



PMI BODH

Oct-Dec 24, 20th Issue



**PMI VISION : WORLD CLASS INSTITUTE
OF EXCELLENCE WITH GLOBAL REACH,
DEVELOPING BUSINESS LEADERS**

"Learning fuels growth, and
development shapes destiny—
together, they build a future beyond
imagination."

FROM THE DESK OF PMI

RACHANA SINGH BHAL

CGM (Strategic HR & Talent Mgmt) & Head (PMI)



NEW YEAR WISHES FROM PMI

As we step into the year 2025, I extend my heartfelt New Year wishes to each one of you and your families. May this year bring new energy, exciting opportunities, and continued success in all your endeavours. The past few months have been a testimony to PMI's continuous evolution—anchoring learning at the core of NTPC's growth story. Through our wide spectrum of capability-building programs across leadership, technical, and emerging areas like digital transformation, sustainability, and AR/VR technologies, we have reimagined learning for a future-ready workforce



Rachana Singh Bhal

CGM (Strategic HR & Talent Management) & Head PMI

It brings me immense pride to share that PMI has been recognized with the CII DX 2024 Award for Best Practices in Digital Transformation. NTPC also received 1st Runner Up in the prestigious SHRM award under the PSE category for Excellence in Learning & Development. These recognitions reflect our shared commitment to excellence, innovation, and inclusivity in capability development.

As we move forward, our focus will remain on creating high-impact learning experiences aligned with business needs—nurturing leaders, enhancing employee capability, and supporting NTPC's strategic vision. With your participation and support, I am confident we will continue to scale new heights.

Let us embrace 2025 with renewed passion to learn, unlearn, and relearn—because learning is not just an event, it is our way forward.

Warm wishes for a happy, healthy, and fulfilling New Year!

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EMERGING TECHNOLOGIES



"Emerging technologies are the sparks of innovation that illuminate new horizons, empowering humanity to redefine the boundaries of what's possible."





PMI Conducts Certification Programme on Floating Solar PV Technologies with GIZ

PMI in collaboration with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), conducted a certification programme on Floating Solar PV (FPV) technologies from 7th to 9th October. A total of 42 executives from various departments participated in the programme, which addressed the growing importance of FPV technologies in light of recent PV technological advancements and land availability challenges.

The three-day programme covered the intricacies of Floating Solar PV power plants and international case studies from Japan, Netherlands, and Indonesia. The sessions focused on FPV components, floating structures, anchoring & mooring designs, site selection, installation, operation & maintenance, financial & economic aspects, as well as project management. Policy and regulatory frameworks, environmental impact, and sustainability aspects of FPV were also discussed, alongside case studies from both India and international landscapes.

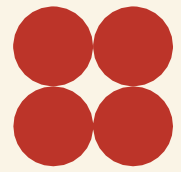
At the valedictory session, Ms Rachana Singh Bhal, CGM (Strategic HR & Talent Management), highlighted new programmes being introduced by PMI in emerging technologies. Shri Bernhard Kreuzberg, Head of Solar Projects (GIZ), spoke on past and upcoming developments in the field of Floating Solar PV technologies.

Eminent speakers included Shri Abhishek Kaustabh, Director (EY), Shri Biju Krishnan, Regional Head (Engineering), TATA Power, Shri Sai Kartik, Project Manager (TATA Power), Shri Lucky Agarwal, SolarTech (Saarthi), Shri Sanjib Banerjee, Senior GM (Tractebel), Shri Pinaki Dasgupta, Senior Consultant (ASSOCHAM), Shri Vivek Jha, Consultant (World Bank), Shri Anand Malak, AGM (NTPC), Shri Abhinav Jain, Senior Energy Specialist (GIZ) and Shri Abhishek Dalal, Energy Specialist (GIZ).

Certification Programme on Net Zero Roadmap Successfully Conducted

PMI, in collaboration with USAID, conducted the Certification Programme on Net Zero Roadmap for NTPC Offices & Townships from 18th to 20th December 2024, with 41 participants attending. The sessions covered energy conservation, renewable integration, water management, MRV frameworks, and green procurement, with case studies from Ratnagiri and Kudgi townships. A site visit to NETRA provided hands-on exposure to sustainable practices.

Ms. Rachana Singh Bhal, CGM (Strategic HR & Talent Management), emphasized the importance of capacity building in achieving NTPC's sustainability goals. Experts from USAID's SAREP, including Shri Siddharth Jain, Shri Harpreet Singh, Shri Tanmay Tathagat, and Shri Abhishek Jain, led the sessions. The programme concluded with a discussion on plant-level challenges and certificate distribution.



PMI Launches 2nd Batch of Certification Program on Green Hydrogen & Green Chemicals

PMI, in collaboration with IIT Bombay, launched the 2nd batch of the Certification Program on Green Hydrogen & Green Chemicals on 26th December 2024 in an online mode, with 42 participants. The two-month program consists of 24 sessions, with 2-3 sessions per week, and includes a rigorous assessment for certification.

During the inaugural session, Prof. Pratibha Sharma (IIT Bombay) outlined the comprehensive curriculum, while Prof. Usha Ananthakumar, Dean (Educational Outreach), IIT Bombay, emphasized the role of

academic-industry collaboration in bridging knowledge gaps. Ms. Rachana Singh Bhal, CGM (Strategic HR & Talent Management), highlighted the importance of capacity-building for NTPC's sustainability goals. Mr. DMR Panda, CGM (RE-Hydrogen), detailed NTPC's strategic focus on green hydrogen as a key pillar of its renewable energy initiatives.



LEADERSHIP & MANAGEMENT



**"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others."
— Jack Welch, Former CEO of General Electric**

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Assessment and Development Centers

Assessment and Development Centers (ADCs) were successfully conducted in five batches, with a total of 63 senior executives participating in the initiative. The program focused on evaluating leadership competencies, identifying development areas, and preparing participants for future leadership roles through structured assessments and personalized feedback.



Young Leaders 10X

The Young Leader 10X program was successfully conducted in four batches, witnessing enthusiastic participation from a total of 236 young executives across NTPC. The program aimed at nurturing future leaders by enhancing their leadership potential, strategic thinking, and innovation mindset through a series of interactive sessions, experiential learning modules, and expert-led workshops.



Planning for Superannuation

The Planning for Superannuation program was conducted in three batches, focusing on preparing employees for a smooth and fulfilling transition into post-retirement life. The program covered key aspects such as financial planning, health and wellness, legal documentation, psychological preparedness, and life enrichment opportunities. Participants found the sessions highly relevant and appreciated the holistic approach towards retirement readiness.

TECHNICAL & FUNCTIONAL TRAININGS



**"Live as if you were to die tomorrow. Learn as if you were to live forever."
— Mahatma Gandhi**

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Dye Penetrant Testing Level-II Certification Program

The Dye Penetrant Testing (Level-II) Certification Program, conducted from 4th October to 11th October 2024 in accordance with BS EN ISO 9712 standards, concluded successfully. This six-day program, held in physical mode with an online examination through ASNT, was aimed at equipping participants with advanced skills in penetrant inspection methods.

The program covered critical topics such as solvent-removable, water-washable, and post-emulsifiable inspection processes, preparation of clear and concise inspection instructions, and writing detailed test reports. Practical exercises enhanced the participants' understanding of sensitivity assessment and the compatibility of materials and equipment. Participants gained comprehensive insights into

Non-Destructive Testing (NDT), a vital aspect of quality control and safety in industries like aerospace, oil and gas, nuclear power, and manufacturing. Successful qualifiers received globally recognized certification from TWI-UK, opening doors to enhanced career opportunities.

The program witnessed active participation and engagement, fostering technical proficiency and knowledge-sharing among attendees.



Refresher Program for NTPC BE Module

The Refresher Program for NTPC's Business Excellence (BE) Module was conducted on 24th and 25th October 2024 to strengthen the assessment capabilities of NTPC's internal talent pool. This two-day program provided assessors, trained earlier in NTPC's BE framework, with a platform to share experiences, address concerns, and clarify doubts with expert guidance.

Participants gained insights into common OFIs (Opportunities for Improvements), evaluation errors, and effective assessment practices, ensuring higher accuracy and proficiency in evaluating NTPC's power stations under the BE model.

The program concluded successfully, equipping assessors with refined techniques and tools for effective assessment and continuous improvement.

Enhancing Managerial Competence Program

The Enhancing Managerial Competence (EMC) Program for E7 (Deputy General Managers) was successfully held from 4th to 15th November 2024 in physical mode.

This 12-day program, including Outbound Training (OBT), focused on helping managers transition from functional experts to effective leaders. Key topics included communication, financial statement analysis, cost management, team building, emotional intelligence, and project work.



Interactive sessions, case studies, and practical exercises enabled participants to enhance their leadership, people management, and decision-making skills. The program equipped them with tools to lead effectively and manage teams with greater efficiency.

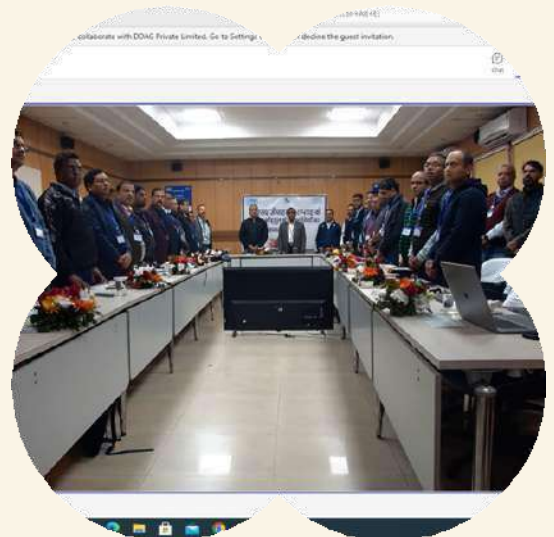


Certification Safety Program Concluded at NSA, Unchahar

The Certification Safety Program, a three-week training held at NSA, Unchahar, was successfully completed. The program emphasized the importance of safety across design, construction, and O&M stages, equipping NTPC executives (up to E7 level) with essential safety management knowledge and practices.

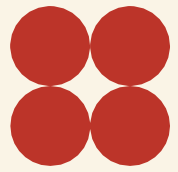
Key topics included Electrical Safety, PTW System, Fire and Chemical Safety, Occupational Health, and Statutory Requirements.

Participants enhanced their knowledge of safety management and safe work practices, reinforcing NTPC's commitment to workplace safety.





Refresher Program on NTPC BE Module



The two-day Refresher Program for NTPC BE Module was successfully held on 24th-25th October 2024 at PMI. Designed to strengthen the expertise of NTPC's internal assessors, the program provided a platform for experienced assessors to discuss challenges, clarify doubts, and enhance their assessment capabilities under expert guidance.

Key focus areas included:

- ✓ Understanding recurring Opportunities for Improvement (OFIs) and strategies for addressing them
- ✓ Avoiding common evaluation errors in the RADAR methodology
- ✓ Resolving site visit challenges and improving assessment efficiency

The program reinforced the participants' ability to apply NTPC's Business Excellence (BE) framework with greater precision, ultimately contributing to more robust and insightful assessments.



NOSA Auditor Development Course (Online)

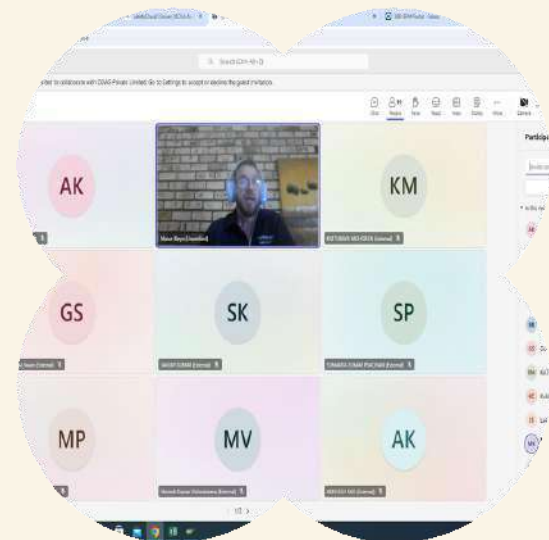
The NOSA Auditor Development Course was successfully conducted in an online format over four days, equipping participants with essential skills for conducting effective internal audits within the NOSA HSE Management System

Key learning outcomes included:

- ✓ Audit Planning & Execution – Developing and implementing structured audit plans
- ✓ Evaluation & Reporting – Identifying conformance/non-conformance and compiling audit reports

- ✓ Stakeholder Communication – Engaging relevant teams and recommending corrective actions
- ✓ Assessment & Certification – Participants underwent formative and summative assessments, with a minimum 65% requirement for certification

Targeted at O&M and Safety executives, internal audit teams, and HSE professionals, the program provided a structured approach to auditing, reinforcing compliance and continuous improvement in HSE practices.





Training programme on ABB budgeting

A one-day training programme on Activity-Based Budgeting (ABB) was organized on 09.12.2024 for MTP executives of NTPC Ltd. The objective of the programme was to familiarize participants with the concepts and practical application of ABB in the context of renovation and modernization (R&M) activities at NTPC's thermal power stations.

The programme covered key aspects of ABB and included a hands-on demonstration in the SAP system to enhance understanding and practical exposure. The sessions were well-received, and participants appreciated the relevance and applicability of the content in their work areas.

A total of 66 executives from various stations across NTPC participated and benefitted from the training.



Samarth Operation

A 15-day online training programme on Samarth Operation was conducted from 27th November to 11th December 2024. The programme was specifically designed for newly inducted executives in the Operation department to equip them with essential knowledge and understanding of thermal power plant operations.

The curriculum covered a wide range of critical topics including Boiler Start-up, Turbine Start-up, Efficiency Improvement, Boiler Design, Safety Protocols, and Vigilance Awareness. Subject matter experts delivered sessions aimed at strengthening the operational capabilities of the participants.

A total of 54 executives attended the programme and gained valuable insights into the functioning of a thermal unit, enhancing their preparedness for field assignments.



Training programme on MS Project

A four-day online training programme on MS Project was conducted from 15th to 18th October 2024 in association with CC-OS, specifically designed for O&M executives. The programme aimed to enhance participants' proficiency in using the MS Project tool for effective planning and execution of maintenance-related tasks. Key features and functionalities of MS Project were discussed in detail, with practical insights into its application in planning critical O&M activities such as thermal unit shutdowns, overhauling, and other scheduled maintenance tasks. The training is expected to significantly contribute towards better planning, improved execution, and enhanced availability of thermal units.

ISO 9001:2015 Training Program for Consultancy Wing

A 3-day training program on ISO 9001:2015 – Quality Management Systems was organized for the NTPC Consultancy Wing at EOC from 23rd to 25th October 2024. The program focused on familiarizing participants with the principles, structure, and implementation of ISO 9001:2015 standards.

A total of 17 participants successfully qualified the examination, equipping them to contribute effectively to quality initiatives within the consultancy framework.

Cyber Security Awareness Session for NTPC Ladies Club and Spouses

A half-day awareness session on Cyber Security was conducted on 18th October 2024 at PMI in collaboration with CC-IT and the Vigilance Department. With cyber threats becoming increasingly prevalent, the session aimed to raise awareness among members of the NTPC Ladies Club and spouses of NTPC employees.

The interactive session provided practical tips and preventive measures to safeguard against cybercrimes and online scams



Legal Awareness Program for Cross-Functional Executives

A 3-day Legal Awareness Program was held at PMI from 16th to 18th October 2024, targeting cross-functional executives from various departments.

The program aimed to build awareness of key legal principles relevant to organizational operations, including contracts, compliance, and regulatory aspects. A total of 19 participants benefitted from the sessions conducted by legal experts and in-house faculty

Online Training for Presenting Officers (Corporate Vigilance Requirement)

An online one-day training program was conducted on 13th September 2024 for 10 Presenting Officers, as per the requirements of the Corporate Vigilance Department.

The program covered procedures and best practices related to disciplinary proceedings, roles and responsibilities of Presenting Officers, and ensured readiness for handling vigilance cases with clarity and confidence

Contracts Management Program for Non-C&M Executives

A 3-day training program on Contracts Management was conducted from 11th to 13th November 2024 at PMI, specifically designed for Non-C&M employees.

The sessions focused on equipping participants with the basics of contract structuring, execution, risk management, and post-award monitoring.

A total of 29 executives from different functions attended the program and appreciated the practical relevance of the content.

Orientation Module for Newly Appointed Law Officers

A 2-week Residential Orientation Module was successfully organized at PMI from 9th to 21st December 2024 for newly appointed Law Officers in NTPC.

Conducted in collaboration with the Corporate Law Department, the program focused on organizational policies, legal frameworks, case studies, and ethics in corporate legal practice.

Director (HR) and ED (HR) personally interacted with the new joiners, enhancing the engagement.



Preparatory Classes for Level C - Project Management Certification

Preparatory classes for Level C Project Management Certification were conducted at PMI from 16th to 20th December 2024.

A total of 18 participants attended the intensive classroom sessions, which were aimed at preparing them for the internationally recognized certification exam. The online examination has already been conducted and results are currently awaited.



ET CELL NEWS



Welcoming the Future of NTPC

Between October and December 2024, PMI was abuzz with energy and enthusiasm as it welcomed 517 Engineering Executive Trainees (EETs) and 09 Finance Executive Trainees (ETs). As part of their holistic development journey, 200 ETs underwent the General Management Module at PMI, equipping them with key managerial skills and organizational insights. In addition, 12 ETs experienced hands-on learning through Simulator Training, gaining practical exposure to power plant operations. From technical sessions to creative expressions like drama and group activities, this phase was a vibrant mix of learning, collaboration, and transformation—nurturing leaders of tomorrow, today.

"In every challenge they tackle, every role they play, and every skill they learn—our young minds are shaping tomorrow, one experience at a time."







WELCOMING THE PMIS CANDIDATES

PMI welcomed 19 candidates under the Prime Minister Internship Scheme on 2nd December 2024. This unique initiative, being conducted across more than 40 NTPC locations, aims to provide structured training and development opportunities to selected youth. The program at PMI will equip participants with a blend of technical knowledge, IT skills, AR/VR-based learning, and personality development modules—preparing them for future roles in the power sector and beyond.

OUR AWARDS & ACCOLADES



The Society for Human Resource Management (SHRM) India organised SHRM HR Excellence Awards Ceremony on 17th October 2024 in New Delhi to recognise organisations that put people first, deliver future-focused excellence in the field of People Management and understand the importance of human capital as a key contributor to business outcomes. Shri Anil Kumar Jadli, Director (HR) along with other senior officials received the Awards on behalf of NTPC. NTPC received 1st Runner Up in the prestigious SHRM award under the PSE category for Excellence in Learning & Development.

1st Runner Up in the prestigious SHRM award



PMI WINS CII DX 2024 Awards

The 6th Edition of the CII Digital Transformation (DX) Awards, organized by the CII Tata Communications Centre for Digital Transformation, was held on 27th November 2024 in New Delhi. NTPC's Power Management Institute was honored with the prestigious CII DX 2024 Award for Best Practices in Digital Transformation.

LEARNING CORNER

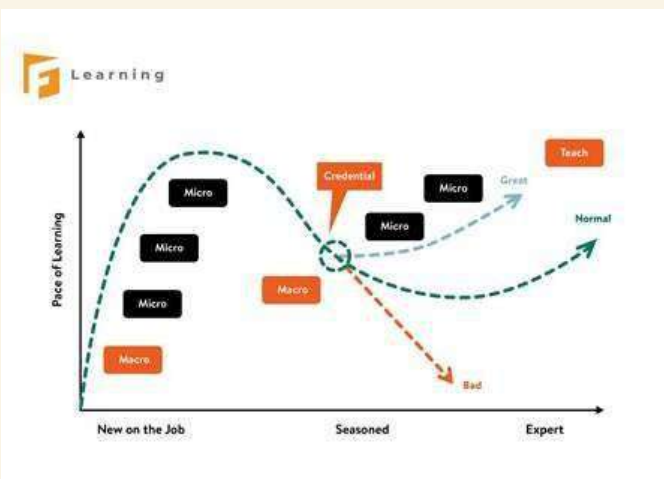
A New Strategy for Corporate Learning: Growth in the Flow of Work

In today's rapidly evolving business environment, traditional corporate training methods often fall short in addressing the immediate and dynamic needs of employees. Josh Bersin, a renowned industry analyst, introduced the concept of "Learning in the Flow of Work," emphasizing the integration of learning opportunities directly into daily work activities. This approach not only enhances skill acquisition but also drives both individual and organizational growth.



Understanding Learning in the Flow of Work
Learning in the Flow of Work (LIFOW) refers to the seamless incorporation of learning experiences into an employee's regular tasks, allowing them to acquire new knowledge precisely when it's needed. This method contrasts with traditional training sessions that require employees to step away from their work, offering instead real-time, contextual learning that enhances both engagement and retention.

The Shift from Skills Acquisition to Growth
While skill development remains crucial, Bersin's research highlights a broader objective: fostering growth. This encompasses not only enhancing competencies but also promoting adaptability, critical thinking, and innovation. By embedding learning within the workflow, organizations empower employees to evolve continuously, aligning personal development with organizational objectives.

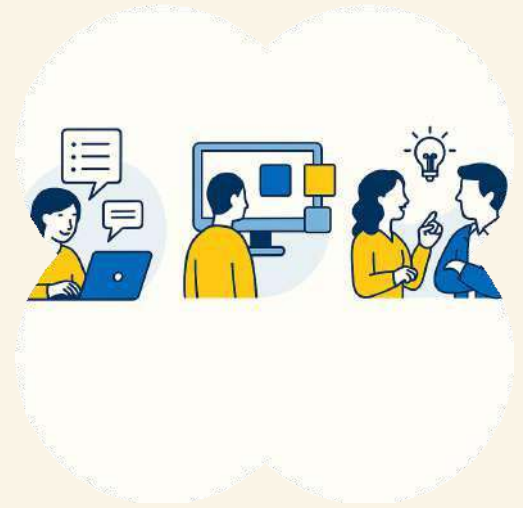


"The desire to learn is the most important spark that ignites the fire of personal and professional growth." — Anonymous



Implementing Growth in the Flow of Work

To effectively adopt this strategy, organizations can consider the following approaches: **Microlearning Modules:** Develop concise, targeted learning units that employees can access during their tasks, facilitating immediate application and reinforcement. **1. Integrated Learning Platforms:** Utilize tools that seamlessly blend with existing work systems, providing unobtrusive access to learning resources. **2. Encourage Knowledge Sharing:** Foster a culture where employees share insights and solutions, promoting collective growth and continuous learning.



Benefits of Learning in the Flow of Work

Adopting LIFOW offers several advantages:

Enhanced Productivity: Employees spend less time away from their tasks, leading to more efficient workflows. **Improved Knowledge Retention:** Learning in context helps solidify understanding and facilitates immediate application. **Increased Engagement:** Providing relevant learning opportunities demonstrates an organization's commitment to employee development, boosting morale and retention.

Conclusion

Integrating learning into the daily workflow represents a transformative approach to corporate training. By focusing on growth within the flow of work, organizations can cultivate a resilient, skilled, and adaptable workforce ready to navigate the complexities of the modern business landscape.

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