
A REPORT OF
National HR Summit on
TRANSFORMING HR:
INDIAN POWER SECTOR





Enabling
Multidimensional
Sustainable Growth

National HR Summit on
TRANSFORMING HR:
INDIAN POWER SECTOR

21-22 Jan, 2016 | Hotel The Ashok, New Delhi

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FROM THE DESK OF **DIRECTOR**



Dr. H Chaturvedi

Director
BIMTECH

It is a matter of great pleasure that BIMTECH and the National HRD Network, in association with Deloitte and Power HR Forum have conceived and successfully organized the National HR Summit on **Transforming HR: Indian Power Sector** on Jan 21-22 2016 under the leadership of Prof K K Sinha. This report is an effort to capture the wisdom and experiences shared by the stalwarts of management education and Indian Power sector like **Padma Shri Dr. Pritam Singh, Chairman - LEAD Centre, Mr. R V Shahi, Chairman, Energy Infratech Pvt. Ltd.** and others who were not only responsible for policy initiatives and implementation for the entire Power Sector in India but are also acting as the guiding force for the restructuring of power sector in the country for future.

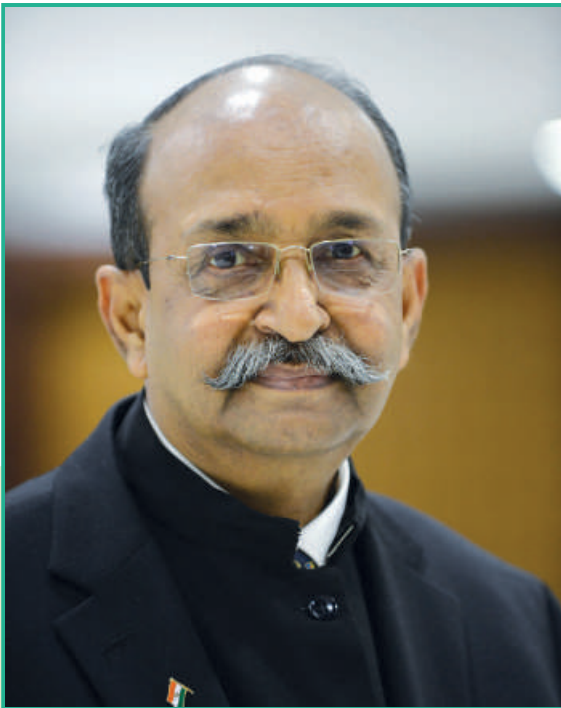
No nation can grow and succeed in providing quality infrastructure and amenities to its citizens without power. Power shortage is a significant impediment to India's ambitious plan to be a global super power. India's power sector is one of the most diversified, therefore, more comprehensive policies should be proclaimed for the development of hydro potentials and renewable energy resources at a faster pace to ensure our commitment towards sustainable development.

The effectiveness in dealing with rapid and radical change requires pertinent HR strategies. Under the current changing scenario, finding leaders who possess a vision, versatility, emotional strength, understanding, execution and people orientation might be a challenge along with the challenges of attracting & creating skilled human capital. The present report highlights the salient deliberations on these issues by the renowned HR professionals and experts of Indian Power Sector.



No nation can grow and succeed in providing quality infrastructure and amenities to its citizens without power

FROM THE DESK OF DEAN



Prof. K K Sinha
Dean-Development
BIMTECH

HR is the prime mover of all the businesses. Right since the 5th century BC when Protagoras propounded the doctrine of '*homo mensura*' ('human beings are the measure of all things'), HR has been the key area. In today's VUCA world marked by Volatility, Uncertainty, Complexity and Ambiguity, everything needs faster reaction and response. Same goes with the policies and strategies for acquiring, managing and retaining talent for the fast moving world of power sector, both nationally as well as globally. In today's era of global cooperation, skilled and trained manpower under a committed and value based leadership remains as the only competitive advantage for a business.

India is at an evolving stage in its growth story. A viable energy strategy is critical for sustaining this growth. Coal, Power and Renewable energy has been brought under one ministry by the new government. Any integrated power sector planning has to take into account different scenarios and strategies to deal with them. Similarly, any HR policy has to accommodate HR implications of the different power scenarios.

Present report has comprehensively showcased the deliberations and discussion of the industry leaders and think tanks on the specific people related issues pertaining to Indian power sector of today and tomorrow. The report is designed in the form of detailed discussions of the speakers in 6 sessions, comprising of inaugural session, 4 sessions as panel discussions on various sub themes and the valedictory session. Deloitte has been a knowledge partner in designing and streamlining the theme of the summit presented the theme with their research and also moderated session bringing in lot of value. This report also covered the inputs, meticulously surmised by team Deloitte and BIMTECH.

Presenting the Report to different stakeholders gives BIMTECH a sense of deep satisfaction. The objectives of the **National HR Summit on Transforming HR: Indian Power Sector** and the report submitted thereafter will be truly actualised if it could play some role in developing a clear insight and understanding of HR challenges and the way forward on the path of growth and development of power sector in India.



Any integrated power sector planning has to take into account different scenarios and strategies to deal with them



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A brief Introduction of the Sector

In 1910, India had a very poor capacity to generate power which ultimately resulted in shortage of power all across the country. The Electricity Bill, introduced in 2003, was a major boost to the power sector as it introduced power trading and created and de-regularized the power sector. Since then, amendments to the Bill have further helped in generating power for the country. In the last decade, we have managed to significantly improve our power generation capacity which is in line with our aim to become the 3rd largest GDP in the world by 2030. Though, in order to achieve this, substantial improvements still have to be made in efficient execution of projects. Even with a high power generation capacity, there is significant power shortage in the country due to increase in cost of power generated through renewable sources of energy and also due to inefficiency of distribution channels which vary depending on the state.

The power sector is going through a major transformation due to the emphasis of power generation through renewable sources of energy such as solar energy and wind energy. This has

also led to a number of technological changes that have happened in the last few years. The power sector must also be supported with a well-built infrastructure to be able to cope with the many changes that are taking place. Along with this, there is a need to focus on the HR strategy of all the stakeholders of the power sector which will pave the way towards inclusive growth and will help tackle problems such as skill development, talent acquisition and advanced learning techniques.

Challenges for HR in the Sector:

The effectiveness of HR strategies would be instrumental in dealing with rapid and radical changes happening in and around the sector. Talent acquisition and management is a major concern in this sector as attraction towards public sector enterprises has declined substantially over the years. Major HR concern involves new adopting new methods for recruitment and training employees. The new generation of workforce, also called the Millennials', expects a dynamic workplace, a strong culture and a diversified profile. The



There is a need to focus on the HR strategy of all the stakeholders of the power sector which will pave the way towards inclusive growth and will help tackle problems such as skill development, talent acquisition and advanced learning techniques.

transformational changes taking place in the sector would require employees to be well trained. Skill development becomes a critical part of the development process for the existing workforce.

Building a leadership pipeline also becomes a critical challenge area for HR in the current scenario. Leadership pipeline can be built by proper selection, training and development and appropriate succession planning at all levels. A culture of innovation needs to be built in order to imbibe the same within the employees. This is required as the sector is witnessing innovation in every aspect of power generation. With the emphasis on generation of power through renewable sources of energy, manpower requirement has increased considerably. It becomes the responsibility of the HR domain to ensure a balance of manpower cost vis-a-vis increase in manpower count.

Another major challenge that the employees face in any organization is non-resolution of queries and grievances. An efficient mechanism to handle employee grievance should be the first step towards keeping employees engaged. Also, not all employees would readily share their problems with HR or any concerned body; hence it becomes even more important to implement good ground sensing mechanisms which helps resolve queries before they have any negative impact on employee morale. Formation of committees such as Joint Bipartite Committee for Coal India (JBCCI) is one step that Coal India took to handle issues between employees and the management. Every organization should ensure involvement of employees in committees such as canteen committee etc. to create a better workplace.

Many organizations also conduct employee engagement surveys but do not take the necessary steps following the results of the survey. Appropriate actions needs to be taken to create a positive environment and keep the employees engaged. Minor activities such as birthday/anniversary, farewell celebrations etc. also ensure that employees feel valued in the workplace. Employee participation has been

unanimously identified as a medium for ensuring engagement among employees. To improve in this aspect, the medium of communication must be strong in any organization. Involvement of employees in the decision making process, which is also referred to as 'participative decision making', is also critical for an engaged workforce. Organizations that effectively capitalize on the strengths of all employees and leverage their differences and unique values have the most engaged employees.

The focus should be towards having a committed workforce than a cheap workforce. In order to have a successful dialogue with the labors, 3 major factors have been identified: Freedom of association, Freedom of representation and effective grievance handling. As per CITU, demand creation should be the focus keeping in mind the economic situation of the country. Lack of demand has led to reduced investment from the private sector and export, too, has been plummeting. Demand creation cannot be achieved without ensuring unfettered trade union rights. An ever expanded indigenous demand can be achieved through guarantee of quality collective bargaining.

An alarming trend that was referred to was the increase in number of contract workers for regular operational jobs. The proportion of contract workers has already crossed the 50% mark on an average in the PSU's and it is even more in the private sector. Even after the significant contribution of these contract workers towards production, productivity and profitability of organizations, they are victims of exploitation with respect to employee contracts including wages, benefits, social security etc.

There is hardly any company in the power sector that has been able to anticipate the regulatory changes, environmental changes and changes in customer expectations. HR should understand business and its dynamics thoroughly. They should predict the impact of this changing business dynamics on people. Currently, 80% of the electricity comes from fossil fuel and 20% from renewable sources of energy. To bring



down the portion of fossil fuels, we should look at the latest technology. Also, to adhere to the changing compliance norms, there are high investments and changes required in fossil fuel based plants. Focusing on training in new areas should be proactively managed by HR. There is need to strategize on how to relocate and manage the employees of the plants which have been closed down due to regulations. Promoting innovation should be the key focus for HR.

To address the issue of skill gap the engineering institute should look at some courses specific to Power sector. 90% of power sector population being from engineering background, it is essential for them to understand the depth of industry and way of operations. The courses could be of 3 years' graduation in power sector or a sandwich course of Mechanical Engineering and Power Engineering etc. The government is designing state specific action plan for power sector companies which help in building 24*7 electricity networks. These state specific action plans will help in estimating the manpower needs in power sector. HR should look proactively at these and make a strong talent plan.

The overall theme of the National HR Summit revolved around the challenges inevitably imposed upon the sector in the VUCA world. The stalwarts and visionaries, who attended the Summit, envision that these challenges can be addressed effectively through Visioning, Understanding, Communicating and Adapting. These could be the core competencies that can help the professionals in managing VUCA world. Clear career path attaining leadership position and building an employer brand through beliefs and culture can be the tools to tackle the issue of attracting and retaining talent. It is important to focus on non-engineering core talent which also is critical for power sector; especially talent in the areas of Legal, Regulatory and Finance. A special focus should be given to build and grow the talent of the power sector as we need to be prepared for fighting and winning The Corporate Mahabharata which is destined to be fought in India.

SESSION

1



Day-1

Session	Programme
Session - 1	<p>09:30 AM – 11:00 AM</p> <p>Inaugural Session</p> <ul style="list-style-type: none"> • Welcome Address: Dr. H Chaturvedi, Director, BIMTECH • Contours of this Summit - Its Landscape: Mr. U P Pani, President - Power HR Forum & Director (HR), NTPC Ltd. • Theme Alignment: Mr. Ajit Mathai, Director, Deloitte Touche Tohmatsu India Pvt. Ltd. • Keynote: Mr. R.V. Shahi, Chairman, Energy Infratech Pvt. Ltd. • Inaugural Address : Chief Guest Padma Shri Dr. Pritam Singh, Chairman - LEAD Centre • Vote of Thanks: Mr. Kamal Singh, Director General, NHRDN





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Mr. U P Pani

President - Power HR Forum &
Director (HR), NTPC Ltd.

Mr. Pani, Director (HR), NTPC, is a graduate in Electrical Engineering from BITS Pilani and joined NTPC in November 1978 as Executive Trainee. He worked as Business Unit Head of NTPC-SAIL Power Co. Ltd. at Bhilai and Durgapur. He was Head of NTPC Kahalgaon project, and later the Regional Executive Director (Eastern Region-I) till February 2013 where he steered a number of HR initiatives.

In his present role, he is responsible for the entire HR functions of NTPC. He is also responsible for the Power Management Institute (PMI) of NTPC and other corporate functions such as Resettlement and Rehabilitation, Corporate Social Responsibility, Medical Services and Corporate Security and Coordination. He is also Chairman in the Board of Aravali Power Co. Pvt. Ltd. and Patratu Vidyut Utpadan Nigam Ltd.

SESSION 1
Inaugural Session


Majority of power generation in India is through thermal, ie 1, 98,484 MW. Out of this, Coal contributes to 1, 17,018 MW, Gas contributes 24,473 MW and Oil contributes 994 MW. Installed capacity of hydro power is 42,623 MW, nuclear is 5,780 MW and renewable is 37,415 MW. Electricity generation in 2014-15 was 1048.673 billion units, while in 2013-14 it was 967.15 billion units, representing a growth of 8.43%. Till December 2015-16 the figures were 829.849 billion units. Power deficit position of 2009-10 to 2014-15 has gone down from 83,950 million units i.e. 10.1% to 38,138 million units i.e. 3.6%. Peak deficit has also gone down 15,157 million units i.e. 12.7% to 7006 million units, i.e. 4.7%. Per capita consumption of the country has increased from 778 kWh to 1010 kWh.

Electricity Amendment Bill 2003 was enacted by the Parliament to consolidate the earlier laws to bring forward open access and power trading etc. Bill 2014 is under consideration to govern the sector better and will have a significant impact on the power sector. Bill also aims for promotion of renewable energy, open access etc.

Organizing a national level summit on Transforming HR in the Indian Power Sector is a proactive step to identify inputs to develop HR strategies to deal with forth coming changes in the business environment. The sub themes identified in the Summit like talent management, leadership building, engagement and employee relations are some of the most critical issues that need to be addressed in the present scenario. These sub themes will direct the deliberations towards identifying ways to deal with various power sector challenges.

HR Challenges for the future include the following:

A) Talent Management is a challenge for HR in Power Sector. It is difficult to attract young graduates to work in this sector because of remote locations. The power sector today is unable to attract best talent despite attractive salaries, perks and immense opportunities for a meaningful career. The sector needs to showcase the opportunities and create awareness amongst the young talent.

- B) Addressing the manpower requirements of upcoming renewable energy projects will be another challenge, since the current educational set up would be unable to provide the skill set to deal with this.
- C) Further, to be able to provide adequate training and working environment to enable them to work well and to tap their capabilities is also a challenge.
- D) Another important area is Leadership building which involves ways of building leadership in the organization through selection, training and development, succession planning and providing supportive environment to unleash the potential of the people of the power sector. At the same time, there is a need to create deeper employee engagement. This would result in elimination of differences and creation of an environment of peace, harmony and trust which is very important for employees' growth and development.

Government of India aims to provide 24*7 power across the country by 2019. This would mean doubling the current production capacity to provide electricity 24*7 for residential, commercial, industrial and agricultural use. HR has to enhance understanding of business and devise ways of managing all the stakeholders including workforce, especially contractual workforce.

In order to deal with cut throat environment, HR has to ensure reduction in the cost of generation of electricity as well as in man power cost. There is immense opportunity in power generation, distribution, transmission and equipment.





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Mr. R.V. Shahi

Chairman, Energy Infratech Pvt. Ltd.

Mr. Shahi held the position of Secretary to the Government of India, Ministry of Power from 2002 to 2007. In this position, he was responsible for policy initiatives and implementation for the entire Power Sector in India. During his tenure, the Indian Power Sector went through a major restructuring with the institution of the Electricity Act, 2003 and subsequent National Electricity Policy, 2005 and National Tariff Policy, 2006 and many more.

Mr. Shahi is a Graduate in Mechanical Engineering, Post Graduate in Industrial Engineering and Business Management and Diploma in Advanced Industrial Management (Delft, Holland). Presently he is Chairman and Managing Director of Energy Infratech Private Ltd., a Consulting Company in Engineering and Project Management. He was Member Convener of Advisory Group on Power, Coal and Renewable Energy set up by the new Government, and Chairman of Task Force on Power Sector set up in February 2015 by Government of Rajasthan.



SESSION 1 Inaugural Session



Effectiveness of an organization will depend on the HR strategies. Human resource is behind everything that happens within an organization and people make the difference. There is a direct and proactive role that HR is expected to play. There is disconnect between the capability of HR to deliver to the company and what it has been and is able to deliver. When an organization is undergoing recessionary or financial pressure, industrial relations crisis or sickness, then we need to think about ways to transform the organization. The transformation can be brought about through interventions by internal people who know the company or by external consultants who advice about the course of action to bring desirable changes.

When I joined NTPC people were very skeptical about the performance of NTPC since the sector as such was doing very badly. NTPC was preparing a business plan of 80% plant load factor and to generate profits when the whole sector was in loss and was not even able to do 50% capacity utilization. We were convinced that though the technology and coal will be same as provided by BHEL and Coal India, but it is our people who will make the difference. And people did make the difference.

There are a number of organizational challenges and sectoral challenges. Ten years back the generation capacity in India was not adequate and so we had shortages, load shedding and industry was complaining. Many changes have happened in the last 10 years and many more changes will happen at a much faster pace in the next 5 years. There are a lot of changes happening at a very rapid pace which we have not been able to anticipate, recognize, accept and prepare for. Therefore the theme of transforming HR is very relevant today. For instance, today it is a major challenge even in established power sector companies and one of the most reputed companies such as NTPC to attract talent to work. Earlier when NTPC was relatively new, then also we could attract the best of the talent from the market. Technology changes are routine now and new start-ups are being talked about. Young management graduates and technical hands are having different types of approaches and expectations.

Succession planning has to be done effectively. HR strategies have to be aligned with effective succession planning within the organization. The challenge is to predict future changes. One of the major gaps in HR is the ability to predict the future. For instance, we could not anticipate that people would want to work for IT sector instead of power sector or that climate changes will be very important factors. There is hardly any company in the power sector that has been able to anticipate the changes that are taking place in this sector. There are regulatory changes, environmental changes and changes in customer expectation which in turn are driving the change which HR is expected to tackle. The major issues are in the distribution sector and the HR in this sector is the weakest.

Within one year, number of changes have happened. There has been hardly any organization in the power sector which could anticipate any of these and prepare to cope with them. Regulatory, environmental, technological and technical changes are happening. But the most important are the changes in the customer expectations.

HR is the change agents within an organization. Change agents with their ability to persuade and assert, need to acquire important role which cuts across the organization and is not confined to any department. Further, people in HR need to prepare themselves to understand the technology of tomorrow and communicate the management about the changes that are anticipated and steps to be taken to cope up with these.

Attracting talent is a challenge despite good working conditions. We have not been able to project the benefits of this sector to the new recruits so that they opt for working in the power sector as against any other area.



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Dr. Pritam Singh
Chairman - LEAD Centre

Dr. Pritam Singh is considered as one of the global gurus in the area of leadership. He is a midas touch leader having the distinction of giving direction to IIM-Lucknow, Administrative Staff College of India (ASCI), IIM-Bangalore and MDI- Gurgaon. In his 45 years of career as a Management Professor he has mentored around 200 CEOs and organized 50 board level workshops. He has worked on the boards of more than 100 companies and academic institutions.

Dr. Singh has authored 7 books of which 3 are award winning. He has published around 70 research papers in both national and international journals and is a well known speaker at various Indian and Global forums. A proud recipient of countless awards, the Government of India acknowledged his contribution in 2003, by conferring on him the prestigious Padmashri.

SESSION 1
Inaugural Session


The concept of looking backward and forward should be utilized to understand the journey of power sector. The organizations which are doing very well should be much more concerned and alert to secure and maintain their place. Same is true for NTPC and Power Grid which are the most robust players in the power sector. This is very important as the organizations' survival comes in danger when they do not look ahead. Great organizations always look ahead otherwise their survival is in danger. If we keep track of Fortune 500 companies in 1950, out of these 500 companies, only 14% were surviving in 2014 and the others were not a part of the list. This implies that if today we are able to do very well, it is not a guarantee that you would always excel.

There is a need to restructuring of the mind set of people and the structure of the companies today. We cannot manage solar energy with the mindset of thermal or hydro power. Just in case the whole transmission technology changes then where would the company likely to be? Changes in the transmission technology, increased use of solar energy and changes in the competitive world require a restructuring of Indian power sector. The power sector needs to retrospect about its preparedness in case of innovation and change in the type of energy used. While we talk a lot about strategy and R&D, but do we have any public enterprise in which there is a person from the strategy or R&D as the Director?

When we see the number of patent rights per million population, India ranks at a dismal 17 per million whereas China is at 700, America is at 2000 and South Korea is at 5000. In India, both public sector and private sector organizations tend to assume that we would always import technology to do the business. However, it is very costly to import. There needs to be a thrust on 'Innovate in India'.

Initially the world was governed by America, Europe and Canada. In due course of time, Canada was replaced by Japan. Thereafter, Japan was replaced by China. The next thing in future we are likely to see is that the world is governed by America, China and India. We need to be prepared for this scenario. The whole corporate Mahabharata will be fought in India. All the great corporate would be coming here and they would be fighting for survival and excellence.



In case we try to analyze the 14% companies which have survived in the Fortune 500 list, there are three factors responsible for this. The first is the people power. In case of all the great companies, like GE, Siemens, Bayer, etc the people power has been the main focus. The second is innovation, which implies doing things differently and doing different thing.

In companies where the CEO has been appointed from outside, in most cases the basic DNA of the company was disturbed and a lot of harm has been done to the organization, as compared to the organizations where the CEO is from within. Power sector also require a thoughtful selection of leadership. HR has to confront and ensure that it acts as the fighter, builder, architect and mentor for the company. Roles and responsibility of HR in providing a charismatic leader who can act as a strategic partner and assist in R&D should be clear and precise.

The nomenclature of HR should be replaced with Organization Development and should include strategy and R&D also within its purview. We need to encourage innovation audit in organizations. HR needs to re-invent its whole strategy and be ready to take the risk. Smaller players today are denting the performance of larger players today. HR needs to keep updating the competency model. Whatever competencies were relevant a few years back might not be required currently because competency need to be contextualized. Business is more and more moving towards becoming a world of war. So we need warriors and therefore this competency needs to be built in the people.

The theme of the Conference has been beautifully designed, which has very contextually set the business priorities. The context of the previous session was moving around the volatility, uncertainty, complexity and ambiguity of the power sector of tomorrow. Another context brought forward by Dr. Pritam Singh is Innovation. How do we look at Innovation? What does HR need to look at Innovation? How Innovation should be linked with all other aspects like career progression, attracting talent, looking for and preparing within, the talent for tomorrow. There are lots of questions under this umbrella of Innovation.

Talent management is closely linked with employment Brand. While we certainly have the employment promise in this sector but we do not have the employment brand. The brand of the power sector specially is PSUs is comparable, the employment promise is enormous in terms of Job content, the learning, the environment and the payouts, but yet the brand is not that strong. What do we need to do to do talent management? Very early in the career of an employee it is important to infuse business in the mind of employee. It is the responsibility of HR to create flexibility in the mind set of employees to help him cope in the VUCA world.

It is important to manage the careers of employees who are probably at the bottom of the pyramid and are very important for the functioning of the organization. There are challenges of multiple types of employees in an organization. At this juncture when power sector is going through a transformation by way of



Mr. Ajit Mathai

Director, Deloitte Touche Tohmatsu India Pvt. Ltd.

Mr. Mathai is a Director at Deloitte Touche Tohmatsu India Pvt Ltd based at Chennai. He is an Industrial Engineer from REC, Trichy with a post-graduation in HR from XLRI, Jamshedpur with over 24 years of experience. He has specialised in Institutional and Sectoral Reform and Development building, with specific focus in the Education and Government Sector, State Utilities and PSUs. He has led large integrated assignments with international agencies such as DfID, World Bank and IFC.

His expertise is in building Institutional Alignment involving Business Process Reengineering, Organisation Restructuring and developing Monitoring and Review Mechanisms. He has a strong understanding of Skill and Talent Management and is an expert resource in Institutional Capacity Building. He is an Executive Committee member of AMCHAM Southern Chapter and leads the HR sub-committee.



smart grids, mini grids, solar energy etc we need to understand how we are going to respond to it. The challenge before HR is to prepare a workforce which was previously customized with a conventional career progression model, for an entirely different situation where solar and unconventional energy is driving the sector and are thereby posing requirements for a unique skill set.

The challenge is not only the technology or the transformation taking place in the sector. If you work on the principle that the government and the organization have to work to realign with the business, you should be ready to tackle the challenges from a corporate governance point of view. One needs to be very clear about the role of the Board and the HR Director. Are we going to have an improved delegation structure of empowerment in this nature of business of tomorrow? Government and the organizations need to reorient themselves from the corporate governance point of view to find the answer for these questions.

Distribution of power is going to see the maximum change and everything else is going to be back ended by it. Finally we need to understand the impact that changes in distribution strategy will have in the context of Talent Management. Lastly we need to draw upon a plan for addressing the issue of sustainability, which cannot be done under compulsion, overnight? How do we nurture it from the point of view of talent management is an area to ponder upon.

We are in the threshold of fairly significant transformation which is going to affect us. Information Technology has and will continue to make significant impact on human resources. There is a comprehensive, dynamic and vibrant eco-system involving Generation -Transmission – Distribution of Power which is undergoing a significant transformation in present times and next few years. The 3Es are important: Energy as a driver of Enterprise and Employment.

SESSION

2



Day-1

Session	Programme
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Session – 2	11:30 AM - 01:00 PM
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“Challenges of Changing Power Sector Scenario”.

India's business world is witnessing a new vibrancy and the bars are being raised. The new dispensation in the country is committed to providing 24X7 power to the people including to those in the rural areas as demonstrated by the 'Jyoti Gram Scheme' in Gujarat. Initiatives like 'Make in India' call for Power supply at par with that in global industrial hubs. With up-scaling of national aspirations in the form of 'smart cities' and bullet trains, the need for world class power supply cannot be overemphasized. A new thrust is being imparted on non-conventional energy sources. The targets have been radically increased. There is a need to examine and assess the changes emerging in the Power Sector, consequently needing alignment of HR initiatives to the emerging changes. The effectiveness of dealing with rapid and radical changes hinges on the effectiveness of HR strategies. HR changes and challenges are cross-cutting, impacting all the sectors of the economy and industries. Yet, it is pertinent to look at sector specific HR scenarios in the context of sector specific business scenarios. Any integrated Power sector planning has to take into account different scenarios as also the strategies to deal with them. Similarly, any HR Policy has to accommodate the HR implications of the different Power scenarios. Truly speaking, HR is a strategic business partner.

Panel Discussions

Panelists:

- **Dr. Anil Sardana**, MD, Tata Power
 - **Mr. A K Jha**, CMD, NTPC Ltd.
 - **Dr. Ashok Balyan**, CEO - Oil & Gas Business, Reliance Group
 - **Mr. Atul Sobti**, CMD, BHEL
 - **Mr. S K Chaturvedi**, Chairman, Joint Electricity Regulatory Commission
- Chairman & Moderator: Mr. R.V. Shahi, Chairman, Energy Infratech Pvt. Ltd.



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Dr. Anil Sardana

MD, Tata Power

Mr. Anil Sardana is the CEO and Managing Director of Tata Power since 1st February, 2011. Till 31st January 2011, (beginning August 2007), he was the Managing Director of Tata Teleservices Limited (TTSL) and Tata Teleservices (Maharashtra) Limited. He was also the founding Managing Director of Tata Power Delhi Distribution Limited (TPDDL) formerly known as North Delhi Power Limited (NDPL), the distribution arm of Tata Power in Delhi for nearly four and a half years, having taken over in that capacity when the company was set up, and is credited with having spearheaded the dramatic turnaround of TPDDL.

Time is ripe now to get a new economy in the sector. Power sector has not innovated enough. The people have also not been groomed enough to innovate in this sector. There is soon going to be new paradigms of approaching and handling customers. Suppliers and buyers are dismantling themselves and Decentralized Distributed Generation (DDG) is going to be the solution. Customers need to be supplied with new formats and therefore the sector needs to build new options. This requires for a completely different HR perspective.

While succession for senior leadership is a very important part, it is important that we get some fresh blood from outside in the middle level laterally in some specialized domain or expertise. Initially we try to get people through internal job postings. In case the required competencies are not available with the current set of people we try to get them from outside the organization. There is a long way to go in making the power sector more customer centric and HR friendly. Selecting young talent and providing them mentoring and training under stalwart leaders is one such intervention which would allow HR to prepare a leadership pipeline. It also gives an insight about where the organizations need to realign and redesign.

There are a few HR interventions which could help to bring about changes in the distribution area. The mindset of distribution employees is that they are obliging the customer. It needs to be changed to be more customer-centric so that we have service at the door delivery. We need to earn the right of customer accepting us as service utility provider. Changing the mindset is the first aspect to be considered. Secondly, advocacy and soft skills are needed to be imbibed in the employees. There needs to be a change in the mind set of working in large projects to working on storage systems and fuel cells. HR needs to play the vital role in training to converting people's ability in this direction.

SESSION 2
 “Challenges of Changing Power Sector Scenario”



Mr. A K Jha
 CMD, NTPC Ltd.

Mr. A K Jha, CMD of NTPC, is a graduate in Mechanical Engineering from BIT Sindri, Ranchi University and a law graduate from Delhi University. He joined NTPC in 1977 as Executive Trainee and was directly associated with NTPC's flagship Project, Singrauli, as part of the erection team. He has a rich experience of more than 38 years in all the areas of Power Project i.e. Design and Engineering, Project Planning and Monitoring, and Project Construction and Management. He joined NTPC Board in July 2012 as Director (Technical) where he was responsible for concept to Investment approval of projects, complete engineering during the development of the project, engineering support, repair and maintenance. He is also responsible for Research and Development, induction of environment friendly technologies, Information technology initiatives and Environmental Engineering.

Power sector today is going through a phase of churning. Internationally, people are not clear about the shape it would take in next 10 years. In view of the large scale disruptions in the renewable sources, people are predicting that the era of large size base load power stations will soon be over. The base load would be on customer's roof top, they would have their own power generation and would depend on the grid only in case own generation is not available. Employees would need to learn to adjust to these changes that are likely to happen in near future.

With the kind of disruptions happening in this sector, we need different kind of people to steer through this phase. The biggest challenge for HR is to get the right people with adequate skill set to manage the 1, 75,000 MW of renewable sources. In Tilonia, training has been provided to illiterate people and they are managing the solar plants very well. There is need to change the style of managing the large sized solar plants. At the same time, there may be opportunities for job creation for people who may not have the qualification or are not literate.

There are a number of environmental and technical challenges. The major challenge for HR is to train people to handle these issues and challenges coming up in the sector. Further, we need to recruit people who may not be gold medalists but ones who have the right aptitude; adaptability and openness to new ideas to steer through these changes. Major concern is to adopt new methods for recruitment and training employees.

Succession planning is an efficient tool to have leadership pipeline ready. Succession planning does not stop with nominating successors and it should be continuously realigned with market trends, business strategy and talent developments. Effective plans include strategic alignment, talent process integration, technology and a data driven approach. NTPC has been very effectively managing it successfully under the leadership of its past leaders.

The sector requires that organizational commitment is inculcated in each employee. Organizations should start with strategy and the roles that drive the business— and focus on developing, motivating, retaining and providing growth and career opportunities for key leaders. Rotation of people who join at the position of General Manager is also an appropriate strategy to prepare them for future leadership roles.



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Dr. Ashok Balyan

CEO - Oil & Gas Business, Reliance Group

Dr. Balyan is a Topper from IIT, Delhi in M.Tech. and a Ph.D from Germany. He is presently the CEO – Oil and Gas Business, Reliance ADA and prior to this, he was MD and CEO of Petronet – LNG Limited. He started his career with the Shriram Group in New Delhi, before joining ONGC in 1976.

In his over 30 years with ONGC he rose to Director (HR) and Director Incharge of Business Development in 2003. He has served in areas as diverse as R&D, drilling, Project Management monitoring of exploration activities, developing long term perspective plan and Corporate Affairs. He has been on the Board of several subsidiary/ JV Companies of ONGC and has several professional associations to his credit. He has received a large number of awards and recognitions including Inspirational Leader of the Year – World HRD Congress February 2010.

Energy sector is a very organized sector but it has not being recognized as a very friendly and attractive place for the young talent. The company needs to be a magnet for the talent. Power sector is highly structured, rigid and overly regulated. Companies have a set business model for years. Today when the customer preferences have changed and the major users have changed, the business models of the power sector have become outdated.

A large number of changes are in the horizon. New cadre of employees with high customer relationship, people connect are the new competencies that HR needs to develop in the employees to cope with these environmental changes. HR needs to introspect whether the changes brought about in the HR processes are in sync with the changes in the environment.

Generating companies have to change with the present dynamics of the market and there should be a movement towards providing a challenging work environment to the young people of premiere institute. The HR's role is very crucial in ensuring how the sector can give them a clear picture about their career and career progression in the sector.

SESSION 2
 “Challenges of Changing Power Sector Scenario”



Mr. Atul Sobti
 CMD, BHEL

Mr. Sobti is the Chairman and Managing Director of Bharat Heavy Electricals Limited. He has a rich repertoire of diverse and versatile professional experience of 35 years, working in various capacities in all major segments of BHEL including International Operations; a major manufacturing plant of BHEL at Hyderabad; Corporate Planning and Development; New Capital Projects and Project Engineering; and Systems Integration Divisions at BHEL Hyderabad and Bangalore. He has been instrumental in strategizing and securing a series of orders from various state utilities and is also Part-time Chairman on the board of Raichur Power Corporation Limited. Mr. Sobti is a Mechanical Graduate Engineer with Post Graduation in International Management and Diploma in Project Management. He has also undergone Advance Management Programmes at IIM, Ahmedabad and Asian Institute of Management, Manila.

Power sector is the prime mover for the economy of the country. Unfortunately in the last 2-3 years power sector has been hit by various factors. The annual rate of power ordering which was 25-26 gWs from 2007 to 2010 has reduced to less than 10 gWs. The uniqueness of the situation is that while on one hand there is an unmet demand and on the other hand many of the states have claimed to be power surplus. There is a ray of hope in the form of UDAY scheme and other such initiatives which has almost 15 states within its coverage. Power sector requires 3 lakh people in the 12th and the 13th plan period. Despite large number of graduates qualifying every year from engineering colleges, ITIs and management institutes, employability is a very big issue. The curriculum is not updated and academic- industry partnership is also weak. Focus on training is also weak.

Attracting the young generation is one of the challenges, as they are more attracted to the service sector. The results of the survey on Great Places to Work for in 2015, shows that, out of 25 companies, 7 belonged to the manufacturing sector and of these none of the companies were from the power sector. Job satisfaction, work life balance and congenial atmosphere at the workplace, are some of the magnets with which power sector can attract young workforce. There is need for right positioning of the

sector to ensure that right talent joins the power sector. Studies suggest that manpower requirement per mega watt is reducing from 7/mega watt in the 10th plan to 4.23 in the 13th plan. Enhanced automation and new technologies is one of the few reasons for this. We have to train these people in new areas. The skill set required from people working in the renewable energy is very different. So, HR needs to train people to operate, assemble, install erect, commission and maintain solar systems.

There are HR challenges for the distribution sector as well as new technologies are emerging in distribution area. Improvements in efficiencies and cutting down of losses has led to the need for a number of IT based solutions and communications. We have to therefore attract people and train and develop them in that area. Secondly, there is need to develop the cadre and train these people on attitudinal and behavioral aspects because they are regularly interacting with the customer. Consultants are needed in this area to help bring down the losses in distribution. However, there is a real shortage of such consultants.



Mr. S K Chaturvedi

Chairman, Joint Electricity Regulatory Commission

Mr. S K Chaturvedi is Chairman of Joint Electricity Regulatory Commission for the State of Goa and Union Territories. In a career spanning about 35 years, he has served in leading PSUs like National Mineral Development Corporation, NTPC, Power Grid Corporation of India and NHPC. He has the rare distinction of having experience in generation; both thermal and hydro and power transmission projects. Under his leadership, POWERGRID has achieved significant milestones such as exceeding budget utilization target and timely commissioning of projects of national importance. With an M.Sc. in Geology and PG Diploma in Personnel Management and Industrial Relations, Mr. Chaturvedi has been conferred with many awards and has featured in the 100 most powerful CEOs of India by Economic Times in 2009 and among the "26 Modern Indian Builders" by India Today in 2010.



HR has to plan for succession planning and developing leadership pipeline. It is common habit of CEOs to not allow diversion of people who are performing their work efficiently. This hampers the talent of bright employees to be diversified and to be prepared for future leadership roles. HR has to find its place in the sector and prove it.

The sector requires a bank and an inventory of talent and diversified skills which can be utilized for future roles and challenges. It requires grooming young talent under the mentorship of existing CEO so that no outsider is required to be landed at the time of leadership crisis and the company is prepared enough to replace the position internally to connect the missing dot.

Public sector does not allow inducting new talent at GM level which is possible for companies operating in the private sector. Biggest challenge is lack of talent. The new tariff policy of the government would be introduced in the next few months. In

view of the new policies of the government, acquiring knowledgeable employees has become most challenging. Smart metering is being introduced; 1,75,000mw solar power is being planned to be developed. So the major challenges include a lack of information and knowledge about the integration with the main grids, managing micro grids and maintenance of solar panels.

There are numerous changes happening in all spheres, including technical, technological and financial area. There is a need to unlearn and relearn at all the levels and areas within the organization. It is important to inculcate commitment in each employee. They must know and understand where each rupee is coming in from and is being spent. Distribution is the most problematic area in the power sector. Training and learning would be the biggest challenge in near future. With regards to climate change, we have to inculcate a sense of concern for this.

SESSION

3

Day-1

Session	Programme
Session - 3	<p>02:00 PM - 03:30 PM</p> <p>“ Working for Talent Management”</p> <p>In the present knowledge era, talent has become an important lever for propelling a business towards success, as a consequence of which talent management has become a key issue for HR professionals in organisations, irrespective of their magnitude. Talent here can be described as the innate ability, aptitude, or competence of an individual. It is a special ability that allows someone to do something well and includes untapped capabilities. While the pool of potential recruits is sufficiently large, the challenge is in identifying the capabilities required in the changing scenarios, attracting the young graduates to the power sector, and providing them adequate training and a satisfactory work environment. While the Power Sector has a large number of highly qualified engineers in senior roles, it now needs competent managers who will help them compete and sustain, especially in the changing environment of reforms. Changes in technology, customer aspirations, expectations of the employees (more so with the Gen 'Y' coming to the workforce in larger numbers) and the changing facets of competition bring into focus the relevance (or otherwise) of the HR philosophies and practices, on effective Talent Management in the Sector.</p>

Panel Discussions

Panelists:

- **Mr. Vinod Behari**, CEO, Power Sector Skill Council of India.
 - **Mr. Deepak Bharara**, CHRO, LANCO InfraTech
 - **Mr. V.C. Agarwal**, President-HR, RPG Enterprises
 - **Mr. R K Verma**, Chief Engineer - Distribution, Central Electricity Authority
 - **Ms. Meenakshi Davar**, GM(HRD), Power Grid
- Chairman & Moderator: Mr. Ajit Mathai, Director, Deloitte Touche Tohmatsu India Pvt. Ltd.



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Mr. Vinod Behari

CEO, Power Sector Skill Council of India

Mr. Vinod Behari, CEO - Power Sector Skill Council, is a Human Resource professional with over three decades of experience having worked with large organizations like Rural Electrification Corporation Limited, Power Finance Corporation Limited, ACC Limited to name a few. His special areas of interest have been strategic performance management, capacity building and Human Resource Development, having spent over 15 years in the power sector. He handled mega capacity initiatives for skill training and development for workmen at cutting edge level in power distribution.

He is a Human Resource Graduate from XLRI, Jamshedpur. He has travelled widely to countries like United States of America, England, France, Italy, Netherlands and South Africa.

SESSION 3 "Working for Talent Management"



Power sector employs 1.5 million employees, of which, nearly 1 million would be from distribution which is the most important segment. In the perspective of value chain, the distribution includes the organizations which are responsible to provide electricity to the end consumer and collect revenue from them to place it back to the system. The efficiency in this task determines the health of the entire sector.

Unfortunately, the amount of thrust required bringing growth, development and revival in this sector has not taken place despite some landmark initiatives taken up by the govt. In 2003 the Electricity Act was enforced. It required the integrated power utilities to disintegrate in terms of generation, transmission and distribution. The erstwhile State Electricity Boards were mandated to organize their activities in disintegrated fashion and to be incorporated as a corporate entity in such a manner that infuses efficiency in performance so that there was no role overlap. However even after 12 or 13 years, the changes that have been brought about are largely cosmetic in nature. A large number of power utilities are still to be unbundled or still remain to be organized in the format it was planned. Some of them are not even able to prepare their balance sheet on an annual basis with a back log of 3 or 4 years.

Second generation of reforms are due, so that these entities are organized in a better and professional manner which will bring about growth in this sector. The entire landscape of human resource acquisition is undergoing a phenomenal change. Large scale outsourcing is happening everywhere, therefore the basic ownership issue crops up. Who is responsible for the acquisition and growth of an individual within an organization is a very difficult question, since there are multiple players in value chain. So the growth which is expected to happen in this sphere does not take place. The entire value chain is undergoing a metamorphosis and a whole lot of issues are coming up.

It is important to understand how we address these issues. 'The Power Sector Skill Council' has been created with a clear mandate to facilitate the process of skill development across the utilities and in particular to focus at the bottom end of the pyramid where the volumes are large, practices are diverse and there are many issues.

We are working in several States, like Manipur, etc attempting to define the skilling standards to intervene, attempting to get the industry on board to take their support since it is the ultimate responsibility of the industry to undertake skill development of the people they are employing. Starting from the stage of defining the standards to rolling out skill development initiatives, assessment, certification and a whole lot of initiatives are being implemented in different States. Taking multiple stake holders on board, such as outsourcing agencies, turnkey contractors or the utilities themselves, would ensure that the volume of skilled employees required across the pyramid are available to deliver and to live up to the challenges and meet the expectations.

There is a big disconnect between what academic institutions are producing and the needs of the industry. Skilling initiatives have been conducted to bridge this gap. In a survey conducted by CII, it was observed that only 14-15% engineers are employable after completing their studies. In other streams like commerce and humanities, the percentages are far worse.

The basic mandate is to respond and fulfill the needs of the industry. In terms of skill development, the ecosystem revolves around the needs of the industry. We try to define the standards in terms of industry expectations on a job role which has acceptance across the stakeholders in the industry. The standards are validated by the industry themselves, to further undergo a process of strong due diligence by organizations for approval such as Ministry of Skill Development etc. Then the standards are exposed in public domain for observations and comments etc. After revision they are enforced. This is followed by content development and 'train the trainer programs' to develop the skill-set of trainees leading to necessary assessment and certification.

There is a need to bridge the gap between needs of the industry and academia to ensure that the Engineering Colleges, ITI's and Poly-techniques that provide engineers and diploma holders are industry ready and have skills and competencies to deliver immediately upon joining.



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We have tried to redefine VUCA at Lanco. If VUCA has given us problems, it has given us solutions also. If we feel that there is lot of volatility, we need to revisit the vision to develop a strong vision for the organization which would pass the volatility as winds. We need to develop an understanding of the causes of uncertainty to deal with them. In order to deal with complexity, we need to seek clarification by communicating with people to resolve complexity. In terms of ambiguity, we tried to build agility, adaptability and flexibility to deal with them and to move ahead.

During 2007-10 power sector was regarded as a sunrise industry and people aspired to be part of this sector which is not a case today. It is a cyclical industry and we need not to be too concerned about this. Instead, we need to work with our human resources to make them agile, adaptable and aligned to be motivated in line with the bigger picture.

There are three strategies to deal with talent management. 1) To showcase the opportunities to our employees to ensure their retention. It is highlighted to the employees that their stay in the organization would give them more opportunities for technical, behavioral and leadership training 2) Building a brand through our actions, culture and systems. Lot of flexibility is given to the people in the organization. 3) Imbibing flexibility within the organization in the form of HR processes to deal with VUCA world.

In LANCO we have a comprehensive framework called LEO: Leadership, Entrepreneurship and Ownership. There are 8 sets of competencies within each dimension and the whole HR gambit revolves around this comprehensive framework. The recruitment and assessment is done on the basis of this framework. There is a comprehensive performance management system which also lies on the foundation of LEO. This system involves performance management, measurement, potential assessment and value assessment. Further, improvements made on the LEO scores as compared to the previous years are also considered and weights are assigned accordingly for the efforts made to improve upon the score. The concept of High Performance Growth Leaders is also in place



Mr. Deepak Bharara
 CHRO, LANCO InfraTech

Mr. Bharara has extensive experience of more than 35 years across a broad range of multinationals and big business Indian groups including Eicher Tractors Ltd, Indian Express Group, Samtel India Ltd, Whirlpool of India Ltd, Bharti Group, Jindal Steel, Aditya Birla Group and GMR Group. He joined LANCO Group in June 2010 as Chief HR Officer, responsible for Talent Management and Development.

Having completed LLB from Delhi University, he did his Masters from Faculty of Management Studies with specialisation in HR and People Management. He has been bestowed with many awards including the HR Leadership Award and Most Talented Global 100 HR Leadership Award as a recognition of excellence and his contribution to the HR profession.



SESSION 3
“Working for Talent Management”



HR would be considered an important part of the organization if it adds value to the business of the organization. It is important to visualize the changes that are likely to happen in the business in the next few years to enable training and development of the talent accordingly.

There are two major challenges of the power sector; Internal and external. External challenges are similar like any business in VUCA world. Internal challenge is that; It is a sector which is primarily technology heavy, where more than 90% of the employees are engineers and most of the engineers love their technology very much. The biggest challenge of HR is to shift this technological mindset of the employees towards business mindset because at the end of the day we need to understand the business where we are. HR should introspect about how well it has been able to convert the attitude and aptitude of the technical workforce.

In power sector, apart from the routine technical expertise there are some expertises which are directly related to the profitability of the business. To be an effective HR Head, it is very important to be assertive in order to persuade the head of the organization to deal with the live business related issues in the organization.



Mr. V C Agrawal

President-HR, RPG

Mr. Agrawal joined the RPG Group (now RP-Sanjiv Goenka Group) as President – Corporate HR in November, 2010. He is also the Group's Management Board Member. After joining, he has taken a number of people related initiatives to align with high growth in various businesses. Some of them are creating a culture of coaching and mentoring, crafting a new vision and core values for the Group, redefining new competency framework aligned with new core values, and succession planning for senior leadership positions.

Earlier, Mr. Agrawal was Director (HR) and Board Member of Indian Oil Corporation Ltd. for five years. Simultaneously he held the charge of Managing Director of IBP Company, a subsidiary of IOCL. He has been associated with various professional and educational organizations and is also an accredited Executive Coach.



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Mr. R K Verma
Distribution, Central Electricity Authority

Mr. R K Verma, a graduate in Electrical Engineering from Delhi College of Engineering, belongs to Central Power Engineering Services Group A 1979 Batch. He started his career with BHEL and has been working with Central Electricity Authority for more than 35 years. He has experience in different areas of power sector mainly power system planning, Grid Operation and Distribution.

He is presently the Chief Engineer in CEA and looks after planning and development of distribution sector in the country including development of smart grid and renewable energy sources. He has been associated with the formulation of schemes for development of power sector in the country. He is the Team Leader of the Central Team constituted by Ministry of Power for the preparation of state specific documents for providing 24X7 power for all.



The present government has taken a joint initiative to give 24*7 powers to everyone by 2021-22. The states have joined together with the central government to come up with a state specific action plan to be able to implement that. For this we need to define the contours of 24*7 powers for all to be able to factor in the assessment of energy requirement and then see the adequacy of the entire infrastructure in terms of generation, transmission and distribution. We also need to reason this initiative with the promotion of renewable energy sources.

The sector needs to look into its financial sustainability so that it could evolve as self sustaining business model. Presently 11 states have presented their action plans. Soon there will a consolidated action plan of 35 states. Once we set these plans in to action we need to focus upon the capacity building and workforce retention. IT professionals, Finance professional and managers at all levels are required to implement these plans.

There are several contours to be managed to manage talent. It is not only money which attracts people to work. Providing a challenging job is also important. The sector also requires new ways for retention of existing and newly hired talent which is a serious issue to be taken care of. There has been a paradigm shift in the mind set. There is a need to deviate from recruiting core sector engineers, like Civil, Mechanical and Electrical and have application based courses to develop people who specialize in this sector.

SESSION 3
“Working for Talent Management”



concept of an HR person, because people are volatile, complex, and ambiguous and their reactions to a certain situation are also very different. We need to deal with them in an effective manner. It is important to be sensitive towards people as well as towards business. Induction Training provided by the organization is very important to bridge the gap between industry requirements and theoretical education provided in the academic institutions.

We may be assertive or persuasive. But one needs to convince people, which is important. At Power Grid we worked with our employees, helped them complete their ITI's. Initially while there were 60% employees in the work-men cadre. Today the number has dropped to 30%. This has been done by training them, re-training them and up-skilling them. We are geared to face the future challenges as well with regards to solar energy and integration of grid etc.

The best talent is the one whom we can train. Power Grid as an organization started and grew overnight. We were assigned 6000 employees from diverse organizations that we had not selected but where assigned to us. Today our profit per employee which was 4 lakhs 20 years ago is now 55 lakhs. We can be regarded as a success story where in we were able to train our employees to get into a culture of 'One Grid, One frequency, One culture' from a diverse culture. I do not agree that PSUs are not able to attract the best talent. In this sector it is not important for an employee to sit in an AC office. We have our sub-stations in far flung areas. If we have an employee who can manage on his own the entire power system and the power station, then this person is the most suitable employee for our organization.

HR is much more than what is written in the text books. It is dealing with the people in the ground and it is a big challenge. The concept of VUCA can be regarded as the



Ms. Meenakshi Davar

GM (HRD), Power Grid

Meenakshi Davar is a Post graduate from Delhi University and an MBA from University of Hull, United Kingdom. She has spent last 33 years working in NTPC and Power Grid Corporation of India in the HR department. She is currently the Executive Director HR at Powergrid's corporate office in Gurgaon. She has handled all aspects of HR like policy, training, appraisals and promotions, establishment, transfers, Industrial relations and manpower planning. She is passionate trainer of soft skills herself and has a keen interest in studying human behavior and psychology.



SESSION

4



Day-1

Session – 4 04:00 PM- 05:30 PM

“Building Leadership Pipeline for Delivering Success”

Though leadership is critical, it is said today that leadership abilities are scarce in today’s corporate world. Playing the managerial role demands knowledge and skills to manage complexities which may not be the difficult task. But finding leaders who possess a vision, versatility, emotional strength, understanding, execution and people orientation was a challenge for business organisations. Research studies and cases had shown that leadership could be developed and more than the classroom, leadership was developed on the job. We may examine few important ways of building leadership in business organisations like selection process, training and development and particularly by developing and providing succession plan and a supportive environment. In order to unleash the potential of the Indian economy as envisaged by the Government of India, we need to unleash the potential of the Power sector and in turn, of all the people in the sector. We need more and more leaders developed through a conscious strategy and plan in the sector to ensure sustained delivery of solutions amid constraints and crises.

Panel Discussions

Panelists:

- **Mr. U.P. Pani**, Director (HR), NTPC Ltd.
 - **Dr. Asha Bhandarker**, Distinguished Professor of Organizational Behaviour, IMI
 - **Mr. S K Biswas**, Director (Personnel), THDC India Ltd.
 - **Mr. Chetan Tolia**, CHRO, Tata Power
 - **Mr. Raj Kumar Roy**, President (Head), LANCO Solar
- Chairman & Moderator: Mr. S V Nathan, Sr. Director & Chief Talent Officer, Deloitte



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Mr. U P Pani
President - Power HR Forum &
Director (HR), NTPC Ltd.



At NTPC theoretical system of leadership development involves 360 degree feedback for GMs, assessment centre, development centre and consultants. The 3*3 matrix for leadership development is prepared. However, the top management is not convinced about their report and they remain lying as a junk of papers. In promotions, intuitions and personal biases are used instead of scientific matrix.

This highlights that Performance Management System is a major challenge because it is done on a democratic basis. Employees are able to arithmetically calculate that in case three years are due for their next promotion, the first two years ratings will be very good followed by excellent in the third year. Therefore, the very purpose of PMS is lost and its objective value is not recognized. We give the ratings democratically based on the time period due for promotion instead of observing performance and discriminating amongst different levels of performers, as top, average and low. In case the PMS ratings of two employees are the same, the date of joining is the determining criteria for promotion. In case this is also the same, the date of birth is the determining criteria. People Resource Planning (PRP) has further deteriorated the problem. Accelerated growth opportunity based on the capability is not provided to an employee.

Let us assume that the company is growing at a rate of 5% and the people are being promoted at a rate of say 30-40%. There is bound to be some mismatch. People who are promoted get diluted responsibility and authority. In order to ensure their importance, they forgo subordinate development because that would further dilute their importance.

Despite paying good salaries and higher cost to company, there are problems in finding the right people to work in projects which are in remote locations spread across the country. As there is a clause, that for first 5 years the employees has to work on projects, less than 25% of ETs join the company. ETs who do not join want a white-color job. Perhaps the major problem arises because the HR gives a rather rosy and pseudo picture of the company at the time of selection. Our hypocrisy tendency to target graduates from IITs etc does not allow us to hire the correct people to work for the company.

SESSION 4
 “Building Leadership Pipeline for Delivering Success”



Dr. Asha Bhandarker
 Distinguished Professor (OB),
 IMI

Dr Bhandarker is well known in the field of HR and Leadership Studies in India as a scholar, consultant and researcher. She has worked with more than 100 companies for the last 30 years in training, researching and consulting. Her work has been in the areas of organization development, vision building, competency mapping and assessment as well as capability building. She has the distinction of being one of the very few professors working with Board levels and Top management teams of many organizations like Maruti, Du Pont, Bayer, Corporation Bank, SAIL on issues of Culture Building, Leadership Development and Organizational Vision Building. She has had the honor of being awarded the highly coveted Senior Fulbright Fellowship for research in the USA, where she studied the best business schools their practices and pedagogies. She has published 8 books and 40 research papers in peer reviewed, national and international journals. She has received accolades and awards including, the Best Teacher award, Best Paper award and Best Case award. She is widely travelled across USA, Europe and Asia both for teaching and consulting. She has an M.A.in Psychology and PhD in Business Administration from Osmania University, Hyderabad.

The core of the HR problem in this sector is that it does not seem to value merit. Further, leadership development is an ongoing process and has to be nurtured in an organization and so the ownership and commitment of the top team is mandatory. It depends on the degree to which the top team owns the decisions and is committed to the entire process.

It has been observed that high quality talent does not float to the top. People are growing in silos. For instance a manager may be promoted to be a senior manager, then to chief manager and then to general manager, but he continues to perform and remain in the same function. In the next stage, the person may be eligible to be the Executive Director by virtue of his years of experience. The person may be selected as ED, but his vision is narrow and limited to the function that the person has performed throughout his tenure and therefore there may be suboptimal performance.

Training is also a part of leadership development. Another common problem prevalent in large organizations is that, the company sometimes could not reap the benefits of some highly specialized training because that individual has been transferred to some job which is in no ways related to the training he/she had undergone. This leads to demoralization of that individual while for the company it is a total erosion of

resources. Probably big data analysis could be a useful tool to identify the candidate most suitable for the transfers as well as for trainings.

The competencies assessed invariably are very inward focused. They are generally team building, problem solving, self management, resilience, EQ, which are very abstract. If we try to analyze the kind of capabilities and competencies that are needed to steer an organization, as a CEO in the changing, dynamic context and the VUCA world, the person needs to be able to see the big picture and at the same time be able to see the minutest details at the ground level. Therefore the person needs to possess an ability to align to the changes in the environment related to the business trends and market trends and also the ability to anticipate the needs of the customer.

We need a holistic leadership paradigm at the top level. This would mean that we need cognitive capability, emotional capability, execution capability and spiritual capability comprising of fairness, justice and humanity. In building the leadership pipeline, we need to start young because the pipeline has to be deep. Job rotation, merit based promotions, challenging assignments, trained mentors, power of technology and re-examination of the competencies are some of the ways to groom leaders within an organization.





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There is no copybook style to develop leaders in an organization. Each company is required to develop leaders depending on different circumstances and human assets available to it. We have very tall hierarchies in PSUs and that is a big challenge for leadership development. The E1-E5 levels of employees have been termed as the Executing level, E6-E7 are termed as managing levels and head of the department and finally the E8 and E9 are the leadership levels. All project heads are to be manned by executive directors and general managers. In a technically driven organization, the technical talent is immense at the top. But when we need to assign a person to head an operating unit/ project, it is important that the person possesses administrative capability as well. There is lot of dead wood at the leadership level and so the employees at the managing level would not be able to reach the leadership levels. Therefore, we are now focusing on the managing level employees, assigning them to head projects and powers to handle that.

Earlier, there was a general trend to promote employees on the basis of seniority. The system of annual confidential reports was not relevant and was used negatively. We have changed this evaluation system which is now performance based. Reports are collected from the various Heads under whom the person has worked and then we assess them. By implementing this process, the seniority has been disturbed and people are also aware about this. Mentoring is very relevant in this industry. Therefore, we have assigned weightage to mentors performance in the PMS system.

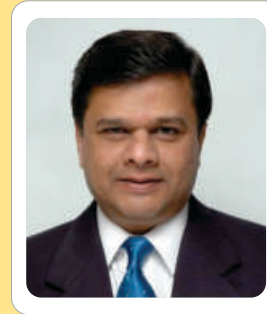


Mr. S K Biswas
Director (Personnel), THDC

Mr. Biswas is Director (Personnel) of THDC India Limited, a Schedule "A" Mini Ratna Company. Having graduated in Management from XISS, he has 32 years of rich experience. He started his career with Cement Corporation of India Limited; then he joined Satluj Jal Vidyut Nigam Limited, before joining THDC India Limited.

Mr. Biswas is recognized as a change agent and has been acting as a catalyst in shaping HR Policies, maintaining cordial human relations and carrying out various welfare activities. Under his able guidance and leadership, THDCIL has bagged concurrently two HR awards for Best HR Strategy by Green Tech and World HRD Congress in the year 2013 and 2014 together with SCOPE meritorious certificate for best HR policy.

SESSION 4
 “Building Leadership Pipeline for Delivering Success”



Mr. Chetan Tolia

CHRO, Tata Power

Mr. Tolia joined Tata Power in 2012 as the Chief HR Officer. In this role, he leads the Strategic HR and the Business HR teams, operating across Tata Power group of companies and business units, with operating facilities and project sites located at wide-spread locations in and outside India.

Before joining Tata Power, he was the Director of Tata Management Training Centre (TMT), Pune for over four year, where he led its turnaround and revival. He has participated in executive programs at CEDEP and at INSEAD. He studied at IIM Calcutta, IIT Madras and at Rishi Valley School. He is a versatile business leader with experience of establishing and scaling up two start-ups, one institutional turnaround, and leading two functional verticals in large organizations over 28 years.

Businesses are transforming. So is the Power Sector. So far, leadership development has been a practice of extrapolating from the past. When we are talking about developing a leadership pipeline for the future, we need to change to a process which is in the forward thinking mode. Developing leaders has to be done keeping future in mind. The core competencies important to an organization change with the passage of time. It is a moving target and not a static one. Few things need to happen in that organization on a consistent basis for leadership development.

Talent is as unique for a company as the strategy. First and foremost it is important to understand what talent means for the company. What may be considered as talent for one company may not be talent for another. This is because each company has a unique strategy in the market place. Secondly, there needs to an alignment of various dimensions which is very fundamental. This includes alignment in terms of the purpose of existence of an organization with business model the company has

deployed for delivering that purpose of existence; the strategy the company has engaged for a specific duration of time and the structure that the company has put in place to live that strategy. There are organizations where the alignment may be skewed.

Within this alignment there needs to be a flow of people who can transform into being leaders. When a company does not have a pipeline of leaders, there are phases when no internal leaders are available. In this situation outside leaders are pumped into the organization. We develop leaders to flow with the opportunities and not for vacuum. Therefore the three types of alignment is required; one alignment is between the purpose of business, strategy of business model and structure of the business, the other alignment which is very vital for leadership development is the continuity between current leadership and the next batch of leaders and the third alignment is between in a company. There are companies where there have been phases of mismatch in the leadership pipeline and the opportunity pipeline.



Leadership is one who is not recognized by where he has reached but is recognized by the legacy he leaves. Legacy is the key word. Delivering leadership pipeline will lead to success for an organization. If we try to consider how we develop the leadership pipeline, the most important factor is that it has to be a priority and actionable item in the minds of the people and the owners. In case of PSUs the problem is that there are no owners.

An important aspect which needs to be kept in mind while nurturing leaders is to have a broader focus that the leader would be contributing for the good of the country. Leadership comprises of separate set of competencies, totally different from functional competencies we commonly talk about. The leader may be good in some functions, but that might be a mere coincidence. So for developing a matrix of selecting and nurturing a leader, we should not look for any functional competency.

The leader essentially requires three or four very important traits. The foremost is conviction, i.e. the person should be known to have conviction about whatever he/she decides to do. Secondly, character. Since in various phases, the person is likely to face different kinds of crisis and stress situations, the character will help him/her to stand for the cause. Third is empathy which would help the leader to connect to people. Fourth, the person should not be ego-centric and should be one who readily amends own thoughts/ decisions when faced with a new thought/idea. At the same time, we need to provide the eco-system where his leadership can be proven before a big task is assigned to him. The eco-system should be such where his mistakes are tolerated. It is important that there is space for him to experiment and prove himself to gain confidence about taking decisions in the future.



Mr. Raj Kumar Roy
President (Head), LANCO Solar

Raj Kumar Roy, President – Lanco Solar, has more than two decades of experience in energy and resources sector, be it oil, natural gas, coal, wind, solar, their derivatives and power generation. He is a Mechanical Engineer with PGDM (Finance), which has enabled him to work across the entire spectrum of energy business ranging from core technical to core commercial and financial aspects of business. Prior to this, he has worked with ONGC, SBI Capital Markets Limited and Deloitte before joining Lanco in 2011.

At Lanco, he led the efforts to make a foray into natural gas business prior to being appointed as Whole Time Director to 1200 MW coal fired power generation company. He was instrumental in forging an international partnership for Lanco and was President of Griffin Coal Mining Company, Western Australia for more than a year.

SESSION

5

Day-2

Session	Programme
Session – 5	<p>09:30 AM – 11:00 AM</p> <p>“Building Employee Relationship and Engagement”</p> <p>It is a fact that employee development and growth can be achieved in an environment of peace, harmony and trust. In fact, creating systems as well as a congenial environment for ensuring such harmony through building mutual trust and seeking partnership with the employees has been an important role of HR professionals since long. The old economy business model was primarily dominated by the typical brick and mortar, manufacturing organizations and process industry. Trade Unionism had grown in the country along with the independence movement, and hence had been closely wedded to political parties and outsiders. This scenario was dominated by ills like multiplicity of trade unions resulting in intense inter-union, as well as intra-union rivalries. Most of the setbacks caused to Business, in the arena of industrial relations, were manifestations of such format of prevailing relationships. However, there were no clear-cut recognition systems. Some of the States attempted to legalize a recognition process, but in practice, implementation remained a casualty. These factors kept on affecting relationship and the industrial environment adversely, which could ultimately not become amenable. While with opening of economy and entry and growth of new economy businesses, it was felt that industrial relations have taken a back seat, but cases, of late, have been bringing out increasing incidents of strife and work stoppages. It has been, under the current changing scenario, felt that organizations need to spend more time, effort and energy in creating deeper and genuine employee engagement, which can reduce or rather eliminate differences and strife, consequently creating desired environment of much desired peace and harmony for focusing on growth of sector.</p>

Panel Discussions

Panelists:

- **Mr. Rajeev Bhaduria**, Director - Group HR, Jindal Steel & Power Ltd.
 - **Mr. D. Bandyopadhyaya**, Director HR, BHEL
 - **Mr. K S Patro**, Director (Personnel), Eastern Coalfields Ltd.
 - **Mr. Paritosh Mishra**, VP HR, AES India
 - **Mr. S. Dev Roye**, Central Leader, Centre of Indian Trade Unions
- Chairman & Moderator: Mr. Sarat Acharya, CMD, Neyveli Lignite Corporation



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Mr. Rajeev Bhaduria

Director - Group HR, Jindal Steel & Power Ltd.

Rajeev Bhaduria, Director - Group HR of Jindal Steel & Power Ltd., brings with him a rich experience in his 30 years of cherished career as an HR Professional. He has a strong system orientation, deep business understanding and wide exposure to global trends and practices.

His decade long stint in NTPC saw him rising from an entry level HR executive to the youngest Regional HR Head leading NTPC's largest region in terms of the generating capacity and workforce. He joined BSES in 1995 as the Head of Corporate HR, where he led the BSES acquisition of Orissa and Delhi Distribution companies and subsequently managed the takeover of BSES by Reliance. At JSPL, he has contributed in transforming and driving the organizational capabilities towards making it modern, progressive, and a future-proof process.

SESSION 5
 "Building Employee Relationship and Engagement"



This conference is all about transforming HR that means transforming from where it is or where it was in the context of employee relationship and engagement. Surprisingly we are talking about a future that has already arrived. We are all missing this point, that we are going diagnostically wrong while prescribing to some solutions. Whenever we are transforming something we must understand what is the driver of that change and transformation and how are we going to build the relationship or engagement model for the future.

Therefore we must prepare ourselves now. The most effective solution is to understand that 'Simplicity is the art of handling complexity'. This is possible by creating an organization which is employee less. It does not mean that there will be robots working for the organization. This is not going to happen ever. Even in the future organizations robots are not going to work alone. There will be people working for the organization. And if we have to create an engaged workforce we need to recognize them as people and not labor. When we say labor it means that we are talking only the physical aspect and completely ignoring their emotional, intellectual and spiritual aspect.

The viewpoint of Mr. Dev is very thought provoking. Till we are accepting the concept of Labor and we are talking about International Labour Organization we are not granting them their intellectual, emotional and spiritual freedom. We have to recognize that we have to set it right over there. There is a, total dichotomy in our thought construct. When we say employee less it means employee must not be treated like physical entity only, which remains outside the ambit of intellectual, physical or spiritual contribution.

Engagement should be differentiated from satisfaction, because satisfaction is all about hygiene. Employee Engagement is something that cannot be unless the Hygiene factor has been addressed. Engagement assumes that minimum wages, good working conditions, congenial working environment and other hygiene things are already been taken care of and now the people are ready to think for and aspire for higher order things. Engagement is also not about motivation. It is rather a mindset that engages a person to do better things. There is no external prop for engagement. It is from within.

Engagement comes from primarily three drivers: the immediate bosses, the overall nature of the work and the third most important driver is the value of the organization. The capability of the boss to understand the person in totality is very significance for engagement. The temperament, attitude, competencies and values of the boss drive it to the right direction. The nature of work must be holistic and creative because shelf life of the technology is very short, So constantly design- redesign, unlearn, learn and relearn to remain creative and challenging. Thirdly the value of the organization has to be people centric and have to understand that the employee is the co-owner of the company. We have to respect the trade union and dialogues rather bargain because bargain gives an image that one party has some interest at the cost of other party. Bargaining has a negative connotation that one is a giver and the other is the receiver. This needs to be changed to dialogue.

We have to redefine the way we think. If we have to transform and not only transform, if we have to transcend we have to get over the burden of the past. And have to do absolutely different things as unless we do that we are not going to have different results, which is required for transformation. Unless we transform we are not going to build employee relationship and engagement. Linear extrapolation of the past is dead. The world is very different in the post Lehman times and unless we re-change our basic assumptions about people we are not going to transform anything. It is not going to take millions of years rather it is going to just happen in the net five-six years. I would like to quote something that Navin Jain, the chairman of a company called Moon Express, is planning to do. Hs Lunar Vehicle is going to land on moon on 26th Oct 2016. He believes that crisis is on earth and not on Moon, so Navin Jain is going to bring Helium 3 from the moon as the most precious thing. They are so different in their thought process and mindset that they are going to mine the moon as they take it as the logical extension of the earth. He also plans to bring moon dust which is going to be the most precious thing as it is rarest of the rare. As long as we do not change our mindset we are not going to move an age.



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Mr. D. Bandyopadhyaya
Director HR, BHEL

Mr. D Bandyopadhyay is Director, HR at BHEL. He always skillfully handled the HR function, involving people at various levels including Worker Unions and Staff Associations. He has given special impetus to the training needs as in BHEL, People Development is one of the strategic focus areas.

He completed his degree in electrical engineering from Jadavpur University, and joined BHEL as an engineer trainee in 1981. Since then he has played several important roles in strategic as well as operational management, not only in India but also abroad. In the four overseas projects handled by him, he implemented Health Safety and Environment norms as per the International Standards. Earlier, he was Executive Director, HR and corporate communication. In this role, he dealt with various functions, such as HR, management services, CSR, IT and Corporate Communication.

The BHEL perspective on the issues discussed in this summit should be understood as a leading contributor to the Indian Power sector. BHEL is a company of 40 thousand employees and has been profitable since its inception. But the environment is totally volatile and certain as well. There is a paradigm shift from coal base power to other sources. In these circumstances BHEL does not know where the 80 % of its business is going to land up. Survival of the company depends upon its adaptability to the changing scenario. It could be done in terms of exploring renewable energy or expanding to other business formats like transportation etc.

In any case there will be new technology, new skill set and more investment. To maintain cordial Industrial relations BHEL has three-tier system of shop council, plant council and the joint committee at the central level well represented by all the elected unions including the central trade unions since 1973. While BHEL was expanding, it engaged more and more young people and currently the age distribution of the company is such that 60 % of the people are below the age 30. Initial results of an internal survey say that the young employees are very less engaged. At the same time, the results of the survey revealed the opinion of Generation X employees towards new generation of employees, i.e. the Gen Y. They opine that Gen Y is not serious about working in the organization. The issue was deliberated among Gen Y employees, when another focused group discussion was conducted. The discussion concluded that Gen Y requires more hand holding and mentoring. Therefore a people development programme was

launched targeting both Generation X and Y, in the year 2011. As a result all the executives of E5, E6 and E7 level came up to the expectation in the next 2 years. Then, next set of program was started for the new recruits called 'Winning Together'. This has also received good feedback and had helped the company to develop new recruits as experts in a very short time of 2 years.

A study of the HR within the company suggested that training interventions undertaken in the past have focused more on the behavioral skills rather than technical. A training need portal has been developed and we recognized that employees prefer e-learning modules over class room training. Employee satisfaction survey gave this information that people are not satisfied with the training program as training needs were not captured properly. There were more training in the behavioral areas where as the new recruits want training in technical areas. To resolve this, BHEL took thousand licenses with Harvard Management Program as employees were more interested in online training methods. People located at distant locations could also complete this module and it has written its own success story which Harvard is publishing at their website also. For addressing VUCA world one 'Resilient Leadership Training Program' has also been inducted for mid level management. BHEL is hopeful that in coming year it will be taken up as a case study for successfully handling employee training, employee engagement and recognition issues.



SESSION 5
"Building Employee Relationship and Engagement"



Mr. K S Patro

Director (Personnel), Eastern Coalfields Ltd.

A graduate from KSUB College, Bhanjanagar (Odisha) with Economics Honours with Post Graduate Degree in Labour & Social Welfare, Mr. Patro joined Coal India Limited in 1982 as trainee Welfare Officer and posted to Eastern Coalfields Limited(ECL), a subsidiary of Coal India Limited. After serving ECL for more than 27 years(1982-2009), joined Central Coalfields Limited(CCL) in the capacity of Chief Manager (Personnel) in 2009. With a vast experience of 31 years in Coal industry, he got selected as Director (Personnel) of ECL, assumed charge from 01st November, 2013 with a determination to bring comprehensive improvement in standard of living of the employees, their families and the larger family of ECL consisting of the villagers, the poor and the downtrodden. As Director (Personnel), many initiatives have been undertaken by him to improve the living condition of employees.

The relevance of the topic on employee engagement and employee relations is more in today's world when there is volatility, ambiguity and uncertainty much higher than it was earlier. It is important to maintain peace and harmony minimize conflicts and differences, stoppage of work and impediments in the process of production and productivity. HR is important with all the people with whom we are associated, be it regular employees, contractual employees and stakeholders. It is a process that evolves to maintain harmonious relations and engaged employees.

At Coal India, at the helm of affairs, there is a JBCCI- Joint Bipartite Committee for Coal Industry. This committee which deals with HR issues meets at regular intervals to decide about wages, emoluments, social security and contract labor. It is represented by five Central Unions at the corporate level. At the same time we have our own Welfare Board and Safety Committee at the Coal India level and the various subsidiaries. There are 8 subsidiaries which has Joint Consultative Committee, represented by the Central Trade Unions. Therefore, the JCC is at the three levels – One at the unit, i.e. mine level, the next at the area level, comprising of 8 or 10 mines and then finally at the corporate level. Similarly there are Safety Committees, Welfare Committees and Canteen Managing Committees that discuss and elaborate upon issues and also take important decisions. There are several reward and incentive schemes in addition to the regular pay. We have a 'Samadhan' or 'Nidan' Scheme to deal with the various grievances of the people. An employee can send an email/ letter to any of the offices. On the day of retirement of an employee, there is a suggestion

scheme to seek suggestions from the retiring employee. This is applicable for all employees, irrespective of level/ cadre etc. At the time of retirement, the employee can share his views independently. At the same time, we ensure that on the day of retirement, the retiring employee is paid his gratuity, provident fund, pension pay order and all the dues payable to him.

We have Lok Adalats to have out of court settlement of issues at the bipartite levels in consultation with the trade unions. With regards to the contract workers, there is a high power committee comprising of management and union representatives to deal with various issues like wages etc. As a leading PSU of the country, we make sincere efforts to ensure that our employees are engaged, morally boosted, there are minimum stoppages of work and ensure that the employees are loyal to the company.



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Today is the era of Global Diversity. 60s and 70s were era of equal employment opportunity, 80s was the era of affirmative action and 90s was the era of work force diversity. 21st century is and will remain as the era of global diversity. In this era, management conscientiously and consciously needs to put differences in place in terms of countries, states, regions etc. It has been observed that people who have heterogeneous work experience give better results as compared to the people who are homogenous when involved to different projects.

In the incessant process of global diversity, there needs to be some common areas and points of harmony so that the business goals are pursued. In this phase of reconciliation, there would be conflicting forces operating due to the country of origin effect and localization that would continuously lead to global localization or globalization. The companies which will not be able to adjust in this situation will perish from the new geographies or markets they are entering in, proving Darwin's principle of 'Survival of the Fittest'.

If we look into the list of Fortune 500 companies, as it was listed in 1955, we would notice that 25% of the companies do not exist today. Engagement may be regarded as state of emotional and intellectual commitment to an organization or to a group. The committed employee always speaks positively about the company to the coworkers, suppliers or prospective employees 24*7. They stay with the company for a longer period than those employees who are disengaged and strive very hard for the fulfillment of the goals of the company. There are several drivers of engagement: the leadership at the top, the coworkers, company policies and practices including rewards and compensation, career opportunities, quality of work life and the nature of work itself. A study suggests that there are three key drivers of engagement: relationship with immediate supervisor, belief in senior leadership and pride in working for the company. Employee relations are the conglomerate of relationship between employees and employer and are based on communication in the organization. Research suggest that those companies that build a framework of vision and values are more successful and last longer than those which did not have this. Actualization of values and vision should be participatory approach because participation in framing helps building ownership and values should be developed using a bottom up approach. In our organization we organized a series of workshops in developing the final draft of the Vision.

We need to make continuous effort for dissemination and communication from top down and bottom up approaches, i.e. feedback from all. One of the primary instruments to actualize the vision is implementing the Balanced Scorecard at the organizational, functional and individual level. Through this instrument, the vision of the company is actualized. It translates the objectives of the organization on a year on year basis to the functions and respective individuals. Diversified companies possess high levels of participation in decision making.

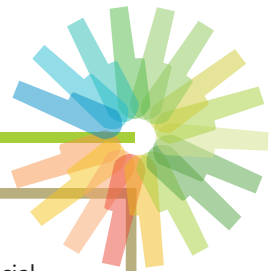


Mr. Paritosh Mishra
 VP HR, AES India

Mr. Mishra is Vice President (HR), AES India and Head HR of Odisha Power Generation Corporation. He has rich and diverse experience of around 29 years. He started his career with NTPC and rose from an entry level Management Trainee in HR to a Regional HR Head. In his long tenure of more than two decades in NTPC, he worked in diverse capacities and was instrumental in setting up the HR functions in two new Regional Headquarters, viz NCR and Hydro.

After brief stints at Reliance SEZ and UM Group, he joined AES India in June 2010. A PGDPM from NIPM, he is vested with many laurels in the industry, including figuring in the "50 Most Talented Global HR Leaders in Asia" by World HRD Congress in 2014.

SESSION 5
“Building Employee Relationship and Engagement”



process. The need of the hour is to reorient such social dialogue towards a regular process with required enhancement.

The sector can no more ignore the realities of contractual workers who are increasing by leaps and bounce and are essentially deployed for regular operational jobs by both public and private power sector organizations. However, despite the huge contribution of this significant segment, in production, productivity and profitability of the enterprise they are victims of despicable exploitation in way of employment conditions related to wages and benefits, social security and safety.

Trade union movement over the years is going to take a leading role. Dichotomy between Labor performance and payments has always been a critical issue. This is true especially of modern high-tech industrial operations. One of the most important pre-requisites for effective work place is social dialogue and democratization of workplace coupled with a modern and progressive management. Shockingly in the total negation of the huge contribution of contract workers in the production, productivity and profitability of the enterprises, the contract workers are the victims of the despicable exploitation. This happens through, terms and conditions of employment including wages and benefits and social security and safety.

Casual employment, closure of factories/ establishments, retrenchment of regular workers, no recruitment of regular workers, huge and horrific contracts and simultaneously swelling of unemployed youth is creating huge army of surplus labor, which is putting the trade union movement in great disadvantageous condition. Workers are attacked with double- edged sword, where they have no right of negotiation and agitation. The general trend has been to keep the wages minimum along with introducing heavy cuts. This leads to poor standard of living and health hazards. These issues have been seriously impacting the Industrial Relations in the country.

Trade Union Movement is deeply engaged with these issues and without effectively addressing them, the desired degree of cordial Industrial Relations cannot be achieved. We must understand that demand cannot be met meticulously without ensuring unfettered Trade Union rights. Labour is an essential and also the only living input of production. Hence the dialogue between labor and management is an organic part of industrial operation



Mr. S. Dev Roye

Central Leader, Centre of Indian Trade Unions

Mr. S Dev Roye is National Secretary of Centre of Indian Trade Unions (CITU). A graduate in Political Science, he has been active in Trade Union movement since 1970. He joined CITU after serving a Chemical Fertilizer Plant in Assam for about 16 years. Subsequently he shifted to CITU Headquarters in New Delhi in 1988. His current assignments include organizing Trade Union activities in Central Public Sector Enterprises, especially in Oil and Natural Gas, Chemical Fertilizers and Power Sector. He has worked as a member of Indian Trade Union delegation in the International Labour Conference of International Labour Organization (ILO), Geneva Conference successively for several years. He has been Deputy General Secretary of World Federation of Trade Unions and has written several booklets and articles for journals of CITU.



SESSION

6



Day-2

Session	Programme
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Session – 6	11:30 AM – 01:00 PM
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Valedictory Session :

- Valedictory Address: **Mr. Atul Chaturvedi**, IAS, Former Chairman, Public Enterprises Selection Board
- Padma Shri **Dr. Pritam Singh**, Chairman - LEAD Centre
- **Sucheta Mehta**, Director - Deloitte
- Vote of Thanks: **Prof. K K Sinha**, Dean - Development, BIMTECH





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VALEDICTORY SESSION

When Shiksha ends and Deeksha begins we call it **Deekshant Samahroh**. Valedictory is when you have wisdom of the Gurus, Philosophers and experts and know their experiences and dilemmas when they were devoting their lives tirelessly for the society and the country.

Dr. Pritam Singh
Chairman - LEAD Centre

For valediction, here we have a man who has been hiring the kings when many people were busy grooming them. There are very few people who have the courage to select the best under all sorts of pressures from ministers and ministries. That is Mr. Atul Chaturvedi who is the Guru for today's Deekshant Samahroh. In his case we must understand that Leadership is a very person centric phenomenon. Every leader whether is a general manager or ED must ask this question that what legacy he/she is going to leave.



Mr. Atul Chaturvedi

IAS
Former Chairman,
Public Enterprises Selection Board

Mr. Atul Chaturvedi, Former Chairman, Public Enterprises Selection Board, is 1974 batch IAS Officer from U.P Cadre and was Principal advisor in the Cabinet Secretariat. He had been Secretary to Government of India in the Ministry of Steel and Department of Fertilizer. Prior to this he had been Additional Secretary and Financial Advisor in Ministry of Rural Development, Joint Secretary in the Ministry of Textile, Counselor in Permanent Mission of India, Geneva, and Deputy Secretary in Department of Commerce in Government of India.

In Government of Uttar Pradesh, he had served as Principal Secretary Tax and Registration, Secretary of Personnel, HRD, Labour and Employment, Cooperation, Industries and Energy. He had been District Magistrate of Bulandshahr and Dehradun. He has been topper of M.Sc Physics from Lucknow University and had also attended training programmes in Italy and UK.

During my tenure in PESB (Public Enterprises Selection Board), I have selected more than thousand functional Directors and leaders at all levels. At one point of time I was the Chairman of the largest loss making entity in the world with the employee strength of about 1.3 lakh. There was hue and cry in UP for Power reforms and it became the third state for introducing reforms after Odisha and Andhra Pradesh. Power is a highly politicized sector and reforming it, is regarded as a political suicide. It is not a pure business. It is a business with tremendous political interface and interferences.

When we were asked to write a policy document for power, we gave a single line policy i.e; ‘To ensure quality power at affordable prices to all sections of society.’ This was the shortest policy document and all possible measures were taken to make it possible. Personnel Management was one of such interventions. We gave an indication that we are going to reorganize power sector. The information was volatile enough and all unions were up in arms. UP State Electricity Board had 72 recognized Unions then, and about 170 people use to negotiate on different issues. We were aware of the fact that there is need to reorganize the sector as it needs different kind of leaders in the power sector.

When we were negotiating with World Bank, we understood that for growth, investment is necessary. And for investment, the major player is the private sector while government may also contribute and can

play a catalyst role. For infrastructure growth in India, power sector growth is compulsory to push the economy in the up-turn. So it was agreed that we need robust global standard financial services for infrastructure and for private sector investment. We also understood that if power sector does not grow nothing will grow. We still hold that view.

The workforce and the representatives from power sector must understand that they have tremendous responsibility to push the economy. Demand for quality power is also increasing continuously. Companies need to be equipped to handle the needs of the distribution and manpower requirements need to be addressed accordingly. Initially the idea was to transfer all the distribution entities to the private sector. Only generation and transmission entities will remain with government. But that has not happened in any state, except Odisha and Delhi to certain extent.

We must understand that power generation is a given business. It has got world class equipments, engineers, consultants and internal people who can manage the plant. On HR front the biggest challenge is, ‘Can you manage distribution?’ We have got private distribution in India in Mumbai, Ahmedabad, Surat, Delhi, Kolkata and Greater Noida. We got the best private distribution company in the world know as Newyork Mohak as government has not been able to do the distribution effectively. We still find a company that can distribute power to all the parts of western UP.



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The question is, can we build such manpower that can manage it? Are there special skills to manage it? Can you meter all power supply? Can you bill them? And can you collect the money? The question is unanswered even today. Nothing much has changed since last two decades. Some study needs to be done to understand the tariff systems in Power Sector of South East Asia, Malaysia, Singapore, Thailand and Latin American countries. Generally for all products and services, the largest buyer pays the minimum tariff while the retail buyer pays the maximum. However, in the power sector this pyramid is reversed. The tariff paid by the small customer is the lowest while maximum is paid by the large customer. This pyramid needs to be reversed as seen globally as well. The pyramid is upward in South East Asia, Malaysia, Singapore, Thailand and Latin American countries as they have created surplus and here we are trying to manage the shortages.

Can we hire people who can suggest ways to inverse this pyramid? We need leaders of that caliber to take up these major issues. Hope some of you, when take the leadership roles and will take the courage to change the scenario and take difficult decisions because you are the people who are affected by the government policies maximum. You should give up the reactive mode and should provide convincing arguments to guide a policy when it is created.

I am not indulging in the nuts and bolts of HR at the lower level as management is capable enough to take care of those challenges. But when something is happening beyond your control, then even the best of the brains cannot give required results, unless the requisite changes are not done. We need to retrospect such issues which require real time solutions. Power sector needs a debate on this and can come up with solutions which are actually required. If we take the example of Damodar Valley project, we will understand that it is going through a hemorrhage state despite having best manpower, best resources and natural advantages. It is a perfect example of power of real time decision making and proactive leadership in Power sector.

Currently we are spending a good amount of money in creating systems for Gramin Vidyutikaran Yojna, but question is can you pump power in those systems. To pump power in rural areas with current tariff is not sustainable. The question is can we suggest some ways to do it in a scenario where the issue of 'political will', shall always exist. There is a hope that vibrancy, profitability and efficiency of this sector will improve to attract proportionate talent in days to come. I always ask NTPC, Power grid and other cash rich companies like BSES etc to come up with a background paper or a consensus document that will have definite impact in policy documents and can define the future of power sector in India.

SESSION 6
“Valedictory Session”



Sucheta Hota
 Director – Deloitte

Sucheta is a Director with the firm and has over 16 years of experience in Human Resources Consulting. She has worked in all areas of Human resource consulting and has experience in large scale change management projects conducting change readiness assessments, communication strategies, training programs, study of HR systems and processes and providing recommendations specific to the context and organization in private and public sector.

During her career she has worked extensively with many companies from power and energy sector such as NTPC, TPDDL, Grid Corporation of Orrisa (GridCo), Karnataka power transmission corporation (KPTCL), Unbundling of OSEB, Eastern Coalfields etc. She has been associated with the firm for more than 8 years and has worked with PWC in the initial part of her career.



There is a need to focus on the HR strategy of all the stakeholders of the power sector which will pave the way towards inclusive growth and will help tackle problems such as skill development, talent acquisition and advanced learning techniques. The effectiveness of dealing with rapid and radical changes hinges on the effectiveness of HR strategies that the power sector implements in the time the come. With the emphasis on generation of power through renewable sources of energy, manpower requirement has increased considerably.

Power consumption demand is going to grow in double digits. This leads to people demand both in quantity and quality. There are issues with old curriculum, not good relationship between institutes and organizations. Attracting the people in power sector is a challenge. Out of top 25 best places to work, there is no power company. People no longer perceive us as great place to work. This sector provides - job satisfaction, cordial relationship and work life balance, but the talent is not willing to join the sector.

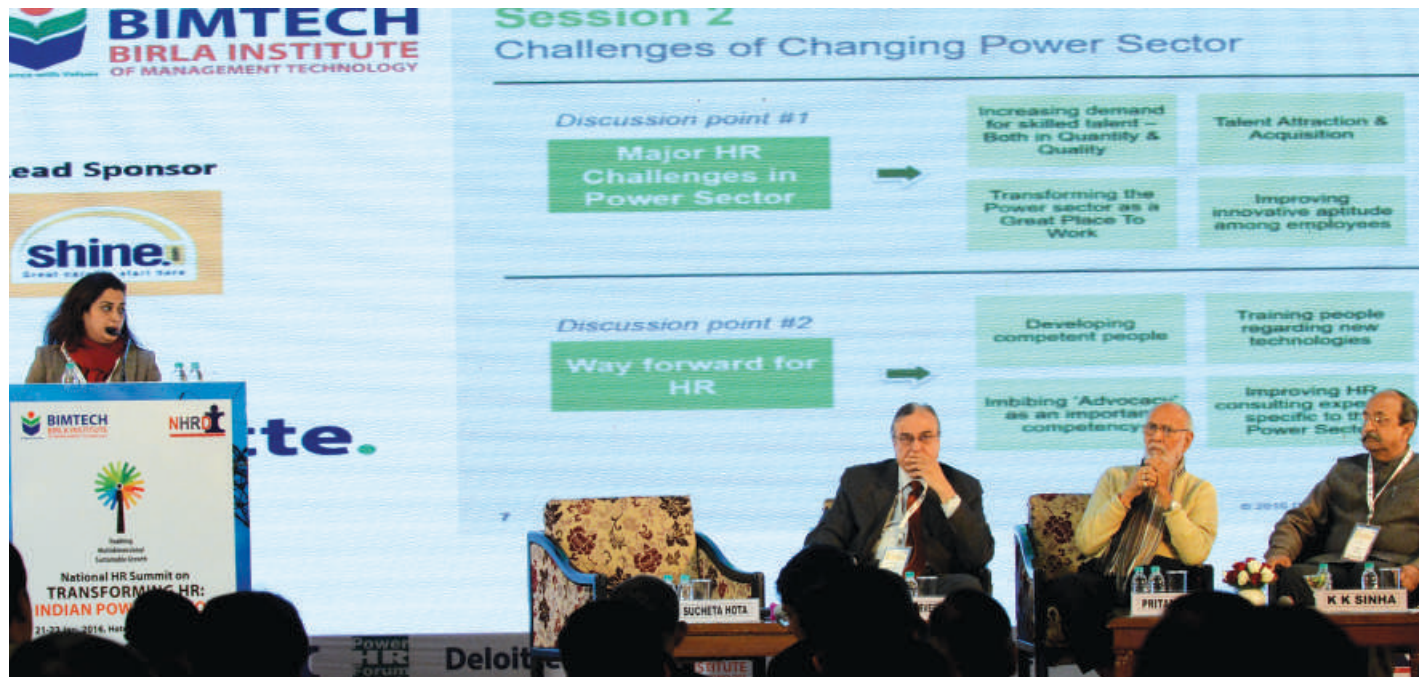
Currently, 80% of the electricity comes from fossil fuel and 20% from renewable sources of energy. To bring down the portion of fossil fuels, we should look at the latest technology. Also, to adhere to the changing compliance norms, there are high investments and changes required in fossil fuel based plants. Focusing on training in new areas should be proactively managed by HR. A rigid Performance



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Management System can be an issue. If not implemented correctly, leadership pipeline will suffer as people might get promoted not on the basis of their performance but on other factors (such as tenure, age etc.). This results in a weak middle management which is incapable of handling bigger responsibilities and roles. Hence, succession planning suffers.

A trend that has been observed in the last decade is decrease in commitment from the 'GenY' or the 'Millennials'. Reluctance to believe in the mission and vision of the organizations, inability of existing leaders, understanding the new generation leading to less engaged employees are some of the reasons identified for the same.

Bharat Heavy Electricals Limited (BHEL), one of the largest PSU's in India, has initiated a program called 'My idea' to promote involvement of the newer generation. 'My idea' promotes innovative ideas among them and gives them a platform to express them freely. Another vital point put forward was to treat employees as people and not as 'laborers'. The fact that they are still referred to as 'labor' and considered as physical entities is a flaw that needs to be corrected soon. Understanding engagement and performance management is critical to success of any organization. It's up to the organization and its managers to fuel engagement, which results in improved performance and productivity.



SESSION 6
“Valedictory Session”



It was one and a half day of compact learning for all of us. Public sector, despite all the misconceptions has been contributing to the growth of the economy. In the context of change and leadership, we must ask few questions like, Are we efficient? Are we delivering what is required? Are our people doing their best with the current affairs or the near future?

We actually are passing through the third wave of Alvin Toffler, the futurologist. He talks of IT wave as the third Wave. He talks of so many new sciences that will grow over these existing sciences viz Oceanology, Biotech and space technology that will become a common man's science tomorrow. He says that people will shuttle up in the space, once or twice a week to go to their workplace in space and return. Not only futurists or crystal ball gazers, people like Prof Tony Seba who is a business analyst and a rationalist, says that in 10 years world will be run by the solar power. He also talks of second issue of storage of power and opines that lithium batteries will carry power pack for the entire house of 5 people for a day or two. He even predicts that there will be no distribution wires which is going to be connected like Wi-Fi.

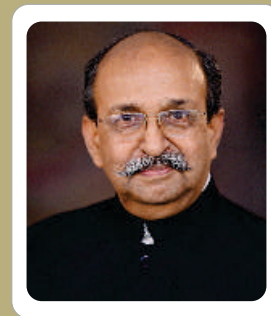
All you need is to just hook up like we hook up for internet connection. Look at the time what these people are talking about. It is not very far away. It is hardly 5 years or 10 years or 15 years from now! When the world is changing HR needs to build up leadership for that time. People are very adaptable species. But as HR, we must understand that when we are dealing with people HR must not forget that they remain to be human. HR needs to build leaders with good values and ethics.

The Summit discussed issues, challenges and HR interventions prevalent in Indian Power sector at length. Some of the recommendations and suggestions are listed as follows -

Recommendations & Suggestions:

1.Acquiring & Managing Talent:

The power sector today is unable to attract best talent despite attractive salaries, perks and immense opportunities for a meaningful career. The young graduates are not willing to work in this sector since they are required to work in remote locations across the country. Since the Generation Y wants to be part of white collar jobs, less than twenty five percent of ETs join the company after being selected by the rigorous recruitment process. The sector requires IT professionals, finance professional and managers at all levels to implement the plans.



Prof. K. K Sinha

Dean Development, BIMTECH

Prof. K K Sinha, Dean – Development at BIMTECH, is a Graduate with Honours in Economics and Post Graduate in Personnel Management. He has worked in HR for 42 years and held leadership positions in Steel Authority of India, NTPC, Reliance Energy, Reliance Infocomm and Reliance Industries Limited, and as the Group Director, Human Resources, Jindal Steel and Power Limited. As Director (HR) in NTPC, he transformed the HR processes and the work culture, enabling NTPC to be ranked as the “Best Employer” and one of the “Great Places to Work” consecutively for three years.

He has received extensive training in HR from Harvard Business School, Templeton (Oxford), Michigan Business School, Tata Management Centre, IIM, Ahmedabad, IIM, Kolkata and ASCI, Hyderabad. His book, “My Experiments with Unleashing People Power”, has been rated among The Strategist top five in Business Standard.

There are several contours to be focused to manage talent. We need to recruit people who are adaptable, possess right aptitude and are open to new ideas to steer through the changes. Major HR concern involves adopting new methods for recruitment and training employees. It is not only money which attracts people to work but providing a challenging job is also important. There is need for right positioning to ensure that right talent joins the power sector. Job satisfaction, work life balance and congenial atmosphere at the workplace, are some of the magnets with which power sector can attract young workforce.

'The Power Sector Skill Council' has been created to facilitate the process of skill development across the utilities and in particular to focus at the bottom end of the pyramid where the volumes are large, practices are diverse and there are many issues. Starting from the stage of defining the standards to rolling out skill development initiatives, assessment, certification and a whole lot of initiatives are being implemented in different States.

Retention of high potential employees can be ensured by showcasing to them the bouquet of opportunities available in the sector like technical training, behavioral training and leadership training which would facilitate them to be groomed and grow within the organization.

2. Building Leadership:

Power sector requires a thoughtful selection of leadership. Leadership pipeline can be built by proper selection, training and development and appropriate succession planning at all levels. It is possible by providing supportive environment which is essential to unleash the potential of the people. Roles and responsibility of HR in providing a charismatic leader, acting as a strategic partner and assisting in R&D should be clear and precise. HR has to confront and ensure that it acts as the fighter, builder, architect and mentor for the company.

Competencies need to be contextualized with the environmental demands with changes in time. HR therefore needs to keep updating the competency model. Success factors in an organization should define the competencies that HR should be looking for in the young leaders. We need a holistic leadership paradigm at the top level. This would mean that we need individuals high on cognitive capability, emotional capability, execution capability and spiritual capability comprising of fairness, justice and humanity.

The sector requires a bank and an inventory of talent and diversified skill which can be utilised for future roles and challenges. It requires grooming young talent under the mentorship of existing CEO. So that no outsider is required to be landed at the time of leadership crisis and the company is prepared enough to replace the position internally to connect the missing dot. Selecting young talent and providing them mentoring and training under stalwart leaders is one of the required interventions which would allow HR to prepare a leadership pipeline. While succession for senior leadership is a very important part, it is important that we get some fresh blood from outside in the middle level laterally in some specialized domain or expertise.

When developing a matrix of selecting and nurturing a leader, we should not be looking for any functional competency. The leader essentially requires three or four very important traits. The foremost is conviction, i.e. the person should be known to have conviction about whatever he/she decides to do. Secondly, character is required from leader. Since in the various phases, the person is likely to face different kinds of crisis and stress and the character will help him/ her to stand for whatever is important. Third is empathy, which would help the leader to connect to people. Fourth, the person should not be ego-centric and should be one who readily amends own thoughts/ decisions when faced with a new thought/idea.

3. Managing Industrial Relations:

Casual employment, closure of factories/ establishments, retrenchment of regular workers, no recruitment of regular

workers, huge and horrific contracts and simultaneously swelling of unemployed youth is creating huge army of surplus labor, which is putting the trade union movement in great disadvantageous condition.

If we have to create an engaged workforce, we need to recognize them as people and not merely as labor. When we say labor it means that we are talking only about the physical aspect and completely ignoring their emotional, intellectual and spiritual aspects. There is need to create deeper employee engagement which would result in creating an environment of peace, harmony and trust by elimination of differences which is very important for employee growth and development.

Research suggest that those companies that build a framework of vision and values are more successful and last longer than those which did not have this. Actualization of vision and values should be encouraged by adopting a participatory approach since participation in framing helps building ownership.

4. Building Workforce for Changing Environment:

There is hardly any company in the power sector has been able to anticipate the regulatory changes, environmental changes and changes in customer expectations. Address the manpower requirements of upcoming renewable energy projects will be another challenge since the current educational set up would be unable to provide the skill set to deal with this. HR needs to convert the technological mindset of the employees into business mindset. HR should introspect how well it has been able to convert the attitude, aptitude the approach of its technical workforce. Solar and unconventional energy is driving the sector in present times and is thereby posing requirements for a unique skill set. Therefore another challenge for HR is to prepare a workforce which was previously customized with a conventional career progression model for an entirely different situation.

- Readiness to Innovate: Power sector needs to encourage innovation. Employees have to be groomed to innovate in this sector. The transformation can be brought about by interventions by internal people who know the company or by external consultants who advice about the course of action to bring desirable changes.
- The nomenclature of HR should be replaced with Organization Development and should include Strategy and R&D also within its purview. We need to encourage Innovation audit in organizations. HR needs to re-invent its whole strategy.
- People in HR need to prepare themselves to understand the technology of tomorrow. This implies re-skilling of HR as a function.

5. Understanding Disconnect Between Industry and Academia:

Despite large number of graduates qualifying every year from engineering colleges, ITIs and Management institutes, employability is still a very big issue. The old curriculum, low interface between the academic institutes and industry and lack of focus on training are some of the factors responsible for this. Induction Training provided by the organization is very important to bridge the gap between industry requirements and theoretical education provided in the academic institutions.

6. Revising the HR Processes:

The workforce and the representatives from power sector must understand that they have tremendous responsibility to

push the economy. There is a mismatch between company's growth and employee development. In such scenario the promoted employees get diluted responsibility and authority. To ensure the importance of their position they forgo subordinate development. PMS is also a challenge as it is done on democratic basis and at times it is affected by some unavoidable disadvantages. Intuitions, personal biases add to the subjectivity of PMS system and it loses its scientific value. The very purpose of PMS is lost and its objective value is not recognized. Another problem is that the HR gives a rather rosy pseudo picture at the time of selection and our hypocrisy tendency to target Graduates from IITs etc does not let us look at the correct people to work for the company.

Generally for all products and services, the largest buyer pays the minimum tariff while the retail buyer pays the maximum. However, in the power sector this pyramid is reversed. The tariff paid by the small customer is the lowest while maximum is paid by the large customer. This pyramid needs to be reversed as seen globally as well. The pyramid is upward in South East Asia, Malaysia, Singapore, Thailand and Latin American countries as they have created surplus and here we are trying to manage the shortages. We need to hire people who can suggest ways to inverse this pyramid. We need leaders of that caliber to take up these major issues.

In order to deal with cut throat environment, HR has to ensure reduction in the cost of man power and enhance understanding of business by device ways of managing all the stakeholders including workforce, especially contractual workforce. In building the talent, we need to catch them young. Extensive implementation of processes like, job rotation, merit based promotions, mentoring and counseling is very relevant in this industry. Working towards changing the work culture or work environment within the organization, we need to create enablers to imbibe flexibility within the organization in the form of HR processes to deal with VUCA world.

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ABOUT BIMTECH

The Birla Institute of Management Technology (BIMTECH) was established in 1988 under the aegis of the Birla Academy of Art and Culture. Syt. B K Birla, Chairperson of the B K Birla Group of Companies and Late Dr. (Smt.) Sarala Birla, Chairperson of Birla Academy of Art and Culture, are the founders of BIMTECH. The Institute is governed by an eminent Board of Governors mostly drawn from the top echelons of industry. The Institute is supported by the B.K. Birla Group of Companies and Aditya Birla Group of Companies.

The fully residential campus of the Birla Institute of Management Technology (BIMTECH) is located in the National Capital Region (NCR). It has an enviable infrastructure fully connected with Wi-Fi facility. Its ambience is predominantly green.

A strong contingent of 65+ faculty members with brilliant academic and industry track record engage the students. Their efforts are supplemented by inputs from guest faculty serving the industry in senior positions in Manufacturing, Trading, Finance, Operations etc.

The academic pursuits of students are fully supported by a modern, well stocked library and seven state-of-the-art online databases. BIMTECH has international academic tie-ups with several leading European, American and Asian Centres of Management Education involving regular exchange of students and faculty.

BIMTECH offers two year Full Time AICTE approved post-graduate diploma courses in General Management (PGDM), International Business (PGDM-International Business), Insurance Business (PGDM-Insurance Business Management), and Retail Management (PGDM - Retail Management). The Centre for Research Studies conducts doctoral Programmes titled Fellowship Programme in Management (FPM) and Executive Fellow Programme In Management (EFPM) approved by AICTE, and is also engaged in academic and industry focused researches.

BIMTECH has introduced a Fellowship Programme in Management (FPM) with an objective to transform talented young researchers into innovative thinkers and real world solution providers, seeking opportunities in academics or industry. The FPM effectively draws from the research strengths of faculty members at BIMTECH, who have cutting-edge research competence. This programme is both academically rigorous as well as highly relevant to the needs of today's globalised business.

Birla Institute of Management Technology has also introduced an Executive Fellow Programme in Management (EFPM) with an objective to transform the willing researchers in the corporate world into innovative thinkers and real world solution providers, seeking to enhance value in their respective industry.

BIMTECH has been able to establish strong industry linkages through its MDPs, Consultancy Projects, Short Term Projects, Colloquiums, Round Tables, Seminars and Panel Discussions etc. organized with industry and research bodies.

BIMTECH is a mini-India in itself. It has students and faculty hailing from almost all the states of India, and also from a few foreign countries. It is this mix of nationalities, cultural backgrounds, academic and professional experiences which makes BIMTECH one of the most exciting and enriching business schools in India today.



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