



APRIL TO JUNE 2020 | ISSUE II



# PMI BODH

*NTPC PMI's Quarterly Newsletter*



## From PMI Desk

D S Rao, ED(PMI & COE-1)

PMI newsletters are an attempt to give employees a peek into what's going on at the Institute on L&D front . It is also a great platform for all of us to engage and keep in touch.

It is a pleasure to present to you the second issue of PMI BODH for the quarter April to June 2020. This issue onward, we will be featuring key highlights from all six RLI as well.

The past quarter had come to us as a major challenge to revamp our learning system to be able to cope with restrictions brought by the COVID pandemic. Not only did we embrace the change but have also taken L&D to newer, unexplored and innovative learning methodologies.

With your support, we will continue to deliver our services in more interesting and meaningful ways.

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# Management/Functional

## 45-Day Special Learning Challenge during lockdown

COVID - 19 presented a big set of challenges in front of people and organisations, especially with lockdown in place. However it also presented some opportunities. For those who are keen on learning, a special-day programme was designed to utilise lockdown period towards building new skills.

Topics taken up were --- Being Financially Right, Project Management, Building Strategic Perspectives, Operational Excellence, Marketing Excellence, Being People Right



**Don't limit your challenges.  
Challenge your limits.**



## Vibration Analysis Level 0 and 1

Designed and conducted for Engineers from O&M area, this online flipped-learning programme focuses on understanding Vibration Analysis at two levels - Level 0 for Basic and Level 1 for Advanced course. Classes are being imparted through online webinars, doubt clearing sessions, video tutorials and lectures. The course started in May and will end with assessment and certification in July 2020.

## World Bank certification program CPCM

An online certification programme was conducted in association with World Bank called CPCM (Certification program in Contract Management), meant specifically for developing C&M competency in employees. It entailed 10 modules spread over three months, running in 4 batches.



# Leadership Programmes

## Interaction with Prabir Jha, HR Consultant

Two special interaction programmes were conducted with Mr. Prabir Jha, distinguished HR Leader and Speaker on 'Way Forward in Turbulent Times'.

In the first programme, senior NTPC executives under leadership of honorable CMD as well as ex-NTPC stalwarts including Sh. D V Kapur and Sh. R V Shahi among other luminaries interacted with Mr. Jha on pertinent HR issues.

In the second programme, NTPC HR fraternity interacted with Mr. Jha, joining from all locations across the country, through webinar under the leadership of Dir(HR).



“

**A good coach can change a game. A great coach can change a life.**

~ John Wooden

## Leadership Coaching

The special HR intervention on BUILDING COACHING CULTURE IN NTPC in association with M/s Grow More Avenues which started in February 2020 reached its mid-term in this quarter.

In this intervention, eight BUHs are undergoing ten months long coaching programme from nationally acclaimed coaches.

## Women Leadership Programme

An online women executives special programme was conducted on “Emerging Leaders: Managing stress and balancing home and work during crisis times” in which more than 150 executives participated.

The faculty, Dr. Rajeshwari Narendran, academician and psycho-analyst presented the session taking into cognizance practical difficulties faced by women leaders in day to day life.



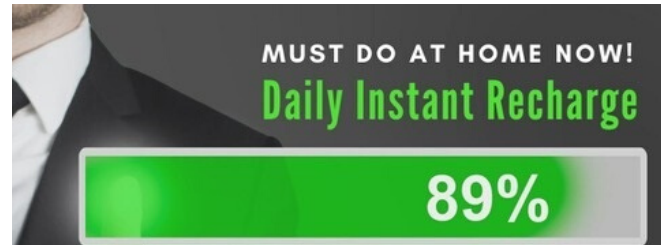


# Employees & Family Programmes

## "Instant Recharge" for Relaxation

A holistic wellness programme is being continuously run in association with the Art of Living not just for employees but also for family members of all ages, to be able to help them stay strong and focused during turbulent times. Guided relaxation, meditation and motivational sessions were held in the month of April (three days) and May (five days) in which hundreds of people participated from the comfort and convenience of their home.

In June, a 4-Day experiential learning calendar programme was also conducted.



## Power of Reading and Storytelling

Due to overwhelming response, two batches of "Power of Reading and Storytelling" were conducted in which employees, their spouses and children in between the age of eight to eighteen participated to learn the art and appreciation for stories. It was an interactive and lively session curated such that stay-at-home period could be aptly utilised towards self-learning.



## Snehal 2.0 : The Employee Assistance Programme

A special six-month initiative called 'Snehal 2.0' in association with Itohelp.net, which is based on counseling services through EAP, has also been extended to employees and family members of NCR Region as a pilot project. The EAP service is available round the clock and is confidential to the users. As a part of services, counseling can be availed on topics like mental health, diet, nutrition, parenting, work stress, domestic violence, substance abuse, among others while a plethora of self-services are also available like podcasts, assessments, reading articles, free webinars and video tutorials.





# Technical/Managerial

## Mental Agility: Re-engineering the Mind

Making Learning Easy for School Children across NTPC, the programme focused on increase in memory control, enhancing the power of thinking, complete change of mindset towards learning, making learning easy and effortless and enhancing self-confidence.

## EBITDA Program for BUHs

Directed in management agenda, the programme was conducted to enable BUH & General Managers with financial acumen, EBITDA, Working with Income statement, Cash flow statement, Profit and loss account & balance Sheet, Gross margins & profit margins

“

**'All the world is a laboratory to the inquiring mind.'**

**-Martin Fisher**

## Technical Programmes

Prominent programmes:

- Understanding New Regulatory Aspects : SCED, Ramp Rate Assessment, New DSM Mechanism
- Enhancing competence on energy and efficiency management (Boiler and AHP)
- Understanding New Regulatory Aspect New DSM Mechanism, Real Time marketing Mechanism
- Basic components of Tariff and Tariff structure 2019-24
- Electrical Protection Philosophy for large Coal Based Plants & EHV systems by L&T MH
- "Effectively Winning Over Power Plant Challenges"-GE Power Way : Focus area -Boiler and auxiliaries
- Redefining CSR priorities and goals



## Samanvay Portal Familiarisation

Aim of the programme was to introduce participants to the following -

- Concept of knowledge management
- How Samanvay a common CPSE Portal is evolving
- Role of NTPC and why is it an important activity
- Exposing participant to use of Platform

## Health and Safety Leadership

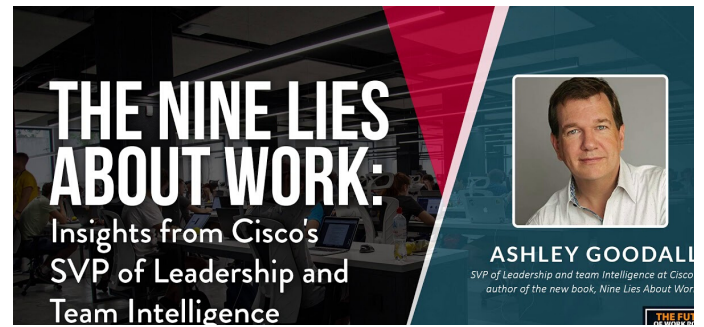
Aim of the participants was to introduce participants to the concept of safety leadership and their role with specific related outcomes. They also had to undertake a project in their respective work area and submit report for which they were awarded certificates by NIST.



# Information Technology

## Harvard Session with Mr. Ashley Goodall Co-Author of "Nine Lies About Work"

PMI arranged for a two hours interactive session by Mr. Ashley Goodall, Co- Author of "Nine Lies About Work" and book published by Harvard Business Review Press for participants of HMM third batch. Mr. Ashley Goodall talked about the myth about the work that employees across the world have in common, and busted a few of them as per the live choice given by the participants. ED(PMI & COE) who had read the book, inaugurated the session and shared his review of the book while interacting with the participants and the author.



## Introduction to AI & ML for Senior Management

A two hours introductory session on AI & ML and its utility to Power Sector was conducted by Prof. Sadagopan, Director IIIT Bangalore on 20th April 2020. CMD, Directors and BUHs of all plants participated in the session

## Managerial Programmes

### Happiness

The program was done online through IIM, Bangalore. It was delivered by Professor E S Srinivas, Professor of Organization Behaviour and HRM. Around 60 HR executives including ED(HR), ED(PMI) and the Regional Heds of HR participated in this program.

### IR and Contract Labour

The program was done online for HR executives in 6 sessions of 3 hours (from 10.00 AM to 1.00 PM) each through Ms Biziga Technologies Private Limited. Shri Saptarshi Roy, ex-Director(HR) also shared his experiences with the participants.



## Mergers and Acquisition and Change Management

The program was done online through Ms Biziga Technologies Private Limited. Shri Saptarshi Roy, ex-Director(HR) also shared his experiences with the participants. The external faculty included Shri Sanjay Mitra Consultant, Shri Shubham Basu Consultant, Shri Diwakar Loshali, Shri Manish Didwania from M/s Whitewater Corporate Advisory, Ms Smruti Shah, Partner, Cyril Amarchand Mangaldas and Shri Anurag Tyagi.

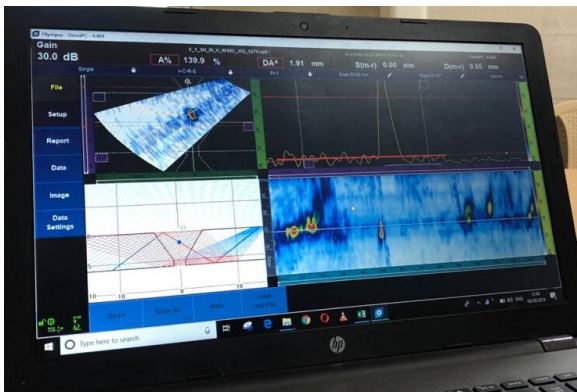




# Technical

## Customised programmes

- Online inauguration of the blended learning modules of 'Level - II Certification program on Phased Array Ultrasonic Testing (PAUT) as per ISO 9712' done
- E-certificate program on 'Best practices in Safety during Operation and Maintenance' completed
- E-soft skills programmes completed -
  - (a) Ease Your Crease
  - (b) Grow Through What You Go Through



## Technical programmes cont..

Special programmes were conducted by PMI on Electrical Safety, Equipment Grounding, Steam Turbine as per the calendar while lectures were delivered on variety of topics like Turbine Protections, Wind Energy Systems, Excitation Systems to RLI Farakka, RLI Simhadri and EDC Mouda.

## Boiler related programmes

SPMI has conducted two on-line Technical programmes through India Boiler dot Com, Vadodara. IBDC have used innovative methodologies like interactive dashboard and recorded video access to the participants.

## World Environment Day

Continuing with PMI's endeavour to provide high end learning through online mode; on the occasion of World Environment Day on 05th June 2020, PMI organized an expert talk by Professor (Dr.) R. Gopichandran. The program was joined by participants across NTPC.





# PMI UPDATES

## VR modules prepared by IT

PPMI had awarded a contract for creation of 50 Virtual Reality Based training modules to M/S Vizexperts. The 3D shoot for creation of VR modules was done at Vindhayachal and Sipat with support from respective RLLs. The story boarding of the Generator - Primary Water Isolation and Condensate Extraction Pump Isolation & Normalisation was completed. Any employee who will undergo training through this module will be able to vicariously get a field experience of operating the equipment, and hence will have a very high retention of the training session.



## Trial Deployment of LMS

### 365

LMS 365 is one of the Cloud Based Learning Management System, which has been authorised by M/S Microsoft to run on Teams. PMI coordinated with the OEM and deployed the three months free trial of LMS 365 on Microsoft Teams. A training on 'How to Use the features of LMS 365', was conducted for training program coordinators of PMI & RLLs. The LMS 365 has many advanced features like registration and attendance through QR scanning, accessing pre-read, pre and post-test, enrolment to session, assessments, assignments, grade book, CEUs, Competencies award, Expiry of Competencies Certificate etc.



“

**If you think education is expensive, try estimating the cost of ignorance.”**

– Howard Gardner

## Preparation of "Handbook for Heads of HR of Projects / Stations"

The Handbook is designed to guide Heads of HR of projects / stations, especially those assuming the role for the first time. It talks in detail about their role, responsibilities, challenges, the competencies required, restructuring of the HR function, legal compliances, handling of media and other external stakeholders (District / Police Administration, MP, MLA, other influential local politicians and villagers, VDAC, labour, PF and Factory authorities), managing contract labour, internal stakeholders (employees, Unions / Association, contract labour unions, CISF /Security) and Industrial Relations environment. Tries to cover the entire gamut of HR activities that needs to be undertaken / supervised by a HR head at a project / station.

## Handbook for Prevention of COVID-19 at workplace and home



### नया दौर New Ways to Work Handbook @NTPC Limited

SOP on Prevention of COVID-19 post lockdown was published by PMI, in both guidelines as well as infographical form.

Link to the e-book is -  
<https://tinyurl.com/y7spv3ao>

## Initiatives taken at NTPC PMI to Safe Guard Their Employees, Associates and Workers against COVID-19

- Thermal Scanning and recording through hands-free Infrared Thermometer is being mandatorily done of all employees, associates Workers coming at PMI
- All the Vehicles entering PMI campus are being disinfected by spraying 1% Sodium Hypo Chloride Solution.
- All the visitors entering PMI campus have to compulsorily use Footwear Disinfection Unit. (refer the picture)
- Foot Operated device are provided on each door to avoid the touching of door handles.
- Automatic Hand Sanitizers are provided at many location of PMI
- Disinfection Work (Sanitization) of PMI is being carried out fortnightly.
- Foot Operated gadgets have been provided in washrooms to avoid the touching washbasin taps with hands.
- Foot operated covered-dustbins have been provided to each employee.







## RLI Simhadri

33 Online Programs were organised by RLI Simhadri in this Quarter which more than 2500 participants participated across the company.

**Maintenance Strategies of Power Plant:** A Practitioner's Experience Sharing of 35 Years - a unique initiative to disseminate knowledge and experience of Power sector veterans who are going to retire has been launched.

**Sharing the best practices:** Zero Demurrages action plan at Simhadri been shared as best practice as the project has been achieving "Zero Demurrage" status from the month of November' 2018 onward.

Some other **notable** technical programmes included -

- Rain Water Harvesting Technique
- Contracts Management Vs Arbitration -A Legal Eagles View
- Ash Dyke Management-Dyke Defines the Destiny of Power
- Water Chemistry during flexible operation

## Updates from RLIs

RLI Sipat  
 RLI Farakka  
 RLI Simhadri  
 RLI Vindhyachal  
 RLI Talcher  
 RLI Solapur



## RLI Sipat

37 Online Programs were organised by RLI Sipat in this Quarter in which more than 2700 participants participated across the company.

A **Case Study Booklet** carrying 10 (Ten) Cases from NTPC has been compiled and is under publication

**Saturday Special** - A special series of programs is being held every Saturday afternoon on self help, health, nutrition, leadership, hobbies etc

Apart from regular technical programmes, **highlights** included

- COVID 19 - Prevention Measures in Ayurveda
- Power of Moments
- Investment Management in Uncertain Times
- Power of Failure

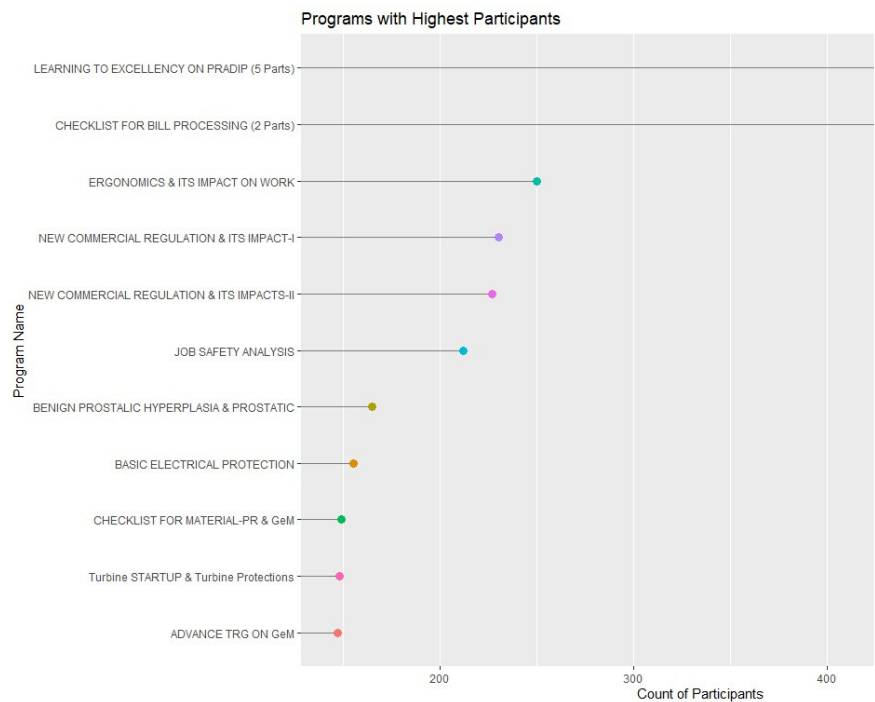


## RLI Vindhyachal

RLI Vindhyachal organized 38 online programs covering 4572 participants from different stations of NTPC. The programs focused on building technical and functional competencies. Some the best faculties delivered these programs. The programs were well received by all .Some of the **notable** programs are:-

- Safety trends at NTPC & its learning
- Ergonomics and its impact on work
- Combustion modification work
- Learning to excellency on PRADIP
- Checklist for bill processing
- Advance training on GEM
- Disaster management

A graphical presentation of the reach of the top ten programmes is given in the picture.



“

**Knowing is not enough; We must apply. Willing is not enough; We must do.**

~ Bruce Lee

## RLI Talcher

Some of the **prominent** programmes conducted by Talcher are:

- Principles of Safety
- Coal Handling Issues and Challenges
- PRADIP training for the region (ER-II)
- Classes for Darlipalli Trainees on PPF, HR, fin, C&M, PTW, and all technical subjects
- Generator Protections, Excitation
- Gender Sensitisation,
- Superannuation benefits

## RLI Solapur

•A **new initiative** of Certification Program on Solar Energy Masterclass from Zero to Hero was initiated. It is an online course by Udemy.

Other **highlights** include -

- Energy Storage
- NTPC's Life Saving Rules
- Zero Deviation Document for Waste Management in NTPC
- Legal Frame-work in India for Environment Norms
- Earthing and Lighting Protection system
- Gas Turbine- Problems, Failures & Emergencies and
- Increasing Reliability of Gas stations - Outage Reductionfor Anta, Kawas, Jhanor, Ratnagiri



## RLI Farakka

Inaugural of **Pragya - Pratibimb**: Farakka initiated online knowledge/experience sharing series which was inaugurated by Shri DSSG Babji , ED Farakka

Out of several technical programmes that were conducted by RLI, some **mentionable** are:

- Applications of Machine Learning and Artificial Intelligence in Energy Sector
- Executive Coaching : Motivating Self and Others for Challenges
- Proper O&M Actions for Efficiency and APC improvement
- Cooling Tower Performance
- 



## The Learning Tree: Buzz and Trends in L&D 2020



### **Anytime, anywhere learning model**

Using micro-learning for effective training - This efficient delivery of learning is essentially breaking down information as bite-sized learning modules for better long-term retention of skills and knowledge.

**Gamification and experiential learning** - Providing personalized learning paths to employees complete with leader-boards and scores

### **Adapting to WFH - The de rigueur way to work**

As Josh Bersin, renowned L&D consultant suggests, following 5 ways will help enable work-from-home if needed:-

- **Tools** - Employees need to have great technology at home that is integrated with workplace
- **Rules** - Make rules on dressing up for conference calls, what needs to be done about compliance and personally identifiable data, and the like.
- **Norms** - Managers need to formulate WFH norms and make these clear to the staff
- **Culture** - Building trust becomes more crucial now with distantly located teams working together for a common purpose.
- **Resilience**- Employees need to understand how they can maintain a sense of productive and positive contribution when they are at home all day.

For queries or suggestions, please email to [kenashree@tpc.co.in](mailto:kenashree@tpc.co.in)