

# PMI BODH

## PMI NEWSLETTER

July - Sept 24



**CGM (STRATEGIC HR & TALENT MGMT) & HEAD OF PMI.**

### FROM THE DESK OF PMI

Greetings from Power Management Institute !

As the apex learning and development center of NTPC, PMI remains committed to fostering continuous learning, innovation, and excellence among our workforce. Through a range of specialized training programs, we strive to equip our employees with the skills, knowledge, and leadership capabilities required to meet the challenges of an evolving energy landscape.

We are proud to share that NTPC PMI has been recognized for its excellence in Learning and Development on multiple prestigious platforms. PMI won the Brandon Hall Group™ Silver Award in the Learning and Development category for Best Certification Program on August 22, 2024. The award recognizes programs that align with business needs, demonstrate innovative design and delivery, and deliver measurable impact.

Additionally, NTPC PMI was honored as the 1st Runner-up in the SHRM 2024 Award for Excellence in Learning and Development under the PSE category. This award highlights PMI's innovative approaches to learning that foster critical skills, leverage technology for personalized experiences, and drive continuous employee growth and organizational success.

Our focus extends beyond technical competencies to include holistic development, ensuring that our people remain future-ready while contributing to NTPC's growth.

We extend our gratitude to all the stakeholders, participants, and faculty members who have contributed to the success of our programs. Together, let us continue to learn, lead, and inspire.

Stay connected for updates on our upcoming initiatives and achievements!

*Rachana Singh Bhal*



In this newsletter you will find:

EMERGING AREAS AND NEW TECHNOLOGY

LEADERSHIP AND MANAGEMENT

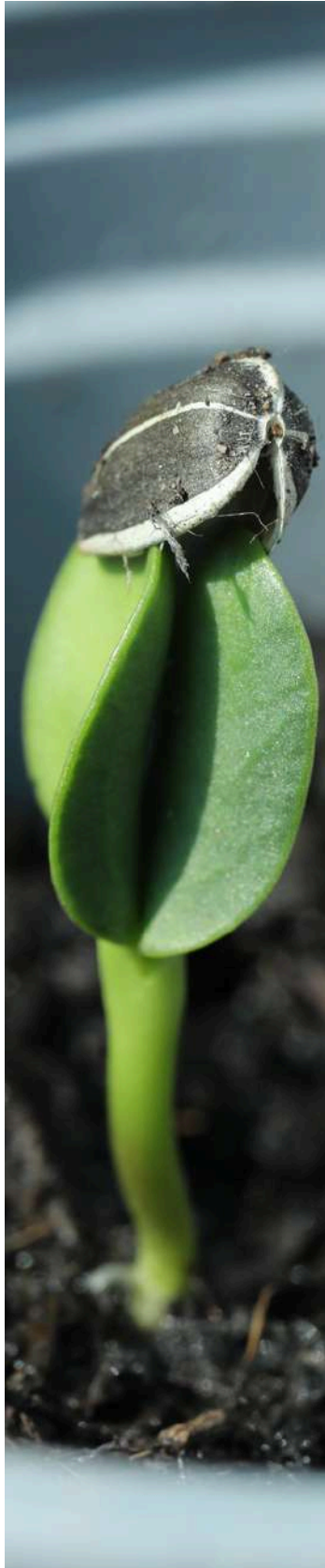
TECHNICAL AND FUNCTIONAL TRAINING

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# EMERGING TECHNOLOGY



**"Emerging technology is the dawn of a new era, where innovation meets imagination, reshaping our world and unlocking possibilities once thought to be the realm of dreams."**

## *NTPC'S NET ZERO ROADMAP FOR TOWNSHIPS AND OFFICES*

On July 10, 2024, Shri Ravindra Kumar, Director (Operations), inaugurated a 3-day training programme on NTPC's Net Zero Roadmap at the Power Management Institute (PMI). The event featured notable attendees, including Ms. Apurva Chaturvedi from USAID India, Dr. Vijay Prakash, Executive Director of SSEA, and Ms. Rachana Singh Bhal, CGM (Strategic HR & Talent Mgmt) & Head of PMI.

Organized by the Corporate Sustainable Development Department in collaboration with USAID India, the programme gathered around sixty participants responsible for implementing net zero initiatives at NTPC stations, Regional Headquarters, and corporate functions. This initiative aligns with NTPC's goal of transforming its townships and offices into net zero campuses, targeting zero Scope 2 emissions and achieving

Net Zero Water and Waste status. Participants explored key concepts, codes, labels, and successful case studies, along with a site visit showcasing proof of concept. Through this training, NTPC reinforces its commitment to sustainability and sets a benchmark for corporate environmental responsibility.



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## Advanced Power BI (Level-2) Training Programme

From August 5 to 7, 2024, NTPC-PMI hosted the “Training Programme on Advanced Power BI (Level-2)”. During the inauguration, Ms. Rachana Singh Bhal, CGM (Strategic HR & Talent Mgmt) & Head of PMI, emphasized the critical role of Power BI in enabling top management to make informed decisions through data analysis and visual dashboards. This programme marks the fourth in a series dedicated to Power BI training. Spanning 24 hours, the training comprised 12 sessions covering essential

topics such as dashboard creation, Power Pivot & DAX, and advanced visualizations. Eighteen participants, primarily from Finance and selected from previous Power BI programmes, engaged in hands-on learning, developing dashboards and presenting sample projects in Power BI.

This initiative reflects NTPC-PMI's commitment to enhancing analytical skills among its workforce, ensuring effective decision-making across the organization.

## 2nd Certification Programme on Electricity (Power) Markets

From August 26 to 28, 2024, PMI, in collaboration with IIT Roorkee, successfully conducted the 2nd Certification Programme on Electricity (Power) Markets, addressing recent policy developments and sectoral challenges. The programme attracted 51 executives from various departments and stations.

Over 12 sessions, participants explored critical topics including market design pillars, short- and long-term equilibrium, spot markets, resource adequacy planning, and contract analysis. The course provided insights into electricity markets in India, the US, and Europe. During the valedictory session, Shri Alok Kumar, Former Secretary of the Ministry of Power, discussed key developments in the Indian electricity sector and the evolution of its markets. Ms. Renu Narang, ED & CEO of NVVN, emphasized the significance of electricity markets for India and NTPC. Shri S.K. Sonnee, Former CEO of POSOCO, stressed the need for a cadre of black belt certified specialists in India's Electricity Market.



Other notable speakers included Shri Sushant Chatterjee from CERC, Shri Abhishek Ranjan from EY-Parthenon, and professors from IIT Roorkee, who collectively enriched the learning experience for participants. This programme underscores PMI's commitment to developing expertise in the rapidly evolving electricity market landscape.

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## **Certification Programme on Small Modular Reactors (SMRs)**

From September 16 to 18, 2024, PMI, in collaboration with IIT Jammu, successfully conducted a Certification Programme on Small Modular Reactors (SMRs), attended by 31 executives from various departments and stations. This unique programme addressed recent policy developments and sectoral challenges related to SMRs.

Spanning three days, the training included 12 sessions covering crucial topics such as the importance of nuclear energy for a developed India committed to Net Zero, the historical safety and safeguards of SMRs, and the role of nuclear energy in the global energy landscape. Participants gained insights into key differences between SMRs and traditional nuclear power plants, site selection, modular construction, financing models, regulatory challenges, and public perception.

During the inaugural session, Dr. Arun Nayak from the Department of Atomic Energy and Shri Prasenjit Pal, Executive Director (Nuclear) at NTPC, shared insights on past and upcoming developments in SMR technology.

The programme featured contributions from eminent speakers, including Prof. P.K. Vijayan, former Director of BARC; Prof. Kannan Iyer, Dean of IIT Jammu; and experts from NPCIL and Purdue University, enhancing the learning experience for participants. This initiative reflects PMI's dedication to equipping professionals with the knowledge needed to navigate the future of nuclear energy.





## UTKRISHTI Women Leadership Programme Held at PMI

The UTKRISHTI Women Leadership Programme was inaugurated by Shri Anil Kumar Jadli, Director (HR), at PMI on September 25, 2024. Attended by Ms. Rachana Singh Bhal, CGM (Strategic HR & Talent Mgmt) & Head of PMI, and Shri Apurv Anamesh, Director (Business Development) SHRM, the three-day programme brought together 32 participants from various NTPC projects, representing a dynamic mix of emerging and seasoned women executives from Grades E2 to E7.



**"Leadership is not just about guiding others; it's about igniting a spark of potential in each individual, transforming training into a journey of collective growth and empowerment."**

In his address, Shri Anil Kumar Jadli emphasized NTPC's commitment to talent and diversity, noting that women now comprise 7.5% of the workforce. He highlighted initiatives like the all-women engineering batch of 2021 that challenge stereotypes and encourage women in non-traditional roles. He stressed that overcoming barriers requires confidence, resilience, and support, and reiterated NTPC's dedication to providing an empowering environment with flexible work conditions.



Ms. Rachana Singh Bhal expressed her satisfaction with the diversity of participants, emphasizing that leadership is an evolving journey. She encouraged participants to explore their inner strengths and push boundaries. Shri Apurv Anamesh commended the NTPC-SHRM partnership for providing participants valuable opportunities to develop leadership skills. Ms. Rachana Singh Bhal awarded certificates during the valedictory session, marking the successful completion of the UTKRISHTI programme, which aimed to empower women leaders and promote inclusivity within NTPC.

## Foundation Course in General Management

The Foundation Course was divided into two phases.

Phase 1, held from Sept 16-20, 2024, covered NTPC's core functions like Corporate Planning, Commercial, and Safety, offering insights into essential internal processes.

Phase 2, conducted at MDI Gurgaon from Sept 23-28, focused on managerial skills, covering Business Environment, Change Management, Design Thinking, Digital Initiatives, and more to enhance participants' leadership abilities.



Through this structured approach, participants gained valuable operational insights and managerial skills, equipping them to contribute effectively to NTPC's strategic goals.





## **NTPC and Institute of Directors Collaborate for Custom 'Masterclass for Directors' Training Program**

On 9th September 2024, NTPC Limited collaborated with the Institute of Directors (IOD) India to conduct a customized in-house "Masterclass for Directors" tailored specifically for NTPC's Senior Executives and Board members. The training program focused on critical areas for Directors, such as corporate governance best practices, regulatory updates, risk management, strategic decision-making, and boardroom dynamics. The program aimed to provide participants with valuable insights for contributing effectively to NTPC's governance and success. Established in 1990, IOD India is a premier association for Corporate Directors, dedicated to fostering responsible governance and economic prosperity through education, training, and advocacy. The "Masterclass for Directors" included four 90-minute modules covering the Companies Act, 2013 and other corporate laws, delivering high-quality, industry-focused guidance aligned with NTPC's requirements.





## Advance Management Programme

PMI conducted an Advanced Management Program on 15-26 July, 19-30 Aug, & 16-27 Sept. It is tailored for Grade E8 (AGM) executives, focused on preparing them for senior leadership roles. Through a blend of classroom sessions, case studies, and outbound activities, the program aimed to develop strategic thinking as participants transition into higher responsibilities. Key focus areas included improving communication, strategic orientation, stakeholder management, and people management skills.

By the program's end, participants had cultivated critical leadership capabilities, gained insights into the evolving economic landscape, and tackled specific challenges within the power sector. Emphasizing alignment with NTPC's corporate vision, the program fostered change leadership and teamwork, ultimately enhancing organizational impact. Integrating both practical and theoretical insights, PMI's Advanced Management Program equips participants with essential skills to excel in strategic roles and drive success.

## Assessor Development Program

The Assessor Development Program was held at PMI, Noida, with sessions scheduled from 22-25 July and 20-23 August 2024. This three-day residential program at PMI, aimed to equip E-7 and E-8 executives with an understanding of excellence concepts, NTPC's Business Excellence Model, and various assessment tools, including the Radar and Rasmaalai tools.



Participants gained insights into the role of assessors, the assessment process's Dos and Don'ts, and techniques for identifying key strengths and opportunities for improvement (OFIs). Through classroom sessions, case studies, and assessments, participants developed skills to write executive summaries and feedback reports, preparing them to effectively contribute to NTPC's excellence assessments.

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The Enhancing Managerial Competence (EMC) program, conducted in Aug and September, aimed to support E7-grade managers in expanding their vision and transitioning from functional experts to effective team leaders. Through a comprehensive two-week, 11-day curriculum, participants developed skills in communication, people management, and leadership, enabling them to handle their functions more cost-effectively and with a broader commercial perspective.

## Enhancing Managerial Competence



Course topics included NTPC business plans, business writing and presentation skills, strategic thinking, financial performance analysis, HR policy guidelines, decision-making, performance feedback, business etiquette, and contract labor management. The program incorporated classroom sessions, case studies, and a team-building outbound activity on the intervening Friday and Saturday.

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# TECHNICAL & FUNCTIONAL TRAINING

PMI BODH, JULY-SEPT 24 ISSUE



**"Technical and functional training serves as the architecture of expertise, constructing a foundation where precision meets adaptability, enabling individuals to turn complexity into actionable insights and transform evolving challenges into strategic advantages."**

## Safety Audit and incident Investigation for Senior Executives

PMI organized two programs from 9th to 12th July 2024, each lasting two days, on "Safety Auditing and Incident Investigation" for senior GMs and Heads of Projects.

During the program, eminent faculty member Mr Ravi Ram discussed auditing and investigation procedures to bring uniformity to these processes.

Additionally, emphasis was placed on the roles and responsibilities of Heads of Projects (HoPs) in implementing the safety framework and working towards zero incidents.

Shri Ravindra Kumar, Director (Operations), during his interaction with the HoPs, stressed on the importance of their roles in effectively implementing various systems and procedures to avoid any incidents.

HoPs shared innovative steps taken by them to strengthen the safety systems. They also expressed their commitment towards improving safety systems



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# Ultrasonic Testing Level-II Certification Programme

PMI conducted an Ultrasonic Testing (UT) Level-II Certification Programme from 1st to 16th July 2024 in association with CQA&I, aimed at equipping NTPC employees with critical skills in ultrasonic testing, particularly for weld joints in boiler tubes and pipes during the Erection and O&M phases. Training was delivered by The Welding Institute (TWI), UK and TWI, India, known for quality training in welding and NDT. The program included over 140 hours of theoretical and hands-on training, followed by an 18-hour examination on 15th-16th July. An interactive session was also held with Shri M K Asthana, ED (CQA&I), and Ms. Rachana Singh Bhal, CGM (Strategic HR & Talent Mgmt) & Head (PMI), underscoring the value of such capacity-building programs. PMI plans further certifications in advanced NDT and welding techniques.



## Safety Auditing and Investigation of Incidence / Accident

NTPC, committed to fostering an incident-free workplace, conducted five training programs on Safety Audit and Incident Investigation at PMI on 29 & 30 Aug, 24. PMI organized additional sessions upon guidance from GM (Safety, CC), specifically for these key leaders. Sh. Venkata Ravi Ram Pinninti, an expert in NTPC's safety practices, led the sessions, reinforcing NTPC's dedication to safety excellence across its operations.





## The Welding Inspector Certification Program, CSWIP 3.1,

The Welding Inspector Certification Program, CSWIP 3.1, was conducted from 5th to 9th August 2024, targeting E1-E6 executives in Plant Operation, Maintenance, Engineering, and related fields. This program provided an in-depth overview of large generators, focusing on units ranging from 210 MW to 660/800 MW, and included topics on the latest excitation control systems, generator protections, and modeling techniques

Participants developed the ability to differentiate between static and brushless excitation systems, understand power system stabilizers, and assess generator protection methods, including numerical techniques. Delivered through classroom lectures and expert-led discussions, the course emphasized practical understanding of generator dynamics, fast excitation systems, and protection strategies.

## Certification Program on ESG

The Certification Program on ESG was held from 23rd to 26th September 2024, targeting senior NTPC executives to raise awareness on Environmental, Social, and Governance (ESG) frameworks essential in today's business context amid climate change and sustainability imperatives. The program aimed to enhance understanding of ESG as a structured approach to sustainability, using measurable benchmarks and metrics for improved assessment of business risks, sustainability, and ethical practices. Key topics included ESG fundamentals, frameworks like BRSR vs. GRI, sustainable procurement standards (ISO 20400:2017), carbon offset mechanisms, and stakeholder consultation. Led by experts from TÜV SÜD, the program involved comprehensive sessions on ESG rating improvement, sustainability reporting, and NTPC's own ESG-related disclosures.



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## The IOSH Managing Safely program

The IOSH Managing Safely program, conducted from 17th-19th July and 22nd-24th July 2024, provided essential training on safety management tailored for NTPC executives up to the E7 level and middle-level executives from power utilities working in O&M, engineering, erection, and safety. This program focused on instilling safe work practices and understanding key aspects of safety management, including environmental impacts on health and safety, fire and chemical safety, and occupational health and first aid. Key topics covered included electrical safety, E&M rules, PTW systems, lifting tools and tackles, statutory safety requirements, and relevant case studies, all designed to enhance practical knowledge and safety compliance across power operations.







## "NTPC Welcomes and Trains Over 500 New Engineering and Professional Trainees Across Disciplines"

Between July and September 2024, NTPC welcomed a significant influx of new Engineering Trainees (ETs) and professionals across various disciplines. In July 2024, 226 Engineering Executive Trainees (EETs) from Batch 2, specializing in Electrical, Control & Instrumentation, Mechanical, and Civil disciplines, joined the organization. Additionally, 62 EETs from Batch 2 Extension, with specializations in Electrical, Control & Instrumentation, and Mechanical disciplines, commenced their training in August 2024. During the same period, 47 Mining ETs, along with 8 Finance Executives and 4 Accounts Trainees (ACTs), also joined NTPC. Nearly 500 ETs are currently undergoing comprehensive Date of Joining (DOJ), Functional Job Training (FJT), and On-the-Job Training (OJT) across various NTPC locations. Moreover, from January to March 2024, NTPC onboarded 3 HR ETs, 1 Finance ET, 2 Civil ETs, and 2 ACTs, who will also undergo specialized training programs. These recruits will undertake an extensive 52-week training module designed to equip them with the skills and knowledge required to excel in their respective fields. In this quarter, 90 ETs who have successfully completed their one-year training have been regularized and posted at different NTPC locations, marking a key milestone in their professional journey.





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# ACCOLADES

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## The 2024 Brandon Hall Group™ HCM Excellence Awards®



The 2024 Brandon Hall Group™ HCM Excellence Awards® recognizes best practices for initiatives in Learning and Development, Talent Management, Leadership Development, Talent Acquisition, Human Resources, Sales Performance, Diversity, Equity & Inclusion, and the Future of Work.

NTPC PMI, a leader in innovative [Learning and Development], won a coveted Brandon Hall Group™ Silver award for excellence in the Learning and Development category. Entries were evaluated by a panel of veteran, independent senior industry experts, Brandon Hall Group analysts, and executives based on these criteria:

- Alignment to their business need and environment.
- Program design, functionality and delivery.
- Adoption, integration, user experience, innovation and creativity.
- Overall effectiveness, impact, and measurable benefits.

PMI 's won (Best Certification Program, Silver Award, and L&D Category) on August 22, 2024.



## SHRM 2024 Award under PSE category for Excellence in Learning and Development

NTPC PMI received 1st runner up in the prestigious SHRM 2024 Award under PSE category for Excellence in Learning and Development. The “Excellence in Learning and Development” award recognizes organizations that champion a future-focused learning and development (L&D) culture. It showcases innovative approaches that leverage technology to deliver personalized, engaging, and measurable learning experiences. And also demonstrates a commitment to developing critical skills aligned with evolving business needs, fostering a culture of continuous learning, and ultimately driving improved employee performance and organizational success.ittle bit of body text

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# LEARNING CORNER

## Upskilling and Reskilling: Strategic Solutions to Overcoming Skill Gaps

As businesses anticipate shifting talent needs, upskilling and reskilling have become essential strategies. Upskilling enhances an employee's current role by expanding relevant skills, boosting performance and adaptability in a rapidly evolving industry. Reskilling, however, trains employees for entirely new roles, often necessary due to digital transformations. Both strategies are key in building a flexible, future-ready workforce, reducing turnover, and meeting new business demands. Together, they support continuous learning and career growth, forming a foundation for agile, sustainable development in today's workplace.

### Upskilling and Reskilling Benefits & Challenges



#### Benefits of Upskilling

##### Employee Retention Enhancement:

Upskilling provides employees with growth opportunities within their current roles that cultivate a sense of belonging and reduce turnover, saving recruitment costs.

##### Continuous Learning:

Equips employees to stay agile amidst technological and industry shifts.

##### Innovation and Problem-Solving:

Encourages employees to think creatively and problem-solve, fostering a culture of innovation within the organization.

##### Employee Productivity:

Upskilled individuals are more capable of managing intricate tasks, optimizing processes, and driving innovation, resulting in enhanced organizational efficiency.

#### Benefits of Reskilling

##### Drive Employee Engagement:

Demonstrates a commitment to employee success, boosting engagement, creativity, and commitment to organizational goals.

##### Reduced Hiring Costs:

Leverages your existing workforce, minimizing hiring costs, by equipping employees with new skills.

##### Attract and Retain the Best Talent:

Reskilling displays dedication to employee growth, fostering retention, and attracting lasting talent through internal role transitions.

##### Ensure Stability Amidst Disruption:

Reskilling empowers employees with new skills, ensuring adaptability in dynamic environments, safeguarding operations, and nurturing a culture of ongoing enhancement.

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## L&D leaders face several challenges in implementing effective upskilling and reskilling:

1. Ineffective Skilling Strategy: Without alignment to business goals, efforts are misdirected, missing targeted skill development.
  2. Outdated Training Methods: Traditional, static content often fails to engage digital-native employees and doesn't foster critical thinking.
  3. Limited Self-Paced Learning: Uniform, push-based training doesn't accommodate individual learning styles, limiting personalization.
  4. Hiring-Skilling Mismatch: Prioritizing degrees over skills can lead to hiring mismatches, where academic credentials may overshadow practical abilities.
- These barriers highlight the need for strategic, flexible, and personalized training approaches.



IBM's report, "Reskilling the Workforce with Technology-oriented Training," highlights six key strategies to bridge skill gaps effectively:

1. Open training to employees with interest and cognitive ability, not just technical backgrounds.
2. Foster community-building for sharing functional knowledge.
3. Offer accessible resources for ongoing practice.
4. Allow time to apply learned skills in roles.
5. Plan for skill refreshers to prevent knowledge decay.
6. Use feedback-based assessments for practical application.

These approaches support a dynamic and tech-ready workforce, adaptable to evolving roles and responsibilities.

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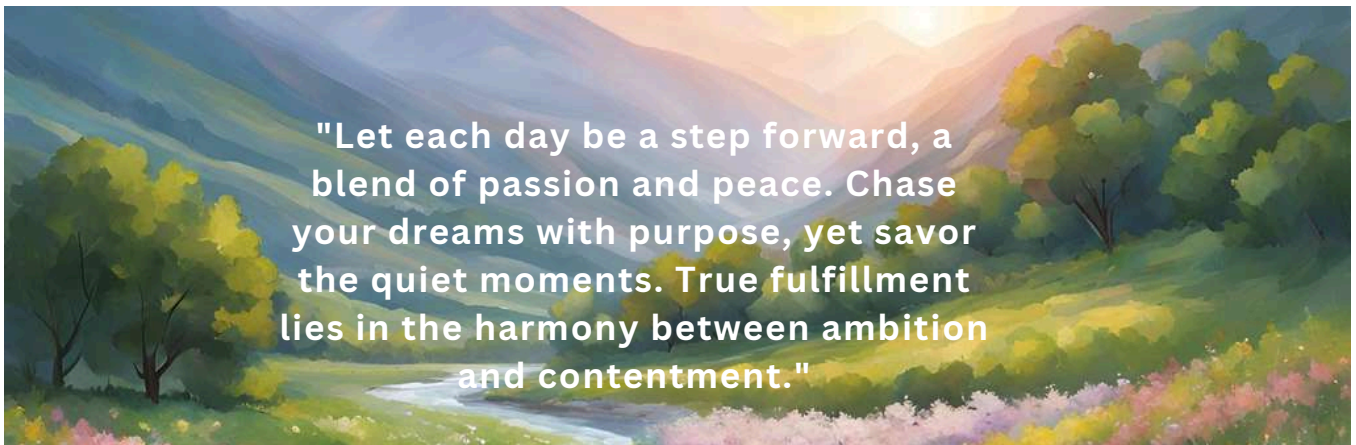
## To implement skilling at work, focus on these key strategies:

1. Assessment & Analysis: Identify skills gaps and select the right tools, like LXP, for analysis.
2. Leadership Involvement: Gain support from leadership to ensure resource allocation and demonstrate ROI.
3. Effective Communication: Clearly explain the goals and benefits to all employees.
4. AI-powered Platforms: Use AI tools to personalize and scale learning.
5. Personalized Learning: Create tailored learning paths based on employee roles and skills.

These strategies help streamline the upskilling process and align it with organizational goals.



*This article is a concise summary based on a detailed piece by Ms. Debashree Patnaik on Disprz.ai, covering essential aspects of upskilling and reskilling in today's workforce. To read the full article, please visit [Disprz.ai's blog](https://disprz.ai/blog/upskilling-and-reskilling). (<https://disprz.ai/blog/upskilling-and-reskilling>)*



*Thank you for reading!*

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