET)



Themes in the recent years

2012- Optimum HR Utilization: Strategy to meet future challenges

2011- Road map to carry out best competitive tariff bidding

2010- Fast track project execution: New approaches

2009- Building competitive advantage: cultivating capabilities

Shared Vision / Alignment of Values

- **Shared vision is a powerful driver**
- **Several communication forums**
- **Employees' values to match co.'s values**
- **Values survey**
- **Value champions / workshops**
- **Leadership as role models**

Total Compensation

- **Competitive pay & benefits**
 - **Unlimited medical for self & family**
 - **performance linked rewards**
- **Good quality of life in projects' townships**
 - **Schools, hospital, clubs, stadium, shopping centres, parks etc.**

Non - Financial Rewards

- **Appreciation letter**
- **STAR of the Month**
- **Employee of the Year**
- **Vidhyut Awards**
- **Power EXCEL Award**
- **ACE Awards**
- **Mentors Samman**
- **Manveeyata Puraskar**

Motivated Employees – ‘Engaged’

“Being engaged”

- a pretty wonderful time
- people are excited & enthusiastic
- devote lot of time & energy to their relationship
- eagerly anticipate joy & security of making a commitment for long term relationship

At work – Can we have the same feeling about the job/the company?

Employer – employee relationship

Employer's Expectations ↔ Employees' Expectations

- Results
- Team work
- Learning
- Compliance to core values
- Sense of urgency

- Good pay & benefits
- Meaningful assignment
- Learning opportunities
- Career growth
- Respect & fair treatment
- Good working environment

Building Culture - It's my company

- ✓ **Corporate Film**
- ✓ **NTPC Flag**
- ✓ **NTPC Song**
- ✓ **NTPC Raising Day**
- ✓ **NTPC song tune as Caller tone**

It's my company ... more

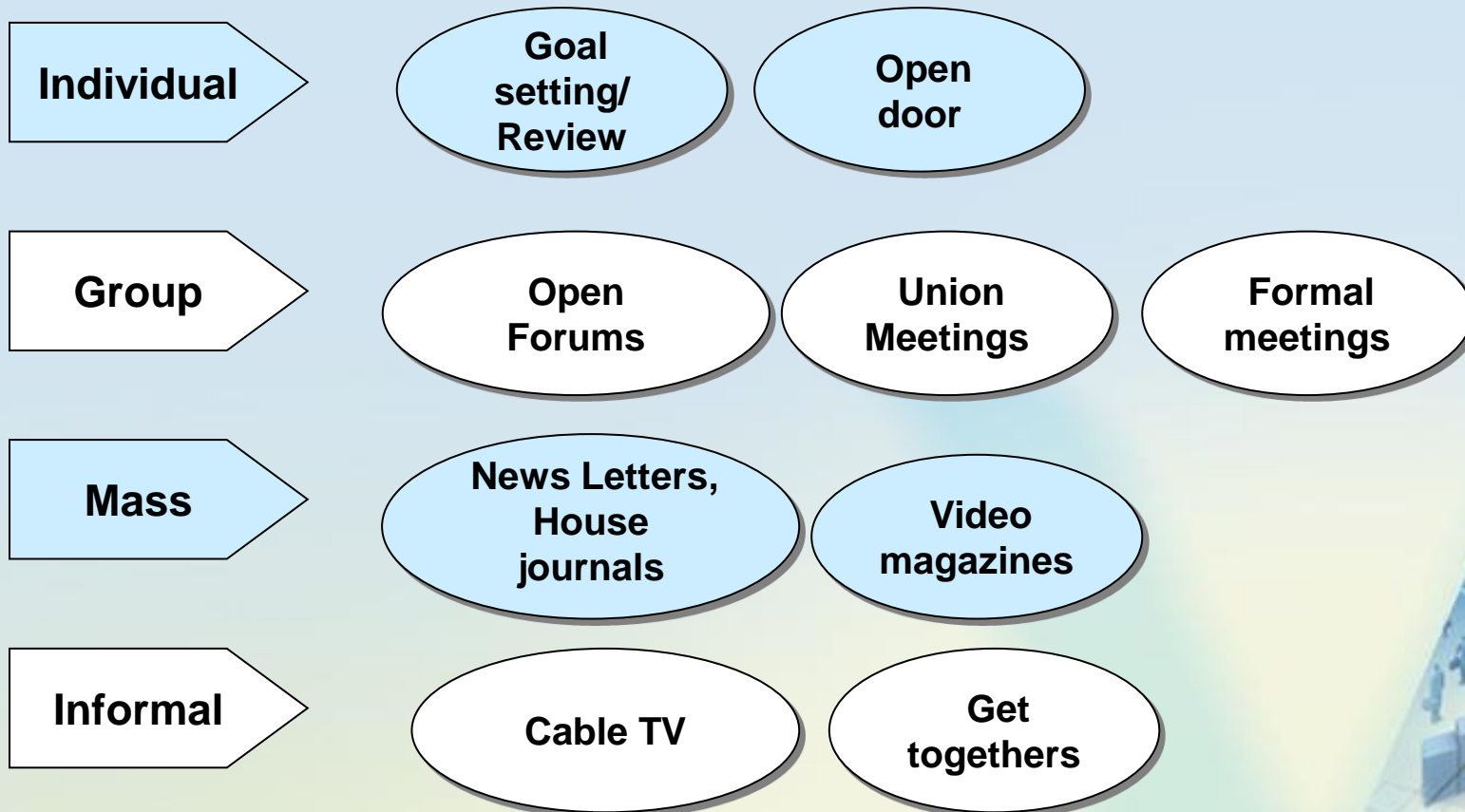
- ✓ **Involving families (CSR, Environment)**
- ✓ **Medha Pratiyogita (Quiz)**
- ✓ **Sports & Cultural competitions**
- ✓ **Yoga, Meditations**
- ✓ **Clubs**
- ✓ **Personality Development prog.**

Mentoring

- ✓ **Socialization into NTPC culture**
- ✓ **Orientation program for mentors & mentees**
- ✓ **Impact assessment through surveys**
- ✓ **Relationship normally continues**



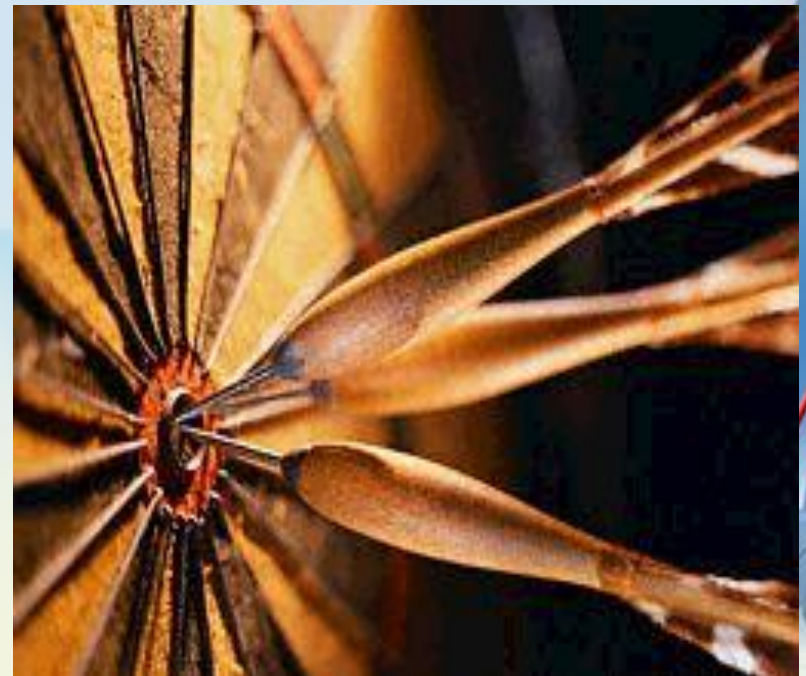
Communication- life line for culture building



There is no such thing as “over-communication”

Strong Performance Orientation

- ✓ **Targets & Deadlines- sacrosanct**
- ✓ **MOU system**
- ✓ **-Govt. & internal**
- ✓ **Individual KPAs**
- ✓ **Best practices**



Culture of fun & celebrations

- ✓ **Celebrating achievement of milestones**
- ✓ **National level awards-Shram awards, Viswakarma awards**
- ✓ **Long service award ceremony**
- ✓ **Cultural evenings**
- ✓ **Festivals**

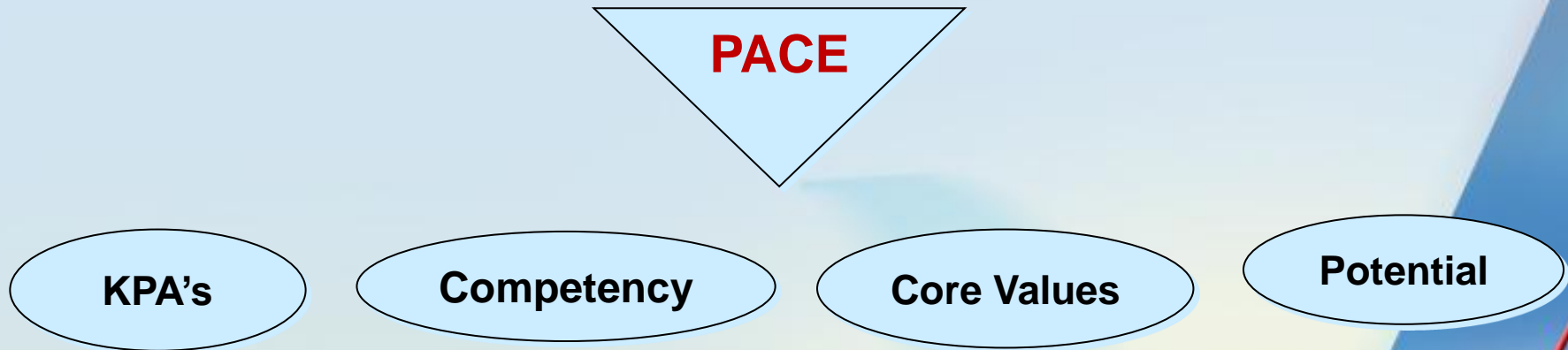


Building Systems

- ✓ **Employee Satisfaction Surveys/ e-darpan**
- ✓ **HR Benchmarking**
- ✓ **HR Audit**
- ✓ **Simplification of HR systems & processes**
- ✓ **ERP**
- ✓ **Knowledge Management System**

Performance Management system

Performance **A**nd **C**ompetence for **E**xcellence



The four Dimensions

A few recognitions...

- ✓ **Best Companies to work for 2012** in India- Ranked 3rd overall , First amongst the PSUs , First in Manufacturing and Production Industry
- ✓ Ranked **6th in Aon Hewitt Best Employers** in India 2011
- ✓ Only PSU **among top 25 best employers in Asia** by Aon Hewitt
- ✓ **Most Respected Company in the Power Sector 2011** by Business world.
- ✓ **PSU Excellence Award 2010 in the Best Financial Performance** Category by Indian Chamber of Commerce and DPE
- ✓ Award for “**Best HR Strategy in line with Business**” and award for “**Talent Management**” at the Asia Best Employer Brand Ceremony held at Singapore in 2010.
- ✓ Ranked **seventh in top 10 Great Places to Work** for the year 2010 by Great Places to Work Institute’s India chapter in collaboration with Economic Times.

“At the end of the day you bet on **people,
.... not strategies.**

*Larry Bossidy,
CEO - Allied Signals*

THANKS