



Enabling
Multidimensional
Sustainable Growth

**National Summit For
ENERGY SECTOR
TRANSFORMING HR:
AGENDA FOR ACTION**

02-03 March, 2017

Venue : Kamal Hall, ITC Maurya, New Delhi

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National Summit For ENERGY SECTOR TRANSFORMING HR: AGENDA FOR ACTION

Bold business solutions are needed for the new energy era in India and the rest of the world. This also entails bold HR solutions. The radical new thrust on solar and other renewables is just one aspect of the transformation that is going to sweep across the energy space.

Energy-Environment interface is going to determine the global agenda as well as individual lifestyles in the twenty-first century. The 21st COP held at Paris in 2016 sets the tone for the rest of the century.

The need of the hour is to have fuel without fear - the fear of climate change, of devastated lands, lost wildlife and weakened lungs. The need of the hour is also to eliminate energy poverty. Benign and affordable energy abundance is the ideal the global community is striving for.

There are decisive moves to break the technological and economic inertia. Different scenarios are being deliberated in the energy space. Expert entrepreneurs like Tony Seba have predicted that renewables will completely replace fossil fuels by 2030. Even if this may not come about by 2030, defossilizing energy is the key driver of the global energy agenda.

Energy sector is going to deal with creative discontinuities. The discontinuities are bound to have impact on the HR priorities and practices. In view of this, the energy sector may have to deal with more challenges on the HR front as compared to some other sectors which have either already dealt with major discontinuities or are at a slower change curve.

The need for an integrated energy perspective at the national, regional and the global level has been repeatedly highlighted by numerous experts and agencies. Oil & Gas, Coal, and Renewable Energy have to be seen together as an integrated portfolio of services. The consumer is not interested in the form of energy. He is interested in sustainable energy supply at a competitive price. This opens up newer opportunities as well as more difficult challenges for energy players. In fact, every member of the global human community is an energy stakeholder and is watching with interest, the developments in the energy space.

In view of centrality of the energy sector, the need for in-depth and continuous deliberations on energy issues with a view to finding out viable energy solutions cannot be over emphasized. Obviously, HR will have a key role in promoting energy solutions for the future which is going to be increasingly more complex.

In a future marked with competitiveness through radical energy productivity, an equally productive HR approach will be required. That is what this Summit seeks to look at.

THEME



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FROM THE DESK OF
DIRECTOR



Dr. H Chaturvedi
Director
BIMTECH

BIMTECH and the National HRD Network in association with Deloitte and Power HR Forum, under the able leadership of Prof. K.K. Sinha, has been successful in organizing the II version of National HR Summit on March 2nd and 3rd, 2017. The first Summit was held on 21st-22nd January 2016 on same theme of Transforming which encompassed only Power Sector. The theme of this summit i.e., 'Transforming HR agenda for action' holds great importance at this juncture of India's growth journey. The well brainstormed objective of the summit was, to examine and deliberate some urgent and important HR issues in order to realign HR functions towards real transformation so that it is invigorated to meet the real and most relevant changes and challenges of today's energy sector.

This summit witnessed the presence and inspiring words of some of the stalwarts and maestros of Indian energy sector like, Padma Bhushan B K Chaturvedi, Former Cabinet Secretary and Member Planning Commission, Shri P.K Pujariji, Hon'ble Secretary, Ministry of Power, Govt. of India, Shri R.V Shahi, Former Secretary Power, Govt. of India & Chairman of Energy Infratech. These dignitaries are the torch bearers of policy initiatives and implementation for the entire power sector in India.

Like last year, this year also we were blessed with the varada hasta of Padmashri Dr. Pritam Singh, Chairman-LEAD Centre, who is an outstanding scholar and a profound thinker. He has great mastery at integrating thought with action by combining the wisdom of architecting strategies that could be executed in an excellent manner.

This report is a physical proof of the magnificent deliberations that these leaders and other panelists of high stature have discussed during this one and a half day long summit. We have made an effort to document and present some actionable ideas that have emerge from this summit for Indian Power Sector.

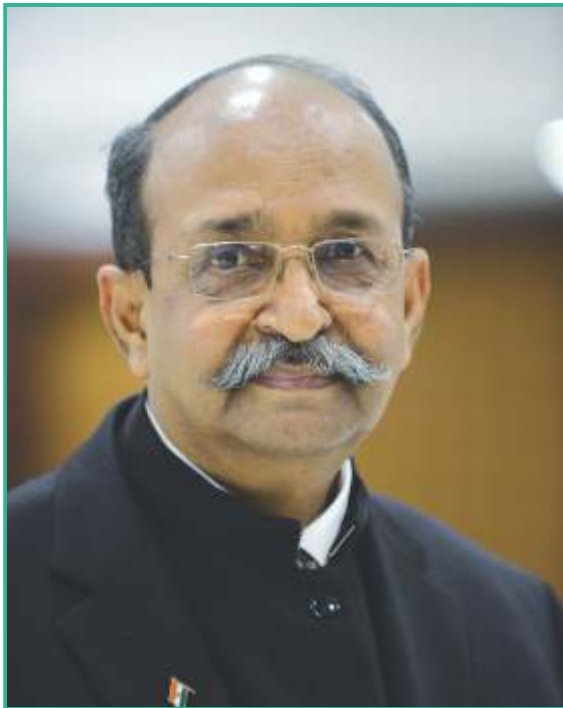


No nation can grow and succeed in providing quality infrastructure and amenities to its citizens without power.

FROM THE DESK OF DEAN



Prof. K K Sinha
Dean-Development
BIMTECH



India is at an evolving stage in its growth story. We, along with other fellow brothers and sisters are living in an exciting world that is governed by technology and innovation. Energy sector is no exception. Right from Wind, Water and Land (coal) to Sun-Moon & also Mars, not even the galaxy is the limit. This is not only alarming but also expects a responsible and cautious approach for dealing these disruptions and interruptions in to Almighty's dynasty. A viable energy strategy is critical for sustaining and maintaining a balance and poise.

I always quote that right from 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. A comprehensive human resource planning for energy sector with a visionary approach is need of the hour to arm our Arjunas with right skills and expertise that enable them to hit the target with full precision and exactitude. Present report has comprehensively showcased the deliberations and discussions of the industry leaders and think tanks on the specific people related issues pertaining to Indian energy sector of today and tomorrow. The report is designed in the form of detailed discussions of the speakers in 7 sessions, comprising of inaugural session, 5 sessions as panel discussions on various subthemes and the valedictory session. Deloitte has been a key partner in designing and streamlining the theme of the Summit.

Presenting this report to different stakeholders of India's energy sector gives me an immense sense of satisfaction. I feel honoured and in the form of this report, I wish to express my gratitude to each and every one who were the part of organizing this summit.



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



National Summit For **ENERGY SECTOR** **TRANSFORMING HR:** **AGENDA FOR ACTION**



The Backdrop

India at an evolving stage in its growth story, promises many opportunities for energy players. The ambitious megaprojects launched by the government of India are likely to drive higher energy consumption. The new thrust on non-conventional and renewable sources of energy has radically altered the energy dynamics in the country. The viable energy strategy is critical for sustaining this growth. Coal, Power, and Renewable energy has been brought under one Ministry by the Union government recently. Energy environment interface will influence the future global agenda as well as individual lifestyles in the 21st century. In view of the centrality of the energy sector the need for in-depth and continuous deliberations on energy issues to find out viable energy solutions is absolutely imperative. The effectiveness of dealing with rapid and radical changes hinges on the effectiveness of HR strategies, HR changes and challenges are crosscutting and impacting all the sectors of the economy and industries. Yet it is pertinent to look at sector specific HR scenarios. Changes in technology, customer aspirations, expectations of the employees and the changing facets of competition bring into focus the relevance of the HR philosophies and practices on effective talent management in the sector.

Under the current changing scenario finding leaders who possess a vision, versatility, emotional strength, understanding & project execution and people orientation might be a challenge. Organisations need to spend more time, effort and energy in creating deeper and genuine employee engagement. This can reduce or rather eliminate differences in strife consequently creating a desired environment for focusing on growth of the sector and its strategies for innovations.

Some of the strategies for creating human capital for the energy sector could be attracting talent by showcasing opportunities, improving brand image and changing the work environment, expanding training to covering behavioural and attitudinal changes, expanding existing training facilities and create new infrastructure and of course creating awareness on energy efficiency among all stakeholders. In view of the centrality of the energy sector the need for in-depth and continuous deliberations on energy issues with a view to finding out viable energy solutions cannot be overemphasised. Obviously HR will have a key role in promoting energy solutions for the future which is going to be increasingly more complex.



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

In a future marked with competitiveness through radical energy productivity and equally productive HR approach will be required.

Bold business solutions are needed for the new energy era in India and the rest of the world. This also entails aggressive HR solutions. The radical new thrust on solar and other renewable is just one aspect of the transformation that is going to sweep across the energy space. Energy-Environment interface is going to determine the global agenda as well as individual lifestyles in the twenty-first century. The 21st COP held as Paris in 2016 sets the tone for the remainder of the century. The need of the hour is to have fuel without fear. The fear of climate change, of devastated lands, lost wildlife, weakened lungs! The need of the hour is also to eliminate energy poverty. Benign and affordable energy abundance is the ideal, global community is striving for. There are decisive moves to break the technological and economic inertia. Different scenarios are being deliberated in the energy space. Expert entrepreneurs like Tony Seba have predicted that renewables will completely replace fossil fuels by 2030. Even if this may not come about by 2030, de-fossilizing energy is the key driver of the global energy agenda. Energy sector is going to deal with creative discontinuities. The discontinuities are bound to have impact on the HR priorities and practices. In view of this energy sector may have

to deal with more challenges on the HR front compared to some other sectors which either already dealt with major discontinuities or are at a slower change curve. The need for an integrated energy perspective at the national, regional and the global level has been repeatedly highlighted by numerous experts and agencies. Oil & Gas, Coal, and Renewable Energy have to be seen together as an integrated portfolio of services. The consumer is not interested in the form of energy. He is interested in sustainable energy supply at a competitive price. This opens up newer opportunities as well as more difficult challenges for energy players. In fact, every member of the global human community is an energy stakeholder and is watching with interest the developments in the energy space. In view of the centrality of the energy sector, the need for in-depth and continuous deliberations on energy issues with a view to finding out viable energy solutions cannot be over emphasized.

Obviously, HR will have a key role in promoting energy solutions for the future which is going to be increasingly more complex. In a future marked by competitiveness through radical energy productivity, an equally productive HR approach will be required. That is what this Summit looked at. This report tries to cover the deliberations and discussions of some of the thought leaders and drivers of this industry.



SESSION

2nd March 2017



Day-1

Inaugural Session

- **Welcome Address** : Dr. H Chaturvedi, Director, BIMTECH
- **Need for Paradigm Shift in HR** : Padma Shri Dr. Pritam Singh, Chairman-LEAD Centre
- **Keynote**: Mr. R. V. Shahi, Chairman, Energy Infratech & Former Secretary Power, Gol
- **Inaugural Address (Chief Guest)** : Mr. Pradeep Kumar Pujari, Hon'ble Secretary, Ministry of Power, Govt. of India
- **Vote of Thanks** : Mr. Dhananjay Singh, Director General, NHRDN



Dr. H. Chaturvedi



Padma Shri Dr. Pritam Singh



Mr. R V Shahi



Mr. Pradeep Kumar Pujari



Mr. Dhananjay Singh



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SESSION-1

Inaugural Session

Need for Paradigm Shift in HR:

Padma Shri Dr. Pritam Singh
Chairman-LEAD Centre



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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. Currently he is the Chairman of committee of Defence Acquisition and Procurement approved by the Ministry of Defence, Government of India.

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 Padma Shri.

Padma Shri Dr. Pritam Singh
Chairman-LEAD Centre

This conference is a kind of a khumb mela and the confluence of many thought leaders. If you see the speakers and talk about who is who, almost all of them are here. And I must say that K.K Sinha, Dananjay ji, and their team has done extremely great job. I see that this conference would be much more productive than the conference we had last time.

Thousands and thousands years back Chanakya the great guru of governance and leadership made a very powerful statement that says, 'It is the context that decides whatever you do is relevant or not relevant.' So let me try to focus some time on architecting or mapping the contextualisation. I will throw some light upon how the power is accepting globally, how it is accepting from the corporate world and third, what is the present power scenario. My views will be on the concerns and the cylinders of growth. How the companies globally have been using the seven cylinders and that is why I call it rainbow of cylinders. I would like to conclude by discussing the role of people power in this kind of context.

Ford made a very powerful statement, 'take my all machines, and take my all money; give me my twelve men and I will build another Ford.'

That was a very powerful statement about the power of people. Today power is shifting. Once upon a time US Canada and Europe that was the centre of the power; in the second phase US, Europe and Japan were in the centre and Canada got out. The third phase included US, Europe and China, and in the fourth phase, US China and India will lead from the front. 'The sun would be rising again from the East'. Today's corporate world is no more a business world. It is a world of Mahabharata and all the wars in the corporate world would be fought in China and India. All the great global player would be moving towards India and China so Indian companies must be prepared to fight war globally. If you see fortune 500 list, in 1915 there were several companies who were in the list of Fortune 500 but in 2013 only seven percent could survive. Rest disappeared. Where is HSC, ITI, HMT, Escorts and DCM today? In today's world only 'Paranoid' can survive. Those who are not sure of survival they would survive. In 1916 we had the population of 6 billion, in 2020 the population would be about 7.5 billion. It means the demand for the energy in 2020 would be growing around 57 percent. It is a very comforting phenomenon. The market is really assured. You don't have to bother about the demand you don't have to bother about the market. The question that arises here is not market but sustainable and responsible business. Are we giving energy which is economically affordable, ecologically safe and environmentally friendly? These are three big challenges.

Nuclear energy contributes around 16 percent, coal is still 40 percent, oil and gas 25 percent, hydro and others 19 percent. It means 65 percent energy is the thermal energy and the relevance of thermal is globally being questioned. In India, 68 percent is thermal and 14 percent is hydro. Renewable is 15 percent and nuclear is 1.83 percent. In the OECD countries their nuclear power is about 24 percent of their supply side. In Europe it is about 35 percent. In India it is only 1.83 percent. It needs to be looked and re-examined. We must ponder upon the cylinders the companies are using to have sustainable growth and sustainable competitive edge. They are using seven special cylinders, one is the cost leadership, the second is quality leadership, and third one is about the customer leadership. The fittest will not survive only fastest will survive, it is my mantra. Those who are the first movers they will survive. Fourth point is innovation. Fifth and sixth are people power and culture. And the last one is ethical governance. These are the seven pillars, these are the seven cylinders and all these companies who survived were appropriately and simultaneously using all the seven cylinders. So it is not the question of one cylinder or another cylinders, rather using all the cylinders simultaneously. Three things were very critical about these companies. The first one was people

power. You can imitate technology, processes, strategy but it is difficult to create another R.V Shahi. R.V Shahi cannot be imitated. Pujari Sahib cannot be imitated. Those who have done extremely well they always use the cylinder of people power. Innovation comes from people power. So innovation and people power both are extremely linked to another. And the last one is ethical governance.

In 11th Sloka of Bhagwad Gita, Duryodhana made a very powerful statement and requests all great commanders to collectively save the life of Bhishma because Bhishma has been the embodiment of Dharma. Unfortunately in this country we define ethics in terms of financial transaction. Ethics are also defined in terms of misconduct. Ethical governance is very important. I have a concept of 'National Energy University'. All the power energy sector people should join together and they should create a mega university of R&D, because we can't compete with General Electric or Siemens. I find that R&D is the biggest issue in this country. Global players are coming to pursue their R&D in India. How can Indian companies afford to avoid that? America is invincible nation not because of natural resources but because of such great universities like Harvard, MIT, Princeton etc.

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It is high time that we should do a very radical thinking about HR. Concept of assessment centres, concept of pre-set degree appraisals, concept of competency mapping and competency assessment requires immense amount of energy and power.

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Great organisations always believed in building people power. Are we building leaders? We are not. It is high time that we should do a very radical thinking about HR. Concept of assessment centres, concept of pre-set degree appraisals, concept of competency mapping and competency assessment requires immense amount of energy and power. A movement for people development is required. That requires a movement in higher education. I strongly believe that behind every gun there is a person who operates that gun. The person has value not the gun. Last point I would like to say that Kalidasa wrote many poetries, but one poem is my favourite where Kalidasa says, "God you can give me any amount of punishment, any amount of miseries I won't mind I will always consider that one as a blessing, but do not give me the punishment, and miseries of reciting my poem in front of those fellows who are non-appreciative."





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SESSION-1

Inaugural Session

Key Note

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; Electricity 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). He is also Chairman, Advisory Board of Indian Energy Exchange; Chairman, Adani Power Advisory Board; Member, Central Advisory Committee of Central Electricity Regulatory Commission; Energy Advisor, South Asia Regional Projects, World Bank; Chairman, Task Force, Power Sector, Rajasthan Government; and Chairman, Railway Energy Management Advisory Board. Earlier, he was CMD of BSES Ltd. and Director (Operations), NTPC.

He is the proud recipient of many awards including the Indira Gandhi National Award, "Best Power Man of the Millennium Year 2000" Award, and Powerline Expert Choice Award 2006 for Biggest Individual Contribution to the Power Sector. He has contributed and presented many papers at various National and International Conferences and has authored four books on Energy and Power sectors.

Mr. R V Shahi
Chairman, Energy Infratech Pvt. Ltd.

Last year also I happened to share my thoughts in a similar programme but things are so dynamic that I think within a period of one year if we compare the nature of challenges, the complexities are quite significantly different, both in terms of size and nature. Dr. Chaturvedi in his initial remarks made the point that HR is behind all these, because HR cuts across sectors. I completely agree to this and would like to add that, "HR not only cuts across all the sectors, but it cuts across all the functions."

Rapid changes are leading to complexities and challenges. Changes could be at political level, administrative level, or at the level of technology. Changes create different types of challenges for the people who deal with this. In India, we are changing from age old conventional power to renewable sources of power. At the outset HR gets into scene. It needs to get into action, irrespective of the nature of change and sector. Dr. Pritam Singh mentioned that over last few years global power has shifted. Many a time we do not check and question those people whom we trust. US has that influence and therefore this is a great change. I think political shift and political changes create complexities and challenges which gets translated into HR challenge. We must recognise these Human resource management challenges. We need to capture and consider this shift from trade unionism in an organised sector to mass upsurge without a leader. The standards and norms for ethical behaviour have greatly changed. And that invite a great challenge particularly for private sector companies. Therefore, the challenge will have to be translated into how we attune our working from HR point of view. We train our people not to reconcile but to accept. That means we accept that there is a value system. For example demonetisation is leading to a certain type of financial transactions which questions; should India continue to have 12 percent of cash transactions or should it go to five to six percent? Why should it not conduct on the other way? And that has led to a large number of changes that are happening overnight. You have paytm's and credit card percentage increasing. We see lot of financial transactions increasing. Imagine how the industry should reconcile. Can we suddenly say that we are not prepared for it? We can see that the whole MSME got affected with these changes. I think the ability of HR is that when changes happen and complexities and challenges get created, everyone including HR is prepared.

Can HR see ahead of it? That is the great challenge. Which means when Trump has started doing it, we are analysing it. Did we analyse when he was campaigning for it. Did we analyse even before campaigning because US election goes for almost one year. So therefore the question is can HR see the changes when they happen, complexities and challenges when they get created. This is the high order of demand; to manage predictable change and unpredictable change. But there are HR departments which do not respond and prepare even for predictable change. That cannot be excused obviously. If your change is predictable why is it that you do not take advance action to respond to those changes which create complexities in managing, whether at the government, level administrative level or at corporate level, or at a company or a plant level? Enhancing the ability to predict changes is a great challenge in itself. There we need super human beings like Dr. Pritam Singh to tell us, how we should predict the future. Can there be some literature research or research survey? Like if prime Minister of India has to be Mr.

Modi, did the industry analyse how he functioned as chief minister in Gujarat very closely. That means in economic sense, one need to predict that how steel demand will increase, what will happen in automobile sector or Power plant will there be new power plant etc? Same is true for consumption sector. We need to be prepared how those demands get translated into other types of demand. We need to prepare in advance. Those are the challenges that are happening in a big way. In one of my books I wrote, about how could we have done better management of petroleum sector in India? I was very critical, I continue to be. If after forty fifty years of efforts, we continue to depend more than 75 percent on import, the message is clear and loud. Why should we continue to depend on import in such a big way when crude changes from 35, to now 60 and at one time 120? We suddenly start saying that our current account deficit is ballooning from 0.2 percent to 2 percent. So I think that situation continues to be like that.

I think political shift and political changes create complexities and challenges which gets translated into HR challenge. We must recognise these Human resource management challenges. We need to capture and consider this shift from trade unionism in an organised sector to mass upsurge without a leader.

I have been a critique of gas based power generation, I continue to be. I have serious difference of opinion with Dr. Baliyan on that because whoever planned for it, today it is in a miserable condition. In today's context of energy we need to do really serious thought. When we succeed in an organisation, we give credit to HR. If NTPC is succeeding, or has been succeeding, we give the credit that HR did the great job. Similarly when it fails in any sector, HR should take that shot also. HR does not have the habit of taking the blame when it has the habit of taking the credit. NTPC which has been our flagship company, has to revisit many of its approaches of the past. Coal is not a favourable fuel now, we can debate for hours why should it not be or should it be, but it is not a favourable fuel. Therefore you have a situation of larger dependence on renewable sources. I want to remind of a point here; 'did we predict this'? According to me we should have predicted this. This was a predictable change. Second point is that, there are issues which have to be brought to the technical people. Normally technical people do the support functions whose job it is to do all sorts of literature survey, behavioural survey etc. Solar is going to create a technological issue. Power Ministry is preparing for it. We must do our technological preparations for this. If you see the outline of various sessions, Innovation is one of the themes. Innovation is a phrase which we have been reading and listening for years together. Till now our dispensation and inclination towards R&D has been in letter not in spirit. Who is responsible to change the mind-set? I think HR. Am I putting a lot of demand on HR? I know that it is everybody's responsibility but HR's responsibility is larger. We should prepare for it and see that unpredictable changes, technological complexities, technological changes, behavioural changes, and mind-set changes, all get embraced in a manner that we should not take them as unnecessary evils or necessary evils. More we are able to address them successfully, more it will be a compliment to the HR function.



National Summit For
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SESSION-1

Inaugural Session

Inaugural Address

Mr. Pradeep Kumar Pujari
Hon'ble Secretary, Ministry of Power
Govt. of India



Shri Pradeep Kumar Pujari, a 1981 batch IAS officer of Gujarat cadre was appointed as Power Secretary in 2015. He replaced Shri Pradeep Kumar Sinha, a 1980 batch IAS officer of Assam Meghalaya (AM) cadre. Earlier Shri Pujari was working as Special Secretary and Financial Adviser, Department of Agriculture Research and Education, Ministry of Agriculture.

Mr. Pradeep Kumar Pujari
Hon'ble Secretary, Ministry of Power
Govt. of India

Dr. Pritam Singh talked about higher education. Personally I have a slightly different view on that. I am more concerned about the primary education. I mean it is not related to this topic but that since you have raised this issue I thought I am quite provoked to respond to that. Various studies give a very disturbing trend that is happening in the primary education field in private sector in country. Apart from the issue of dropouts, the next issue is the quality. In spite of huge amount of expenditure made by government in terms of school classrooms, the teacher, the infrastructure, somehow large part of the students of the primary schools are being left out. Many of

them at the higher level, at the class VI and VII also are not in a position to read and write and identify numbers and alphabets. That means you are creating a generation who will be left out of the mainstream of the economy and that is quite disturbing for the stability of the society. So apart from higher education where I understand that once a student comes to a particular level and gets higher education, he gets quite confident to demand his share of the services. The same liberty or facility is not available to the school children because they have to be taught. And this initiative has to come from the system.

Recently honourable prime Minister started a series of talk where they invited the global leaders and asked them to address the senior officials and the ministers. And one of the recent talk when the Deputy Prime Minister of Singapore came and addressed all the Secretaries and Ministers of government of India, apart from many other issues that he raised, very categorically he says that the primary education is on the verge of collapse in the county and we should recognise that fact and work on that very deliberately to address the issue. Since all industrial areas are there in the energy sector but this issue was flagged, so I was provoked to at least appeal to all of you that whatever we can do to fix the primary education I think we should go. Apart from our official work that we do purely as an individual and as a responsible citizens and also the privileged class of the whole Indian economy, we should do our contribution to fix the primary education.

Today's theme couldn't have been more appropriate. As mentioned earlier, the energy sector is undergoing a rapid transformation and within the energy sector, I think it is the power sector where the transformations are much more rapid, radical and disruptive. Certain developments are beyond our control. In the last two and a half years government has introduced many element of disruption, which are disrupting and transforming the power sectors. These are deliberate disruptions. First such disruption is to make the sector more accountable, efficient and transparent. The objective is to make quality power available to a large part of the consumers at an affordable price. It requires the concurrent action on the HR front so that they work together and plans get implemented properly.

As I mentioned this makes the management of the power sector more challenging and role of HR more crucial because of the changes that is taking place. The effectiveness in dealing with the rapid and radical changes requires pertinent HR strategies. The challenge is to create skilled human capital that possess required vision, versatility, understands execution capabilities and at the same time attracts, manages and retains the talent in the fast moving world of power sector. India is at an evolving stage of viable energy sector. Viable energy strategy is critical for sustaining its growth with the objective to make a quality power available at an affordable price for all. HR policy needs to be responsive to the dynamics of this power sector. A lot of changes are taking place in the power sector. See what has happened in the last two years the Indian power sector has seen huge progress in the last few years especially in the last two and half years. We have added 52,000 capacity, 52000 megawatt of capacity in the last two years, 2014-15 and 2015-16. Now the total installed capacity is about 315 gigawatts, 3, 15,000 megawatts and 52,000 megawatt.

One sixth of the capacity was added in two years. Similarly if you look at the transmission sector also about 60,000 circuit kilometres were added in the last two years that means about 25 percent of the total transmission capacity was added in the last two years. It means the quantum that has come into the sector investment and the capacity that has been created in the sector is unprecedented. Now it has its own impact. We talked about the lack of demand, we talked about low PLF, and now these all gets related to these. If the 12th plan target for capacity addition was 88,000 megawatts and in four years of the 12th plan that is from 2012 to 2016 we have added 90,000 capacity which means in less than four years we have added more than 100 percent of

the capacity target of 12th plan. Now these are the things that have created the disruptions in the system. Currently about 80 percent of the electricity comes from the fossil fuel as was mentioned earlier, but with focus on renewable and with the target of 175 gigawatts of renewable energy by 2020 the largescale renewable energy will come into the grid. The consequential issues of integration and grid stability is a major challenge. Now even today we are quiet far from achieving these targets. Though it is a target for 2022, but the way the renewable is coming in both solar and wind, it may happen that we may not do 175 gigawatts by 2022. But maybe by 2023-24 we are definitely going to achieve that. We need to focus on grid stability as well and decide about how we are going to run the power system. Renewable power generation will be through not only large-scale solar energy and wind energy but also through decentralised generation including rooftop, which has its own implications.

I am more concerned about the primary education. Apart from the issue of dropouts, the next issue is the quality.

Accurate forecasting and use of latest technology to integrate the system will be of utmost significance. We have to be flexible in operation of thermal power plants to stabilise the grid. Now NTPC has already started the exercise in this regard and they have taken up two power plants to fit it to operate flexible and ramp it down at the PLF of about 40 percent. It has its consequential implications but since we do not have the luxury of gas and a large-scale hydro, we have to depend necessarily on the coal power plants to stabilise the grid and operate them in a flexible way. So it has its own implications. Now the Ministry of Environment and Forest has notified the revised norms and are supposed to kick in by the end of current year. For compliance of these norms there will be high investments and changes required in the fossil fuel based power plants for example, installation of FSD requires a line in as input and disposal of gypsum. We have to work upon the plan to handle these technological issues, along with concurrent HR issues. How these issues will be handled and by whom is a challenge HR needs to take up. Commissioning and operating high voltage transmission and operation of national grid and maintaining grid discipline has its own set of challenges.

If you look at the App Vidyutprabha which indicates price in the power exchange every fifteen minutes on real-time basis. Sometimes market splits because of congestion, but today, the interregional congestion is least. As per the current policy of government of India we need to ensure that there is sufficient transmission capacity, proper interregional transmission capacity with zero congestion, regional parity in terms of availability and cost of power.

In this context, the challenge is to run the grid, stabilise it and respond to various issues occurring at operational level.

Distribution of power is also changing. Transmission by way of smart grid, mini-grid, and rooftop solar are already happening. Government of India along with concerned state governments



National Summit For ENERGY SECTOR TRANSFORMING HR: AGENDA FOR ACTION

SESSION-1

Inaugural Session

Inaugural Address

Mr. Pradeep Kumar Pujari
Hon'ble Secretary, Ministry of Power
Govt. of India

have formulated state specific plans in power sector companies for building 24x7 electricity networks. Every State government has signed a document with government of India with the approval of the respective state government cabinet to go and agree to a path where they ensure 24x7 power supply available to all the consumers. Out of about 18500 odd villages that have no access to electricity, now about 12,500 villages have been covered and electrification of remaining five thousand odd village is on the board. But the more challenging task is to electrify about 5½ crores households who do not have access to electricity by 2019 or 2020.

HR policy needs to be responsive to the dynamics of this power sector. A lot of changes are taking place in the power sector.

The other emphasis is on energy efficiency. The LED programme that has been launched by the government is one of the scheme which is not run on government grant or subsidy but functions on a peculiar business model. Till date about forty crores of LED bulbs has been sold in last two years. If you add the savings out of that, it is estimated at about 12000 megawatts of awarded capacity. It means that this energy efficiency has lowered your demand to about 10,000, 11,000 megawatts. This is also a kind of disruption. In 2015 when this program was launched no one anticipated this. We are bound to focus on energy efficiency because the benefit goes to the consumer and it also helps grid by lowering the peak load and flattening the demand curve. As pointed out by Mr. Shahi, I fully agree that these things should be anticipated and visualised so as to design a correct HR strategy to address these issues. The government of India has launched two major schemes in the form of Deendayal Upadhyay Gramjyoti Yojana and IPDA, to augment and strengthen the rural as well as urban distribution sectors.

In past also a lot of money was invested in the infrastructure and IT enabled facilities. But the result was not as encouraging as anticipated. Today with a large-scale IT penetration in all the sectors the power sector especially distribution companies (discoms) are responding more positively. The moment it is IT enabled with reduced human interface, many of the issues that gets suppressed get highlighted individually. For example, there is an issue of high AT&C losses in the distribution in the discoms. Currently there are about 38,000 feeders in the urban areas. As it

is IT enabled now, they communicate on their own to the state SCADA centres and also get visibility on the national porta. When it is open for public, anybody can know that which distribution company and feeder in the urban area is showing how much loss.

When the information is open to public, the system pressure is created on discoms to take action to correct the losses. AT&C losses are lower not because of the technical issues but largely because of the governance issues as distribution administration is a large part of governance issues. It means we are basically working on putting IT systems in place so that a lot of information which is of public interest which leads to efficiency in the operation, gets flagged at various levels. These are small disruptions introduced into the system. One major disruption was to reduce the cost of generation of power, we have issued guidelines on swapping of coal linkages, but practically speaking, it is almost impossible to allow a corporation to aggregate all the coal linkage and swap it.

We have allowed the state generating companies to give the coal to a private company, if they do not want to use it in their own power plant. and based on that coal they can take out that bid, give.

I mean these are again look at what is happening, I mean these probably after a few months back or one year back it was just impossible that was the shortage of scenario nobody talked about saying that how can coal be given now. But here we are taking out guidelines saying that this coal belongs to you but if you don't want to use it in your own plant there is an inefficient power plant that you are using it just shut it down. There are private sector power plants available, we don't have a PPA take this coal, based on this coal you bid it out and if you get a good competitive bid tariff power you can give this coal say for one year, two years three years, and then take power instead and so this scrolling guideline has been issued, again the changes large disruptive for a power sector a traditional which runs on the traditional way we have run it for so many years.

We have been exporting power to Bangladesh and Nepal. Now we are importing power from Bhutan and exporting to Myanmar. So the interregional SAARC countries are also getting integrated and in the days to come all the neighbouring countries around India this cooperation in the power sector will become much stronger. It will also create challenges. We need to understand that how we will address these issues from the HR point of view. There are talks about setting up joint sector projects, combined and together in one country, getting into a third country participate, equity participation in a project in the third country. So tremendous amount of opening up of the power sector is happening with the neighbouring countries. In the light of these developments some



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of the HR challenges for the future would be acquiring and managing talent, addressing manpower requirement for new and evolving areas and providing adequate training and working environment.

The power sector would require IT professionals, finance professionals and managers at all levels to implement the plans. They would be open to new ideas to steer through the changes, retention of high potential manpower needs to be assured by suitable policies. Competencies need to be contextualised with changes in time. HR therefore needs to keep updating the competency model the sector requires and make an inventory of talent with appropriate skill that can be utilised for future role and challenges. Even the technological mind-set of the employees have to be converted into business mind-set because more technologies and business both have to run together.

The power sector needs to encourage innovation. Employees have to be groomed to innovate. A paradigm shift is going to take place in the way we generate power, transmit power, distribute power and consume power. It will be steered through an increased usage of technology. Energy environment interface is going to determine the global agenda as well as the individual lifestyle.

Energy sector is going through to deal with these creative discontinuities which are bound to impact the HR policies. In view of this energy sector, may have to deal with more challenges on the HR front as compared to many other sector that is similarly placed. In view of this centrality of the energy sector the need for in-depth and continuous deliberations on energy issues with a view to finding out viable energy solutions cannot be emphasised. Obviously HR will have a key role in promoting energy solutions for the future which is going to be increasingly more complex. If a future is marked by competitiveness through radical energy productivity and equally productive HR approach will be required. I am sure, this summit will explore those possibilities and come out with suitable strategy.

But as was mentioned earlier we have to understand what is happening in the power sector both locally in the domestic sector and globally. We have to anticipate the changes there will be changes which will come from outside from the external sources. There are lot of changes and disruptions will be coming up from within the system if you can anticipate and put the strategy in place and create the support base of the HR it will be much more easy to manage the power sector. It is going to be more and more complicated but enough talent available in the country which can manage the sector and address all the issues



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SESSION-1

Inaugural Session

Vote of thanks

Mr. Dhananjay Singh
Director General,
NHRDN



A National Board Member of NHRDN, Mr. Singh has been with National HRD Network since September 2011. Earlier he was with All India Management Association (AIMA), where he worked closely with organizations like Tata Group, NTPC, IBM, Aditya Birla Group, Gallup Inc, Hindustan Times, Star News, Zee Business, CNBC TV18 and many others.

He has also worked with Management Professionals like Dr. Jagdish Sheth, Dr. John Flemming, Dr. Lynda Gratton, Mr. Sam Pitroda, Dr. Dave Ulrich and Dr. Wayne Brockbank. He is a visiting faculty at Central University Jammu.

A graduate from University of Allahabad, Mr. Singh has an MBA in Personnel and a Diploma in Training and Development from ISTD, New Delhi. He is an AIMA Accredited Management Teacher and is pursuing PhD from Aligarh Muslim University.

Mr. Dhananjay Singh
Director General,
NHRDN



In 1857 nobody believed that India will become an independent country but there was a change in mind set which ensured that in 1947 on 15 August we became independent. We talked about the change in the mind-sets leading to the changes in our lives. Last year we started with power summit, soon we realised that power is too small to change the landscape and we decided to organise energy summit. It is a summit being organized for the first time under the leadership of Dr. Pritam Singh, Dr. Chaturvedi, Prof. K.K Sinha and the tea. We conducted a primary research as we wanted to have real-time findings, not only from the HR perspective but also to the overall organisation. It will be a privilege for BIMTECH and HRDN to be of any assistance to your endeavours in building people development initiatives of Power Ministry and the larger issue of primary education. Shri Pujari ji and Shri Shahi ji has played a pivotal role in the sector. Whether it is this programme or any government initiative in the recent past, they have been the strongest of the pillars. Words will fall short to acknowledge the contribution of our mentor, Shri Pritam Singh Ji. He has lead from the front and has visited most of the companies which are today the backbone of the energy sector in the country.

It is said that, "Do aur do ka jod hamesha char kahan hota hai, soch samajh walon koh thodi nadani de Maula".The power of collaboration between BIMTECH, NHRDN, Power HR Forum, Deloitte and Prof. Sinha is also like this.

“
दो और दो का जोड़ हमेशा चार कहाँ होता है ?
सोच समझ वालों को थोड़ी नादानी दे मौला ।।
**The power of collaboration between BIMTECH,
NHRDN, Power HR Forum, Deloitte and
Prof. Sinha is also like this.**
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SESSION

2nd March 2017



Day-1

Emerging Energy Sector Landscape : The Talent Challenges and Opportunities

As the only bright spot in the global economy as per IMF's assessment, Indian economy promises opportunities for energy players. Indian economy may demonstrate vibrancy amid the global gloom. The ambitious mega projects launched by the Government of India are also likely to drive higher energy consumption. The new thrust on non-conventional and renewable sources of energy has radically altered the energy dynamics in the country. During the period 2017-2027, there is likely to be more capacity addition (in terms of megawatts) in the renewable segment than in fossil fuel based power capacity. The price dynamics in the international oil market is to be continuously accommodated. There is also thinking that all the CPSEs in the oil sector may be merged to make an oil behemoth. The energy sector is going to witness challenges and uncertainties along with the growing opportunities. HR has to respond to these challenges and uncertainties while leveraging the opportunities. HR can be a strategic partner in effective scenario building and appropriate initiatives. The impact of the growing share of solar and other renewables needs specific HR attention. Another question that needs to be addressed is whether it is feasible to have an integrated HR approach for the entire energy sector that provides sustainable competitive edge.

Chairman & Moderator: Mr. R. V. Shahi, Chairman, Energy Infratech & Former Secretary Power, GoI

Panelists:

- Dr. Ashok Balyan, CEO - Oil & Gas Business, Reliance ADAG, Former director HR ONGC, MD Petronet
- Mr. Atul Sobti, CMD, BHEL
- Mr. I. S. Jha, CMD, Power Grid Corporation
- Mr. Rajeev Sharma, CMD, Power Finance Corporation



Mr. R.V. Shahi



Dr. Ashok Balyan



Mr. Atul Sobti



Mr. I.S. Jha



Mr. Rajeev Sharma



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SESSION-2

Emerging Energy Sector Landscape: The Talent Challenges and Opportunities

Chairman & Moderator: Mr. R. V. Shahi, Former Secretary Power, Govt. of India & Chairman, Energy Infratech



How many organisations have an institutionalised system to predict changes, to visualise changes, The nearest that I can think under the corporate governance norms at the government and legal level is constitution of a Risk Assessment Committee. But from the HR point of view, to prepare your leadership team, to prepare the organisation in general and to visualise changes which may happen in the next three four five years, how many organisations have the institutionalised systems where HR is enabling this to happen or catalysing this to happen? Disruptive approach has overtaken us in the past and the degree of preparedness, institutionalised mechanism of evaluating or assessing and predicting these things is very low. But in future we need to do it because it will happen in future as well and will go unabated. So what do we do to prepare ourselves better is the main theme of this part?

The first issue that I wish to raise that we are not utilising optimally, leading to load shedding. There is one school of thought which has started thinking and saying that we have already reached a saturation level in terms of generation capacity and availability. But we also have to answer that we are hardly 1000 kilowatt hour per head per year per capita consumption. Recently Central Electricity Authority has come out with a draft national electricity plan. Many of you would be aware that, under the Electricity Act from time to time Central Electricity Authority has been entrusted with the responsibility to prepare national electricity plan with prediction of five years. And for up-to 2027, there will be no need for additional generation capacity of coal based power. Institutionalised arrangement to predict change over a period of next five years is the need of the hour. It will be great if HR people were also to make some suggestions on complex technical and financial issues.



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Mr. Sobti has a rich repertoire of diverse and versatile professional experience of more than three decades, 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. 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.

He is currently the Co-Chair of the CII Council on Public Sector Enterprises and also part of prestigious CEO level bilateral forums such as Indo-French, Indo-US, etc. He has been bestowed with many awards including the Eminent Engineering Personalities award by the Institution of Engineers (India).

Mr. Atul Sobti
CMD, BHEL

As Mr. Shahi rightly mentioned that major changes and deceptions are taking place in the business environment. In fact whether we admit or not, the reality is that there is a kind of uncertainty at the moment. Reasons could be; information flow, abundance of information as well as interpretations of that information. Energy sector cannot remain untouched with these changes and challenges. The composition of energy mix is bringing challenges not only to developers but also transmission companies, contractors and manufacturers. Climate change is also not a global issue now, it is a local issue. There are lot of issues connected to the cleaner energy. Human ingenuity is great and we will be able to overcome this.

This bring a lot of HR challenges, like how to change the mind-set of the people and how to train the people in the new kind of energy mix. I am very happy that in the last five years of the current year plan we have been able to achieve which was not achieved for almost four to five decades one lakh megawatt has been commissioned. In fact BHEL also made a humble contribution of almost 50 percent in that. But the issue still is; are we surplus zone, we are one third of the world average, we are twenty percent of the Chinese per capita consumption, we are 11 percent of the general consumption this is an issue for debate because we cannot take a short term view in our excitement of having achieved the 1 lakh megawatts. If we take the long term view, many of the experts know that any Greenfield project which is conceptualised take more than seven years to be implemented and stabilised.

Third challenge is technology disruptions. It is not only the normal technology disruptions but things like artificial intelligence, internet of things and many more. And all these major changes which I have highlighted require to be addressed by the HR professionals who have assembled here. We need to change the mind-set, we need to create new skill sets and we need to prepare all the manpower woman power, human resources so that they are ready for the uncertainties.



As mentioned earlier by previous speakers, a lot of suppressed demand is there. Electricity generation was 1100 billion units in 2015. By 2030 this 1100 in India has to go up to at least 3000 billion units. It means our capacity has to go up by at least three times in the coming period. Once our manufacturing sector goes up to 25 percent, definitely more demand will come. 100 smart cities will also fuel demand. About ten years back some of the states have decaled themselves as power surplus; later on they became power deficient states because planning was not there.

“ We need to change the mind-set, we need to create new skill sets and we need to prepare all the manpower woman power, human resources so that they are ready for the uncertainties. ”



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Dr. Balyan has about 40 years of experience in Oil & Gas business in Upstream, LNG and Downstream Petrochemicals, and Renewable Energy Sectors. He is a topper from IIT, Delhi in M. Tech. and a Ph. D. from Germany. While working in the capacity of MD & CEO at Petronet LNG Ltd., he successfully commissioned the Kochi LNG Terminal and fast tracked the expansion of Dahej LNG Terminal to one of the biggest LNG Terminals in the world.

Earlier he worked in ONGC for 34 years in myriad roles. As Director (HR) ONGC, he led Corporate Rejuvenation Campaign, and pioneered a study to redefine the organization norms focusing on Roster, Roles and Responsibilities to be benchmarked with global best practices.

Dr. Ashok Balyan
CEO - Oil & Gas Business, Reliance ADAG,
Former director HR ONGC, MD Petronet

From oil and gas sector, India is much different than many other countries. We are too much dependent on imports, particularly when we talk about oil and gas. In the energy mix, gas contributes to just about 7 to 8 percent. Sometimes it had gone to double figures but it has come back to about 7 to 8 percent. When we compare it with the world average it is about 24 percent and the trend for major developed countries and also developing countries is that the contribution of the gas and renewables is increasing and the contribution of coal is decreasing. In India, we do not see much change happening. Although in the recent years we see the renewables coming up but the decreased gas contribution is one thing that we need to really examine. We see that gas and power industry function in tandem in most of the developed countries and developing countries. But it is a problem in our country.

We need to examine why it is not taking off. I compare that with a project in neighbouring country where power generation is gas based. We have established and developed capabilities of gas based power generation using innovative ways and cutting short the administrative process and short time and they are all set to really go in a big way on gas based power generation. Why it is not happening there. I think these are the business issues that we need to see. Second point is that from the HR perspective there has been a serious disconnect between academia and industry. And this disconnect is continuing. In some of the areas we do see some kind of a common ground emerging but I find that the academia moves on its own and the industry's requirements needs aspiration. Emerging areas are not really being taken into account by the academia to develop more people and creating more courses that are of direct impact to the industry.

It is left to the industry to recruit fresher and spend time to develop them and transform them into contributing professionals. I strongly recommend that the academia need to work in this area. We expect that all our youngsters and young people should actually start speaking the business language.

How can HR make a good professional in an organisation talk in business sense? He can be a brilliant engineer or a professional but it is important that he learns to talk in a business language. That is another challenge here. And the third point that I want to focus is to link it to HR. Today's CEO is focusing more on what is happening right now and the present is the focus. There is a lack of focus on what should we do with all those systems and procedures that have become redundant, out dated and irrelevant to the business model. There is a little focus on that. And I think that if you have to really grow and perform in the changing time there has to be a focus on today's performance and preparation for future. Old way of working has to be eliminated. So there has to be a selective destruction and removal from the organisation of all old processes, systems and procedures which have become irrelevant now in the present business environment. And therefore once we selectively destruct what you do not need, only then we can create something new through innovation.

When we talk about surplus in power sector, I want to specify that I do not believe in this. I am not saying that the report or numbers are wrong. We must understand that this number is related with all those who are connected right now with the power. There only we can claim about surplus perhaps. But on the other hand we have a large number who are not connected with power. There are full areas and villages which are not connected. That means these numbers not really doing justice. Per capita consumption in our country is very low, it has to increase. As you keep connecting people, areas, the consumption has to go up. There is no other way out on these things.

When it comes to affordability what Mr. Sobti said, I think we need to be conscious of what is the actual price. I would also question about the actual price of the coal based power. There are many things that are hidden costs on that. And therefore the costing and pricing of all energy sources need to be really looked upon. We need to be very alert on demand also. We are a



big country with 1.2 billion people. Our per capita is one of the lowest in the world. It has to increase. So the demand has to grow. We need to really see how.

I think the decline of crude oil prices and this new price regime has been able to give a number of positive points in the economy. We have largely benefited from that. There are some negatives also but then largely it is positive on that. How to predictive that is very real. It is quite interesting to know how the prices will behave. When the time and prices were hundred dollars per barrel, nobody had predated that it will come down to almost below 30 but it happened. So it is very difficult to predict.

There are several geopolitical demand supply equations and many other things which make it very difficult to decipher. But it is also possible through reports analysis that exists today. It is expected that the lower price regime might continue for another five to seven years' time. And again I will say that if this happens this is going to be good for the country. Now when we see the linkage to any power generation in the country I would say that if you compare gas and gas as a substitute and compare with any crude, there is a benefit of about two dollars for every tonne. So if we see India transiting from liquid fuels to gas based economy in terms of heat value and the pricing on very broad parameters two dollars per tonne is the benefit. This is what we can capitalise on this. This is where we can make savings.

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Old way of working has to be eliminated. So there has to be a selective destruction and removal from the organisation of all old processes, systems and procedures which have become irrelevant now in the present business environment.

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SESSION-2

Panelists Session

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Mr. Jha has been the Director (Projects) of Power Grid Corporation of India since September 2009 and became CMD in November 2015. He has 34 years of experience in Power Sector leadership positions including hands on experience in Power System Planning, Engineering, Design, Project Management, Construction, and Operations and Maintenance. He has contributed significantly in National Transmission Planning and inter-connection of Regional Grid resulting in a PAN India National Grid. He has spearheaded and planned eleven high capacity corridors for seamless flow of power from IPPs to Load Centers in different regions.

He holds an Electrical Engineering degree from NIT, Jamshedpur and has authored over 32 technical papers related to various fields in the power sector. He is spearheading the modern initiatives such as Smart Grid, and was instrumental in introducing many innovative technologies.

Mr. I. S. Jha
CMD, Power Grid Corporation

Being from power grid I will majorly focus on transmission. Since the Electricity Act has come we have seen many changes in transmission in power sector. During last five years the generation has increased by five times. Earlier 5,000 megawatt per year was generated now it has increased by 20,000 megawatts. The requirement of flow was 360 degrees and not unidirectional. And all these challenges have to be solved through transmission. It was felt that 400 kv was not sufficient to cater to all these requirements. That is why we have upgraded to the 765 kv and HVDC. In the transmission sector in 2008-09 not even single equipment was being manufactured in India, today I can say with pride that today all the equipment are manufactured in India.

The major challenge for HR is to prepare co-players who are talented enough to foresee the changes. We are facing the challenge of quality manpower because the sector is facing the competition from the sector like IT, telecom. Second we are facing the problem for posting in the remote areas because transmission has to go all over the country. Next issue is suppressed demand. If we take two examples; Bihar & UP, 10 years back, Bihar had a consumption of 73 per capita. Total load of the Bihar was 1000 megawatts. Gradually this has gone up to 2400 megawatts within two years. And today it has gone to 3600 megawatts.

This is the rate of growth. I am giving the second example of UP. Before Diwali the UP load was 12000 megawatts. Then they started preparation of elections. Akhilesh Yadav announced that now we will supply power in the villages for ten hours. Within two days load has gone to 15,000 megawatts. It means, in two days no industry can come, but demand has gone from 12000 to 15,000. This is the situation in so many places. The renewable energy is also giving a lot of challenges.

And that is why we have planned in advance. We have planned for the new energy corridors. In fact we are developing a green energy corridor if you see the characteristic of the green energy corridor it starts from Gujarat, Bhuj Kuchh area and then it goes through Bikaner, Ajmer etc. As it is planned in advance, the integration of transmission is not an issue. But the challenge is to maintain the stability. Today grid may not sustain so much viability. We have done the studies we thought that there is a serious requirement of shock absorbers. Third is to control them through forecasting and balancing etc. We have planned eleven number of RMC all over the country to do that.

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The major challenge for HR is to prepare co-players who are talented enough to foresee the changes.

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Enabling
Multidimensional
Sustainable Growth

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Emerging Energy Sector
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Mr. Sharma is playing a critical role in the implementation of key power sector initiatives of Government of India, namely Integrated Power Development Scheme, 24X7 Power for All, Ultra Mega Power Projects, Independent Transmission Projects and Ujjwal Discom Assurance Yojana. He has more than 31 years of varied power sector experience including policy making, initiating and implementing reform measures and project implementation at premier organizations like Central Electricity Authority, Ministry of Power and Power Grid. He is considered the architect of Government's flagship schemes like Deen Dayal Upadhyaya Gram Jyoti Yojana, Rajiv Gandhi Grameen Viduyutikaran Yojana, etc. Mr. Sharma holds B.Tech (Electrical) from G B Pant University and Masters Degree in Engineering from IIT Roorkee and also Masters Degree in Business Administration from FMS, Delhi University. Prior to joining PFC, he was CMD of REC. He was also Business Today's choice of 'Best CEO' of a PSU

Mr. Rajeev Sharma
CMD, Power Finance Corporation

As secretary power said in his inaugural session, about 5.5 crores households are yet to be connected with the grid. This is one of the greatest challenges, number may vary but we are almost completing the work with all the un-electrified villages within almost six months or one year. And our focus will be on household electrification providing reliable quality power to all the consumers 24 by 7. Document has already been signed by almost all the states in the country. As

you all know the root cause of all the problems is the distribution sector. The interventions are made by government of India through APDRP, then RAPDRP and now IPDS. Basic objective of all these programmes is to reduce human intervention and to reduce aggregate technical and commercial losses so that our distribution companies can become financially viable. This is the greatest challenge once IPDS will be completed then we will come to smart grid and other



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technological options whichever will be available. So today one of the challenges with the power industry is suppressed demand within many states. So the greatest challenge is to make distribution sector viable for the consumers as well as for the investors so that consumers of this country which is the vision of our honourable Prime Minister can get 24 by 7 power which is affordable, which is reliable, which is quality. Second challenge is that renewable energy is being added and this demands us to reorient ourselves immediately. A disruptive change that nobody would have thought of is that solar power will be available at 3 rupees. So immediately our distribution utilities, our policy makers, our generators have to start thinking and visualising and anticipating such changes. HR has a very crucial role to play here as they have to instigate and persuade the policy makers and industry leaders to brainstorm and think on all these issues. Once energy mix is changing and all these energies are being added to the system.

The important role is of grid operator whether we are ready to absorb X quantity of renewable power into our grid whether this is optimal level of solar wind and other renewable energy which can be absorbed into the grid what will be that level at which the grid may collapse. So we need to think about integration of this renewable energy into the grid. This is the greatest challenge. And third I think that since energy mix is changing we have to think about decentralised distribution. We have not to solely depend on grid connectivity because many of our areas in tough terrain, difficult naxalite affected and once we are planning to connect all the households in the country we have to think of decentralised solutions of providing 24 by 7 power to the consumers of this country.

HR has an important role to play in all these new changes which are taking place because our distribution utilities are not having trained manpower they have to visualise that that type of skill sets are required to equip these distribution utilities, generation utilities, transmission utilities, system operators in the States, system operators at the national level. So far HR people this is the greatest challenge and to retain that manpower in that remote areas and far-flung areas is also a challenge for HR professionals.

When we started this rural electrification programme in the country in 2001-02, only 5 percent households were electrified in Bihar and Jharkhand. Today when we are talking about 5.5 crore households yet to be electrified. And the quality of power of people is increasing. Still in many villages people are charging their mobiles in the nearby villages. If the poorest of the poor of this country can pay for the mobile phone why can't he pay for power? Is there any mechanism to disconnect any electrical consumer if he is not paying or stealing power? Sitting in your substation itself you can disconnect him. Why would he

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we need to think about integration of this renewable energy into the grid. This is the greatest challenge.”

not pay then. Can there be any mandatory requirements for regulator that average revenue realised will be more than average cost of supply for all the distribution utilities in this country. I am sure if it is done the power sector distribution will be viable, all the state power utilities will purchase power from the grid which is available as very cheaper today and they will pump more power into their system because they will be running it on commercial lines. Even if they are earning five paise, ten paise on each units which they are selling into their systems. Today there is a gap of more than one rupee on each unit in some states. That means on each unit they are losing more than one rupee. If they are pumping that traditional power into their system, it is all surplus, there is no surplus power but it should be utilised and the people should be asked to pay for it. There has to be a strong political will. Uday Scheme is a very good scheme first time, any scheme which along with turns turning around financially of state discoms also talks about reduction in cost of power and rationalisation of coal allocation, coal linkages. And I am happy to inform you sir that there are mixed results apart from financial turnaround of the State discoms some states have been to reduce their aggregate technical and commercial losses. Some states have also been able to reduce gap between average cost of supply and average revenue realised.

These operational efficiency improvements are being monitored by a committee headed by Secretary Power in which I am also a member and the states are being asked to strictly comply with the provisions and the commitments made by them in Uday Scheme. Only unfortunate part is the banks, the commercial banks are not funding working capital which is the Ministry of Power is in consultation with RBI they are going to issue some guidelines because many generators and discoms they are facing a lot of problems because of this working capital because REC PFC of course are not mandated they are not mandated for working capital we are basically for asset creation. But in some cases there is a special case we are also providing them working capital but banks are supposed to do this.

If it is done I think it is a very well thought scheme, a very good initiative. And I am sure that it will restore the financial viability of a State Distribution Companies, if it is regularly monitored on operational efficiency front, like putting up smart meters for the consumers who are consuming more than 400 units, then campaign against theft, then replacement of old transformers, old meters, all those things, reduction of AT&C losses and reduction in gap between ACS and ARR. And on the coal front fuel front already many initiatives have been taken, NTPC and other generators have been to reduce their cost of power by 30 to 40 paise per unit.



SESSION

2nd March 2017



Day-1

Transforming and Nurturing Talent

In today's business scenario talent has become the key differentiator among organizations. Consequently talent management has become the key issue for HR professionals. Talent 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 energy sector, and providing them adequate training and a satisfactory work environment. While the energy sector has a large number of highly qualified professionals in senior roles, it now needs competent leaders who will help them compete and sustain, especially in the VUCA world of today. Changes in technology, customer aspirations, expectations of the employees (more so with the millennials joining 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. There is a need to relook at the HR philosophies and practices with a view to attracting, retaining and promoting talent in the energy sector.

Chairman & Moderator: Mr. Saptarshi Roy, Director (HR), NTPC

Panelists:

- Dr. Asha Bhandarker, Distinguished Professor of OB, IMI
- Dr. Avinash Chandra Joshi, Director (HR), UJVN
- Dr. Jayant Kumar, CHRO, Tata Power
- Mr. Nikhil K. Jain, Director (Personnel), NHPC
- Mr. Nikhil Shahane, Director (HR), Technip



Mr. Saptarshi Roy



Dr. Asha Bhandarker



Dr. Avinash Chandra Joshi



Dr. Jayant Kumar



Mr. Nikhil K. Jain



Mr. Nikhil Shahane



National Summit For ENERGY SECTOR TRANSFORMING HR: AGENDA FOR ACTION

SESSION-3

Transforming and Nurturing Talent

Chairman & Moderator: Mr. Saptarshi Roy, Director (HR), NTPC



Mr. Roy is a graduate in Electrical Engineering from Visvesvaraya NIT, Nagpur. His career spanning over 36 years encompasses the erection, commissioning and operation of power plants and human resource management. He has been instrumental in introducing various pioneering HR initiatives in areas such as talent acquisition, employee welfare, IR, employee engagement, wages and pension. His outstanding contribution has been the takeover and turnaround of low performing power stations in Odisha and UP.

As ED (Corporate Planning and Corporate Communications) and ED to CMD, his responsibilities included business planning, strategy formulation, enterprise risks assessment and apprising the Board of Directors about the company's risk profile on a regular basis, industry analysis and competitive benchmarking, brand management, providing strategic inputs to CMD and overseeing NTPC's performance management system. He also led a team of World Energy Council - India secretariat.

Mr. Saptarshi Roy
Director (HR), NTPC

In today's business scenario talent has become the key differentiator among organisations. While the energy sector has a large number of highly qualified professionals in senior roles, it now needs competent leaders who will help them compete and sustain especially in the VUCA world of today.

There is a need to relook at the HR philosophies and practices with a view to attracting retaining and promoting talent in the energy sector. Some of the research findings pertaining to this session were that the energy sector is facing multiple HR challenges namely large number of retirements, skill gap issues in the light of new advanced technology and differences arising out of a multi-generational work force. HR processes and strategies like 360 degree feedback and succession planning needs to be implemented for organisation capability building so that there is no disconnect between strategies and their implementation. Thirdly, there is anxiety in terms of career growth expectations of the employees in the light of the changing scenario of the energy sector.

There is a need of competency based career development, succession planning and frameworks to identify high potential employees. So based on these research findings, what are some of the issues which we put forth in front of the panel, technological development is changing the skills that employers need replacing physical roles with knowledge based roles. In the light of the skill gap faced by our industries, how do we source hire and retain the best talent as per the need.

The way HRD designs its policies and practices will play a very crucial role in the way talent gets retained and nurtured in the work place. What significant changes are we foreseeing in HR philosophies and practices with a view to attract and retain talent in the energy sector. What are the best ways to ensure that people build their careers in the organisation and what could we do ensure knowledge transfer from seniors to other team members so as to enable them to learn and grow?

Let me make it more interactive and start this session by throwing a question to the audience. What do you feel one most basic and most essential necessity for sustaining lifestyle of human being today and also likely to be in foreseeable future other than one required for meeting the biological needs. Let me reiterate this question.

What is that one basic need and the most essential necessity for sustaining lifestyle of human being today and also in foreseeable future other than one required for meeting the biological needs. Could there be a very you know prompt responses?

Human resources must have that element of concern, productivity. We all agree that Energy is one such requirement which is essential for sustaining the lifestyle of mankind not only now but also for in future which we can foresee. So therefore this session has its immense importance in terms of the very relevance and existence of mankind and human being for times to come. How we can make it more enriching will depend upon our abilities to shape these kinds of changes. So when we talk about energy let me just give you a very brief snapshot of what exactly the kind of upheavals which this energy sector is going through.

As you all know energy is the main driver of economic and social development. Few years ago the only uncertainty in energy sector was the price of oil. But today there are more known sources in the world than ever before. And this simple anxiety of the past has now been replaced by the complex changes of new realities.

Some of the studies that I came across in the recent past suggests that energy demand is likely to be double in the next thirty five years' time with share of electricity increasing faster than the primary energy supply. The demand mostly coming from developing nations. We also are likely to see the significant development happening in renewable energy and it is expected that globally almost thirty percent of the power generation will be from renewable as compared to 23 percent today in the next twenty years timeframe. And renewable by very nature is intermittent and going to create a major disruptions in terms of the grid security and stability. With decreased cost of production wind and solar energy is increasingly recognised as the competitive sources and provider of great potential. Hydropower with greater potential of its flexibility for balancing the intermittent renewable energy is also a force to reckon with.

Transportation is set to undergo a massive change over the next few years with biofuels and electric vehicles powering upto 15 to 30 percent of our transportation energy requirements in the next twenty years timeframe. On environmental front the situation is no different as greenhouse gas scenario is likely to increase manifold with potential to expose our energy infrastructure to disaster. Accelerating changes in the policy, technological innovation and consumer expectations are making energy markets increasingly complex. Current business models struggled to guarantee both competitiveness and affordable energy in future.

The low hanging fruits might have already been picked, now the need additional demand side investment innovation and



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This conference is taking place at a unique time for the energy sector, a time of grand transition.

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stronger technological breakthrough to significantly reduce the world's energy intensity. To sum up the entire scenario today we live in a time of increasing uncertainty, extraordinary changes and hard choices. These emerging realities are creating more risks but also opportunities. The only certainty in this uncertain complex and the fast changing energy space is the need to have constantly transformed and nurture talent.

This conference is taking place at a unique time for the energy sector, a time of grand transition as you all know it. How we prepare our critical talents to navigate through this grand energy transition will define winners and the losers. And when we talk about talents I think in the morning session we have

seen the kind of expectations from the CEOs and the CMDs of leading power utilities and manufacturing sectors in the energy sector.

That is going to set the agenda for HR for years to come. Now the ability of HR to respond to this kind of changes which is largely being shaped by the market I think will have a very clear-cut kind of you know imperatives for the HR function and if you are able to navigate these things, if we are able to come up with these expectations I think the success will be largely defined by our abilities. So, at this note I once again take this opportunity to welcome you all.

Each of the speakers can speak about the kind of perspectives which they carry with them and also if some insights about the industry practices, the HR practices and the kind of challenges which they face in their own organisations along with the kind of roadmap if they have drawn. So having gone through, once we go through these speakers to share their viewpoints I think we can have a quick round of rapid fire questions and then we will leave this open to the audience for any question hours to meet your need for appetite for questions. I would request the first speaker, Madam Asha Bhandarkar to kindly come and share her perspective.



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With an M.A. in Psychology and PhD in Business Administration from Osmania University, Dr. Bhandarker is well known in the field of HR and Leadership Studies in India. Over the last three decades, she has been working closely with around 100 companies including Maruti, Bayer and SAIL on issues of Culture Building, Leadership Development and Organizational Vision Building. She has been invited on many board level HR committees for institutions like Bank of Baroda, Corporation Bank, Dena Bank, etc. Earlier, she was Raman Munjal Chair Professor of Leadership Studies, and Dean Research and Consulting at MDI, Gurgaon.

She has published 8 books and 50 research papers in peer reviewed, national and international journals. Several accolades like the highly coveted Senior Fulbright Fellowship, Leadership Thinker Award, Best Teacher award, Best Paper award and Best Case award have been bestowed upon her.

Dr. Asha Bhandarker
Distinguished Professor of Organizational Behaviour,
IMI Delhi & Senior Fulbright Fellow, Darden School of Business



If I give a snapshot of green energy, we are talking of need to focus on cost effectiveness, technological challenges, millennial and above all we are talking of corporate Mahabharata that is the competitive forces which are buffeting us. So this is the context.

The next part is that corporate sector especially public sector (including the energy sector) is suffering from a couple of blind spots. If those blind spots can be handled we can do a much better job at talent nurturing and talent development. So first blind spot I want to highlight is regarding whether organisations actually value talent and develop talent systematically. Reason why I am asking this question is has also been reinforced by a

study I think spectre and couple of others have published a book on research they conducted on 118 CEOs in India and they were trying to identify what are their strengths their competencies, the leadership, the CEO competencies. What emerges from that is ; 1) Business acumen :Indian CEOs seem to be far ahead of so many other CEOs from across the world, 2) Very strong nationalist orientation: the desire to make a success, the desire to put India on the map seems to be a great motivator for Indian CEOs, 3) The third is they derived tremendous from inner spiritual forces and inner spiritual energies, 4) And the last one is their people competencies and emotional intelligence. So straight away we are diving into the issue that is it the role just of HR or do we also need the CEOs signalling and support

for any new you know developments innovations etc., to take place in HR. That is the first question and this is considered to be a CEO blind spot. Second blind spot is identifying talent. It is not just something you can handover to a department. I believe that senior level people should be able to spot talent; they should also be part of a group which identifies talent. Third one is what I call the L1 trap. You are all familiar with L1. I would share an example to give a punch to this concept. There is an organisation where we were looking for some training opportunities and we quoted something, somebody else quoted something. To our horror the final organisation which was selected was not even a third rated institution it was a fourth rated institution, purely on the basis of L1 considerations. I think this is not only a blind spot this is also a scam into which companies fall. Let me ask a question. When we go to a doctor, do we go to the best doctor or we go to the one which charges the least. So if we value our talent we should be taking that approach that go to the best or at least create some kind of a bench or a bar below which you will not go so that at least you go to people of a certain level.

So this is another blind spot and lastly I want to say in this session on blind spots, in the Army it is considered to be a great honour to be selected for training to be sent to Wellington College. So the best are sent there. And when it comes to public sector at least I will not generalise about all organisation. But I have seen there is a PPP, Perpetual Programme Participant and there seem to be some people who are eminently dispensable they can be given leave to go for programmes, good people who are performing do not get that chance. Unless we acknowledge our blind spots we are not going to be able to move beyond them by having handling them. So coming back to the contextual factors and based on the contextual analysis I would like to identify and bring to your notice the first competency which would be needed is that people across the board, top to bottom, bottom to top whichever way you want to look at it should be more entrepreneurial. I consider it as a broad competency, which includes taking initiative, being innovative, spotting opportunity, and taking risks. Second one is you do not need only tech savvy people you need tech masters who have a mastery and a capacity to use it as per the organisational requirement, third is global orientation regardless of whether we go and work anywhere in the world. Although that is increasingly common but having a global perspective and orientation is critical. Next one is the competency as an enabler.

This is the big one and the big challenge for all of u. And last is the capacity of lifelong learning. If you look at all these what emerges is some of them fit genY, and some of them are perfect for gen X. So if you look at technological competency you have genY and if you look at entrepreneurial competency it should be GenY. It is global maybe GenY GenX both. if you look enablers, it is purely genX. The question now is what can be done to develop such mind-sets. Global mind-sets you cannot develop by sitting in your cubicle in the office obviously and going abroad is a very important part of it. People from India have been going in various programmes. I think seeing is believing. There is one example of a person who was the Director Finance

of an organisation, who was perpetually against sending people abroad for training. But when he went and he saw for himself and he came back as a convert. So many a times it happens that seeing is believing and learning happens just by being immersed into another culture. Next one when we look at enablers, I want to give you beautiful example here from Kumar Mangalam Birla. There is a book written by me and Dr. Singh into 2012. It came out in search of changed milestone. The book includes narratives from Birla on 360 degree feedback and role modelling by Mr. Birla on 360 degree feedback. I think they initially went for i.They were just sitting down, having the feedback in their hand, and looking at their scores. No one actually knew how to react to it because each one has some black mark as feedback. After a bit of a silence, Mr. Santrupt Mishra shared that Mr. Birla himself took the lead and said, "Oh, it looks like I too have low areas and moderate areas on which I will have to work." And subsequently I was told that it set the tone for making 360 degree a natural part of the feedback process in the organisation.

So again although we may like to say that HR should be doing all these but CEO has a very important role to play and the top team has a very important role to play. All is related with something like lifelong learning. Another story was shared by Mr. R.P Singh, when he used to head communications in L&T. He shared us a story which was so amazing. He says that at the end of every meeting in those days he had set an agenda for himself that I should be high or very high because I think he had been rated that he is not that good in group meetings. He was told that he talks too much. So apparently after meeting we overheard him say, "Today I think I will give myself B plus, I have not yet reached A." Imagine that CMD of an organisation saying this and imagine what kind of an impact it can have on others in terms of role modelling behaviour.

The energy sector is suffering from a couple of blind spots. If those blind spots can be handled we can do a much better job at talent nurturing and talent development.

Session Chairman:

I think that is giving us a very holistic overview of what kind of sweeping changes and particularly being in private sector the first port of call is that you are going to take. So from now on I would now move on to Mr. Avinash Chandra Joshi who comes with the State sector and as in the morning we had seen that there is a huge potential which is untapped and locked and we need to unleash that. So I would request Mr. Avinash Chandra Joshi, Director HR of Uttarakhand Jal Vidyut Nigam to share his perspective.



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Transforming and
Nurturing Talent



Dr. Avinash Chandra Joshi, Director (HR), UJVN Limited is a Post Graduate in Modern Indian history from JNU and Ph.D from I.I.T. Roorkee, having more than 33 years of experience in Core HR in CPSu under the Ministry of Power. Started his career as Executive Trainee (Personnel) in NTPC, worked in Nathpa Jhakhri Power Corporation in Himachal Pradesh shifted to THDC India Limited in 2001 before his present assignment in the State of Uttarakhand.

Dr. Joshi has actively been associated with promoting training & development activities and has participated in International/National Conferences/Seminar/symposiums as keynote speaker/session chair/Panel Expert. He has contributed several research papers in National and International Journals & Conferences. Worked as Honorary Secretary of ISTD Dehradun Chapter for 5 years and presently is the Chairman of ISTD Dehradun Chapter.

Dr. Joshi is widely travelled within India and abroad i.e. countries like USA, UK, Germany, France, Italy, Singapore, Malaysia, Philippines, S. Korea, etc. Besides, Dr. Joshi is an avid wildlife and nature photographer, trekker and bird watcher.

Dr. Avinash Chandra Joshi
Director (HR), UJVN



The tone of this programme has been set up and since morning I have feeling a lot of turbulence of thoughts. It has been made us to think that the way things are going on in the power sector is not going to remain tomorrow. A lot of food for thought has been given to us and I feel that the role of HR that we are doing is definitely asking for more tomorrow. We have to really rethink about the role of HR. Shahi sir has clearly said that HR has to work out its own agenda. I am from a State

sector where people do not know what HR is. They are still in the age of salary administration and industrial relations beyond that so far as training is concerned competency building is concerned core competence and all those terms they are not familiar with. So the biggest challenge for me in such an organisation is to first create an awareness of the HR that what HR is all about and why HR is important. Today the organisations all over the country and all over the world those who have a very strong HR

structure or the ones who are leading in whatever way and those who have ignored HR are left way behind. So this is the thought that is to be inculcated in the minds of the people. Now talking of power talent is a very major issue because first of all we want to know what talent is. And who is, the one who is talented and who is recognised as your potential talent. Unless we know and we understand the meaning of talent what are we going to do with the talent because if someone came to me and said sir this is the person who has scored a triple century in one of the State level games and he is one of the employees can we deal something about him.

So normal the tradition and culture is that we will just say, "ki no no, sports is not our cup of tea, we are in the business of power generation". But actually we should find out the way in which he is going to help us, and help the organisation. So basically it is the mind-set of the people to look at talent whether this talent is relevant to the needs of the organisation or not because to me. When I joined NTPC and I was told that the power is generated where the head is, I mean pithead. The pithead used to indicate the positions or the locations of those power projects where the coal was there in abundance and they were all very remote locations. There were so many locations which were very far away. I got the intimation at Vindhyachal through wireless message that my father is admitted. And when I reached, he had already expired. So those were the situations wherein the people in the power sector had worked for ages.

According to me the one who is available there I the most talented person who has spent twenty thirty years of his life on a remote location. Sanjiv Sood was at Naptha Jakhri Power project. Jakhri project is very remotely located. Today he is the General Manager. I have seen him twenty five years ago and all his life he has lived at Jhakri and today he is associated with the each and every activity of the corporation. Today it is doing very well and has become the number one hydro power project in the country. So the commitment of the people towards the organisation is the first thing that I consider as the talent especially in the power sector. Maybe in IT, it is not so because everybody is sitting in a very cosy room where the location does not matter.

So first of all we have to identify what kind of talent we are looking for and what identifies the talent. Recently one more thing happened in my organisation where the chief minister was the main guest and it was a very big programme and we were looking for an anchor. In Delhi you have got such beautiful anchors. In Dehradun we were finding it very difficult we called some outsiders somebody for the programme and we just took a test and we found that she just could not deliver because she did not know the organisation. And the person did not know the organisation, did not know who the people are what they are doing, so how do we communicate.

So ultimately we decided that Engineer Rekha Dangwal whose Hindi was good to do the anchoring. And when she did that anchoring the CM was so impressed and he stood up and said who this engineer is. I want to personally congratulate her. So these are the things that an HR people are required to look into the people. The first thing what the HR people is to look up to their people, and know what their competencies are, what all they can do for the organisation. It is not only the engineering part; it is the people's part. Just now Asha Bhandarkar ji told about emotional intelligence, she talked about spirituality in the

organisations. These things have become very important today because only IQ is not going to help. In one of the studies in Harvard it was proved that if you have to be successful then IQ plays only 25 percent role. And EQ plays 75 percent. We have to understand people, unless we understand our people, understand our competencies their talents, we will not succeed as an organisation. So for me when we are talking about the talent the first thing is the identification of talent. When it comes to nurturing if I am able to identify the people who are truly there for the organisation then my job becomes simple. My job becomes simple once I have identified the people that they are the ones who are going to contribute in the wellbeing development growth of the organisation.

The second part becomes the training. Let me tell you dear friends that so far as the training modules of our PDUs are concerned we are not specific, we are very general. We generally say, "isko us programme mei bejdoh. Iskoh vahan attend kara lo, but have we ever identified the training of individuals. Kewal coaching mei hota hai Tendulkar ko phalane coach ke under mei training chahiye". Only in this sport we identify coaches because they are the ones who can pinpoint the short comings in the players. But so far as employees are concern, such things are not is done. I am not aware of my people because unless if I am able to identify that these are the potential talents in the organisation, I should know what their individual requirements are, if I have to take out the best from them I should know what do they need, what are those inputs that are required for the improvement in them, for the betterment of them. So such kind of individually tailored programmes are required for people today if really the organisations want to excel.

Again it is the question of the transformation of talent. It is then when the individual talent is in sync with the organisation, vision, mission and goals. If I am able to identify that these are the capabilities and competencies that I do possess but unless they are in sync with the organisation goals I will not be able to give my best.

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First of all we have to identify what kind of talent we are looking for and what identifies the talent.

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Session Chairman:

Thank you Mr. Joshi, your speech prompted me to ask one more question that having worked in the public sector in different organisations who have a very professional HR management systems from there to a State sector where probably there is a huge scope for improvement in HR functions.

Question :

What kind of hurdles that you are or impediments that you are countering in terms of promoting and initiating those HR practices or interventions?



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Answer by :

Dr. Avinash Chandra Joshi
Director, (HR), UJVN

You are very right, in fact I have been cascading like water starting from NTPC to SJVN, to THDC, and then to state utilities. It is just like the flow of water I have been rolling down. But so are the opportunities. Because the place where HR is unknown thing and people just do not know what is the significance of proper HR policies and practices, we have maximum scope to intervene. Recently we introduced one more thing. We sponsored our best engineers for an MBA with IIMs. It was a very different HR initiative and those people who are working in remote areas when heard that they will be getting a degree from IIM were motivated to a big extent. It is very difficult to formulate policies in the State. But if you have a very good and positive management then it is very easy to formulate new policies because we do not have very hard and fast structure. In organisations like NTPC and Power Grid, it is difficult for introducing new thing because already a lot of things are in place. Sponsoring people to IIM was a new initiative. And since a lot of things are not there and I have got a clean slate, I have many opportunities to write new statements. I would like to highlight a challenge that I am facing and Shahi sahib also mentioned. The time now has come for organisations like NTPC to keep its association with the State Electricity Boards also

because they are the major players today in the generation of power and if they are left in the dark even if NTPC surges ahead it will be very difficult to sustain its growth in times to come.

Session Chairman:

Thank you Avinash for your response and I hope that this lower base where you can bring about any interventions can bring about improvements will be a great excitement for the organisation as a whole and particularly for person who is really driving those changes.

Now coming to Dr. Asha Bhandarka, She has done extensive studies in the area of behaviour and the kind of impact which the millennials are going to create at the work place. And as you all know each one of the organisations is seeing a large number of millennials getting into the work force. So they have different aspirations, expectations and profiling. At the same time there is a DNA of the organisations which also have baby boomers and people of old timers who are used to certain sets of functioning with defined mind-sets. Now typically looking at the organisations where they do not differentiate based on the age their HR policies and strategies are following a one size fits all approach.

Question :

How do they address this issue of millennials which is distinctly different from the common work force at large?





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Answer by:

Dr. Asha Bhandarker

Distinguished Professor of OB, IMI

We all know that the big emerging force after technology is millennials. One of our book from 2013 lights that millennials want quick feedback, recognition, want to be made to feel important and want to be groomed and developed by their mentors. And they don't want to be criticised. They are a little delicate. They like to be told nicely and they will improve. Their need for importance is high. There are companies which have handled this positively. I want to give you two examples. One is the case of Sensor Technology, Pune. They did something beautiful. They brought to the table a concept of 'vox populi', "voice of the people". They had a series of group meetings which were mentored by the senior management group. People get together in a group, brainstorm on issues, and bring their voice with one filter onto the top. So in the process everybody is feeling involved and feeling very happy that their voice has reached to the decision making table. Other one is what is called 'Murmuration' at Infosys. So these are the two things which are example on, how millennials talent can be positively used and their needs are met. And in fact in terms of managing millennials I think the concept should no more be about superior and subordinate, the concept should be partners, because millennials have a lot to give and it is not that they are

only taking from their bosses, it is not that they are only getting knowledge transfer. They have a lot to give to the organisation provided we know how to use it. So reason here is that by 2020, 64 percent of the work force in India is going to be the millennial population. So the moment they are in majority I think GenX will have to really seriously rethink and they cannot afford to say that I am the boss and you sit there. They are extremely important for your success.

We have talked about the obvious thing; HR should align with the business to identify key competencies. I have mentioned some competencies from my point of view. What is important is to do the full talent development cycle? You do not stop at competency mapping; you go onto assessment, you do not stop at assessment; you go onto 360 degrees feedback, you do not stop at 360 degree feedback; you go for coaching and mentoring and then you link it with growth, performance and promotions with growth. So unless we do this cycle I think we are not going to get the results because I have seen in public sector that it is done in isolation and that is one of my pain points. I work very hard, do a competency assessment and then end up finding that nothing has been implemented, no feedback has been given and so on. To conclude, I would say that talent development has to become a mission. There are ways to do it, and we need a top management which is supportive and then we can achieve the morning's invocation of Tamosoma Jyotirgamaya.





Enabling
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National Summit For ENERGY SECTOR TRANSFORMING HR: AGENDA FOR ACTION

SESSION-3

Panelists Session

Transforming and
Nurturing Talent



Dr. Jayant Kumar is responsible for all aspects of people management in Tata Power and its other group entities. He has been part of Tata Group for more than 10 years. An alumnus of XISS Ranchi for PGPM and a Post Grad in Economics, he pursued PhD in the area of Talent Management. He started his career with Hindalco Industries and has worked in all streams of people management in NTPC, TPDDL, RCOM, Tata Teleservices and Marico Ltd.

He has been able to make People and Culture related impact in complex business environments. While confronted with intricate business issues, his natural approach is to get to the fundamentals and execute simple and sustainable solutions with optimum short term and long term balance.

Dr. Jayant Kumar
CHRO, Tata Power



One of the fundamental changes that we are likely to experience very soon is that Power Sector will no more be a stable sector. It will be a turbulent sector as much as Telecom, IT, Insurance etc. And hence one of the preparations and realignments of systems that we need to do is how do we make things happen. That means it was very easy that you hire and you have a career path to promote people and take them to different positions. The stable organisation structure caters to the needs. That is not likely to be there and may be in an organisation like NTPC and Power Grid etc. It was possible earlier due to size, scale and state protection. One of the imperatives for us is to prepare our workforce not only to adapt to the change or to embrace change rather to be at the cutting edge of the change or to lead the change. And that is a massive shift we are experiencing in terms of culture because people come from power sector, energy sector they are stability oriented, customer centric people, whereas the environment is not allowing us to

remain stable. Actually it is changing at extremely rapid phase. So this thirty to thirty five years kind of a career model where you nurture people from beginning to end it is not going to continue for long. For this we require internal HR systems and alignments. We do not have the time to stop the train and change the wheel and again start the train. That luxury is gone third and the last thing that I want to say is that the close linkage of performance and rewards and this pay scale linked rewards or exchange sheet based equality and very fairness kind of thing, is not serving the needs of the organisation. Today's organisation and today's work force that we are getting both are in a hurry and unless and until we fundamentally change the programme and the rewards model we will be in trouble. We have to do some kind of innovation, we have to do some kind of invention in performance rewards space so that it has to be contribution linked and not in a traditional or classical way that



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we have been doing, where we evaluate people. The real value creators are very rare to find and once you find a value creator how do you value, grow them and nurture them so that they create disproportionate kind of a value. This is the real challenge. And others are value multipliers. So treatment for value multiplier versus value creators has to be different. That calls for a much differentiated kind of approach towards Performance Management. We are 100 plus years old organisation. Being in private sector and managing high level of complexity is a big task. It became possible because of the confluence of left brain approach versus right brain approach in the organisation. That confluence has gone into the DNA and also at physical level. So when it comes to business analytics, it is extremely high level of depth in applying the left brain approach. When it comes to people then having right brain kind of approach that happens across the level right from top to bottom. However, the policies will be there which are applicable to all for ensuring fairness, and justice. When it comes to taking a call for an individual where exception has to be made, organisation will not shy away. I think that is very unique because somewhere somehow being in HR all through my career I have a sense of guilt that that we have converted people into numbers.

Today all the decisions that we take are based on Excel sheet models with a definite equation. Somewhere that individuality and being in touch with the people and being close to them, which gives HR a cutting edge is going away. It is also happening because of the digital applications. So consciously we have taken the call that we will not lag behind in digital and other things and will equip ourselves with SAP, ERP or other tools but we will also not lose the touch with the people. We have a very formal connect programme and I do not know whether we can claim that that is our nurturing intervention but it is giving us very positive results. This formal connect programme ensures connect at all level of the organisation. So the human organisation should not get lost because of the digital and technology enablement while being in the forefront of cutting edge technology. In this context, let us be more enlightened about our talent and about people power. HR people have to be more than numbers and when you talk about connecting them it is the communication through which you drive the commitment and their culture in the organisation. The other thing that is believed as strength that so far the people development has been around gap finding, training need identification, training need fulfilment and measurement. That is the cycle that is followed. In Tata Power for quite some time now, our belief is that instead of a gap based approach in people development we should look at strength based approach. So we tried to find out what is the innate strength of this person, can we find out at N is equal 1 level and can we build upon that. We are very different from the rest of the things where you have identified the gap. So our approach at individual level is to finding out the god's gift to

that human being is and can we really disproportionately grow that. That is one thing which is very profound. One conclusion that I would draw is that going forward even today talent is the heart of the growth strategy for most of the products in the organisations. Today it will be very difficult to assume that talent is not the core part of the overall strategy that any organisation is drawing. If it is so important then it may not be a very good idea to leave this by whatever name whether it is nurturing or transforming, talent development, talent management whatever name we give, only in the hands of HR managers or HR people I think it is too important an agenda where CEO and the entire leadership participates in different roles, different forms, obviously HR has the role of the designer and the architect but then beyond that the whole agenda has to be taken forward by the leadership team. That is the first thing that I feel and hence unless and until we make it little growth best in participation it will remain only a kind of poster boy initiative. These are very good and fascinating concepts of nurturing that we are drawing from other sciences but to make it meaningful somewhere somehow HR function has to make it broad-based. That is my first point that I am making. Second thing is that especially talking in terms of energy and infrastructure sector you see the mind-set of the work force is predicated by the business model that exists. Energy infrastructure traditionally has been very stable sector. Lot of corpus is put in to the system and we enter into a five year PPA (Power Purchase Agreement). And after that as long as your input output ratio is working well and efficiency parameters are there you have no need to worry. This has been the business model so far. But it will not continue to be so. The waves of change are going very strong and we all are experiencing changes across the value chain.

Today generation, transmission and distribution; all the three verticals are seeing a very disruptive kind of things, owing to open access businesses which are gaining grounds. In distribution now opening up of wire and carrier kind of changes are going to happen very soon. Previously our business model was stable hence the work force was also stable; hence the career span was also very long. But all this is changing leading to many new developments and advances.



One of the imperatives for us is to prepare our workforce not only to adapt to the change or to embrace change rather to be at the cutting edge of the change or to lead the change.





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Panelists Session

Transforming and
Nurturing Talent



Mr. Jain joined as Director (Personnel), NHPC Limited, India's premier hydropower utility and a Schedule 'A' enterprise of Government of India on 7th February 2017. Prior to joining NHPC, he had been working in the capacity of Director (Personnel) of Air India Ltd. since 2012.

Mr. Jain possesses a distinguished academic career and has done his B.E. (Industrial Engineering) from IIT Roorkee in 1985 and LLB from Delhi University in 2010. He joined the Indian Railways as an Indian Railways Personnel Services Officer in 1988. He has worked at different levels in the Railways and also as GGM (HR) in IRCTC and as Executive Director in the Ministry of Railways.

Mr. Nikhil K. Jain
Director (Personnel), NHPC



People join a job and stay in a job for a variety of factors like salary, job security, job content, the image of the organisation, possibly a boss, working conditions, career development, maybe the desires of our spouse, a place of posting etc. Now all these are very important points but they keep on changing with time. For a person who is joining it afresh maybe the requirement is different for a person at different stages of life. A person with grown up children wants some support in their education. The requirements of people for staying in a job would be different. We all know that salary is

not the only element and so you must have heard about that recent news which came up that people in Google who are associated with the smart card project they left because they were very comfortable. They got so much of money that they did not need to work anymore. So we understand that even salary as such is not the defining factor. There are many defining factors for attracting people and keeping them.

These factors which attract people and retain them are also industry specific. Now if we take example of hydropower we all



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know that it is under a lot of pressure. Though they are producing electricity, the costs have come down and the states are not willing to buy it. So there is this need to cut down costs. Now as far as NHPC is concerned when you make a project the number of people needed are much higher. But during the operation phase the number comes down. Then there is another scenario which is developing that most of these organisations have been giving; they have been taking projects in a turnkey basis, or a package basis. There is this shortage of committed or good contractors and there may have been cost overruns in those contracts. So the need is again being felt that you take people in the organisation who will be doing that work rather than outsourcing it. So you mean it was the early cycle which was there that you outsource to a company and then you let them do the work which reduce the man power requirements which reduce the costs that is also changing. Now coupled with this and the fact that there is a need to reduce costs.

There is a need to develop models which are different from the current ones. The hydropower sector as Mr. Joshi said for NTPC the most difficult part is the places where you work. For example, there is a hydropower project in Uri, where the temperature is minus 30. The places are inaccessible. These are difficult places not only temperature wise, but also because of being an area of militancy. So people are not willing to go there. In this scenario the challenge is to get people, train them and retain them. In my view point people stay in the organisations for three or four reasons. Firstly they see whether there is fairness in the HR practices and policies especially regarding promotions.

Secondly, if they have faith in the management, thirdly if they see a well-defined career path and fourthly and one very important thing which I am realising is that whether they have an aptitude or an interest in the job which they are doing. So one of the basic things that we have to change in my organisation is the way induction is done. I would suggest that when the basic domain knowledge is available HR should recruit people on the basis of aptitude and skill. Secondly, we need to catch them young. We need to go to universities, academia, get them for internship programmes in the organisation so that they are aware of the difficult part and the good part both. Then they make an informed decision to come and stay with the organisation or not. Third I would also say that there has to be element of cross pollination. It means allowing people to move across organisation for taking new ideas and best practices.

Career development and succession planning is very important that not only keeps people within the organisation; it also provides the necessary amount of skills to meet the growing changing needs. I think many of our PSUs have great opportunities that way because we are all having a very ageing work force. Like in NHPC almost about out of strength of about

8000 people, almost about 550 are retiring every year. And out of the 550 about a hundred odd or about 25 percent are from the executive cadre who are the most trained manpower. Secondly the average age is also high, it is about 48 years. So while that being an issue it also gives an opportunity that while doing engagements, we can take people, the type of people whom we want.

“ Career development and succession planning is very important that not only keeps people within the organisation; it also provides the necessary amount of skills to meet the growing changing needs. ”

As far as the HR interventions are concerned (like they have been many in the past) that whosoever is staying in hard locations will have a fixed tenure.. After staying in a hard location there is a choice to going to a better place. There are facilities of retaining the house, there are more allowances. So all that is there but irrespective of that I am finding that a lot of people who have been joining the organisation especially the new ones, their attrition rate it is very high. This is because as soon as the person comes in this organisation he is offered a better place and a better location in some of the organisation. A lot of it has been done but there are certain things that still need to done.

For example going to universities for campus recruitment, training people for remote locations, finding those kind of people who are little different and who have a love of nature and want to stay in smaller places and who have a real passion for working in those aloof area doing that sort of work. If we are able to attract them and retain them, it will probably help.





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Transforming and
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Mr. Shahane has over 15 years HR experience, both at Strategic and Operational levels, predominantly in the Energy sector. Prior to joining Technip India in early 2016, he was the HR Director for Technip in Middle East. He has also been with the Engineering Division of Topaz Energy Marine covering operations in Middle East and the Caspian region, Videocon Appliances Limited and Johnson & Johnson. He holds a Masters in Business Administration and a Masters in International HR Management from Cranfield School of Management, UK.

He takes special interest in the subject of Diversity and Inclusion both from a Cultural as well as Gender standpoint. He has presented papers at various International Conferences in the Middle East.

Mr. Nikhil Shahane
Director (HR), Technip

I will speak more from a conventional energy point of view. We are into oil and gas, the traditional energy sector and I have been away from India for thirteen years. When I recently came back I realised that in India we do not have enough talent to execute conventional energy projects to the extent that the West is doing and there is a big talent gap.

So to me it further aggravates the problem because my task is to find talent for unconventional sources of energy. It is really very

worrying. But one of the points that I want to focus upon is that though it is good to go unconventional but when we go unconventional we must not forget to convention. This is very important for HR because it does not matter to me what has happened in the last decade but what matters to me is that fundamentals of HR will remain the same. Many a times we make mistakes in the fundamentals talking about big things. We are planning to transform HR but the fundamental has to be the same. Good and age old people practices of personnel





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management, patting people on the back, encouraging them, is not going to go out of the window. So if I come back to how we are going to transform; 'the talent'. The biggest challenge for oil and gas and even unconventional energy sector is knowledge transfer. We have an ageing population. All are experts who have executed large projects globally are all retiring or already retired and they are still working. And there is a very big gap between them and the fresh graduates that we have started hiring in the last four five years. So how we are going to get this knowledge transferred to the younger population from the baby boomers and genX to the GenY and millennials is the biggest challenge for every HR professional especially in energy sector. Technology can be a big enabler of this knowledge transfer. I would again say that the HR fundamentals will remain the same with the rapid change in technology. We as power organizations have to be on top of the technology.

Today if we are trying to recruit fresh engineers from the NITs or the IITs it is important that we attract them to the energy sector. If we want to attract the right talent we need to be good with technology and in reaching out to the right talent. Some of the things that we started doing is 'Socio recruitment and socio advocacy' which is basically taking the power of linkedin, facebook, Instagram and the social media sites and trying to create a brand name for the company. There are various companies; even LinkedIn has an App that helps connect to your people through your employees. So we have done a lot on the socio advocacy side trying to increase the employee brand amongst the market. The second thing we need to do is obviously fast track individuals because in oil and gas power are very orthodox industries and we also take a lot of pride in being orthodox. There is no harm in that. But I think to be appealing to the younger generation whom we are hiring, we need to fastrack. We are taking a lot of initiatives to take risks. We have to ask ourselves a question: do we have budgets for innovation and risk? It starts from the bidding process of a project when we get an idea about how much provisions do we have for innovation. I have to throw people at the deep end and we have to get people to think differently. So thinking differently and diversity in thinking is the second biggest challenge when we talk about transformation.

We need to know that who is your successor now and who is your successor in three years and who is your successor in fifteen years, yes fifteen years. And it is very easy for people to say if I am an engineering head my successor is the guy sitting in mechanical engineering, his successor is another guy sitting under him and his or her successor is another ten year junior sitting in the mechanical department; why? We have to challenge this in our energy sector; we need to look at moving people across functions. A guy in procurement could probably move into estimation as well. So this cross functional mind-set

has to come up big time in the energy sector and we have to inculcate people, we have to train the younger generation. But we also have to train the managers. We need to make it very clear that going to challenge your manager might create big threat on your popular image and leadership. So that is the big worry. I think that is something that needs to be done. Another important thing happening within the private sector is 'international operations'. We are looking at international mobility because we need to mobilise people. We talked about remote sites, I think that has been there even twenty years back but today we are sending people on remote sites, international locations on challenging assignments, because this is going to accelerate the knowledge transfer. If we keep people here and if people are not ready to experiment I think we will not take the same page as the industry expects us to be.

So basically to me as I mentioned knowledge transfer, technological development and what HR is doing on the technological development and exposure and diversity of thought are the three main takeaways as far as transformation is concerned. To conclude, I would say that there are so many things in HR that we all know need to be done, in technology there are so many Apps, there are so many things that is happening, but what we must remember is that every business is different. I am in an organisation where I need to work very closely with the CEOs and the Managing Directors. I can say that we all have the same challenges. But the real differentiator is that where we invest and what do we invest in?

Do I invest in assessments centre today or after two years? What could be relevant for me might not be relevant for some other organization. It is very important to work closely with the business leaders and define a plan, a five year plan and see what technology you want to invest in terms of HR technology and what are the key deliverables for which department? The deliverables could change even within the department. You might want to do assessment centre for project management but you do not feel the need to do it in engineering. So I think we have to adapt in a very uncertain climate and our plan should fit into this uncertain environment.

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We are planning to transform HR but the fundamental has to be the same.

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SESSION

2nd March 2017



Day-1

Building Leadership Pipeline

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 energy 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. Finding leaders who possess vision, versatility, emotional strength, understanding, execution and people orientation remains a challenge for business organisations. Research studies and cases show that leadership can be developed. More than in the classroom, leadership is developed on the job. We may examine a few important ways of building leadership in business organisations through appropriate selection process, training & development, succession planning and an enabling environment. We need to develop a pool of energy leaders.

Chairman & Moderator: Mr. Sudhir K Chaturvedi, Former Chairperson, JERC

(Goa & Union Territories) & CMD, Power Grid Corporation

Panelists:

- **Mr. Gautam Chainani**, Group President (HR), JSW
- **Ms. Meenakshi Davar**, Executive Director (HR), PowerGrid Corporation
- **Mr. Sabih Kidwai**, Director (HR), Schneider Electric
- **Dr. Subir Verma**, Sr. Professor, Fore and Former Dean, IIM Ranchi



Mr. Sudhir K Chaturvedi



Mr. Gautam Chainani



Ms. Meenakshi Davar



Mr. Sabih Kidwai



Dr. Subir Verma





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TRANSFORMING HR:
AGENDA FOR ACTION**

Enabling
Multidimensional
Sustainable Growth

SESSION-4

Building Leadership Pipeline

Chairman & Moderator: Mr. Sudhir K Chaturvedi, Former Chairperson, JERC, (Goa & Union Territories) & CMD, Power Grid Corporation



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 energy sector and in turn of all the people in the sector. Finding leaders who possess vision, versatility, emotional strength, understanding, execution and people orientation remains a challenge for business organisations. Research studies and cases show that leadership can be developed. But as compared to classrooms leadership can be developed more on the job.

In the light of the evolving dynamics of unpredictable change, talent has to be built into leadership roles. A dedicated leadership development programme should not only be for the top management but also for the middle management and below. Another findings from the study said that middle management and downwards needs to develop on the facets of leadership like change management and adaptability to face the

competitive pressure. Also HR interventions for organisation transformation and development should be thoroughly aligned with the long-term business needs and should be seamlessly executed at the operating core. So what are the issues that emerge from these findings?

Some of them listed out here are: What frameworks should companies adopt to grow managers for their transitions from the managerial orbit to the leadership orbit? How do we inculcate adaptability and change management skills in middle management so that they can drive the top leadership agenda in their specific domains? And what leadership competencies are most important for the energy sector for top leaders, middle management and operating core respectively?

With reference to the topic, 'Building pipeline for leadership' I would start with succession planning with dedicated training



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and also creating a panel or a change in which leaders are created transparently. For the last forty years I worked in public sector only. So I have a very little knowledge but from my experience I can say that the process of building leadership or succession planning or building a leadership pipeline is very different in PSU as compared to private sector. Let me start what happens in PSU.

For making pipeline for building leadership you must have a dedicated top management who can head the organisation for very long period and who can oversee the development of their juniors from time to time and then take care of their succession planning, job rotation and mentoring etc. But unfortunately in PSUs what happens that Directors and Chairman are appointed for three years to five years only. Rarely does it extend beyond six to seven or eight years.

So they get very little time to assess what potential and talent their juniors are having who can be developed for taking future responsibilities. So they depend upon HR which does not have any mechanism as such. Which HR has the courage to say that this particular executive is having talent and should be developed if that is not liked by other seniors who are insecure of that much more talented and learned junior. Sometimes only

the sound technological knowledge is being taken as important thing in all PSUs.

With this discussion one more topic arises for discussion i.e., whether technical competency of any person leads to leadership competency or a very good technical knowledge is impediment for a good leader. So these are a few questions to which we will start and first I will ask Meenakshi what PSUs particularly Power Grid have tried to build a pipeline for succession planning or building leadership in the organisation and her experience with PSU.

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A dedicated leadership development programme should not only be for the top management but also for the middle management and below.
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SESSION-4

Panelists Session

Building Leadership
Pipeline



Meenakshi Davar is a Post graduate from Delhi University and an MBA from University of Hull, United Kingdom.

She has spent last 34 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.

Ms. Meenakshi Davar
GM (HRD), Power Grid



I will start a very micro level viewpoint. We have been hearing macro level things but I will start from the grassroots level. A little bit about power grid, a little bit about what we are doing and then I am going to bring forward few issues that we have been facing as HR people. Power grid is now almost twenty seven years old. We were formed by the amalgamation of six to seven companies. So we had no childhood, we had no infancy; we straightway grew into an adult organisation. We had no freedom to recruit our people. We just got people on an 'as is where is basis' along with the transmission lines. Today we are proud to say that we are like one organisation well

amalgamated, 'one grid, one frequency and one culture' that we have developed over a period of time. Now, as far as the leadership is concerned, I like to tell you that almost all our chairmen and 95 percent of our directors are from within the organisation. That is one thing and a lot of our people have also moved out in senior level as directors and chairman to various other organisations. I would not really put my finger on certain points that okay this is what we have done this is what we have done. But in general I would like to tell you one thing that today our manpower over the years has grown only 35 percent whereas the turnover and the profit have grown almost 2000



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percent 1900 percent and the profit per employee has also increased by 1400 percent. That is, while we do not have any barometers or any thermometer okay that we can put into and tell whether he/she is motivated enough and will he be as motivated as he is today in the next few years. We don't have that. What we have with us is that we do not have any such barometer to measure the HR but if the organisation is doing well we can say that okay it is because of the HR. And another thing that I would like to throw up is that the role of HR in an organisation is that of a mother. So well, everything goes well in the organisation the children are doing perfectly well. They are good children but if things go wrong that is the HR to blame like a mother. Like a mother we have strong shoulders to manage that.

Now as far as the topic goes on leadership pipeline, what we were doing at one point in time was that we were checking on the appraisal ratings of people and that was the conventional method that we were following so we were checking on the appraisal ratings and people who are rated say outstanding or extremely, extremely good over the last five years we were sending them for such leadership programmes. So what brought me to an issue is that once when I was talking to my child and as I was asking him as a small child what is leadership. And he gave me an insight into leadership and he says that everyday our teacher tells us to stand in a line and the person who is ahead of the line is the leader, but he also said that every day she changes the person, so every one of us is a leader. So when we came to that when I thought of that that everybody in the organisation is the leader. Am I doing the right thing by checking on the appraisal ratings and then sending people for leadership programmes?

That is when we decided to make everyone a leader in the organisation and we were grooming everybody in that manner. When we were questioned that why we do not select people and doing it that way with a believe that everyone is a leader this shows our competency in selecting people. That is one of the issues that I would like to think about over here. The second issue is that me as an HR person is given the task of motivating the whole team. So my task is to motivate the whole team but we promote in a paramedical fashion in the pyramid. How do I motivate everybody, keep them motivated and also manage the pyramid that is there. Another thing that we are facing as challenge is that okay we have advanced our technology to such an extent that we have gone in for almost unmanned substations. Now when this technology was being developed I as an HR person had brought it up, are we ready to go in for that kind of an unmanned, completely unmanned and then we realise that actually we cannot have unmanned substations. We should have only four to five people in a substation. Now in a substation which is kilometres and kilometres away from any

kind of civilisation can I have five people staying there how does HR manage the motivation and how do you look after those five people who are staying twenty miles away from any kind of civilisation. That was another issue that we were facing as far HR is concerned. Then we have also talked in the last session about the 360 degrees appraisal systems which is also one of the issues. The question that arises here is, 'Is everybody trained to be tactful enough to give feedback in that manner'? And second question is, 'Is every boss so open to receive that kind of feedback that people are giving as far as leadership is concerned'? So that is also where the role of HR is a tightrope walk. Another issue is that we trained people for new technology but how to tackle the government guideline that says that every three years you need to transfer the person. So every three years when I transfer the person do I have that same competency available with me and do I have the time to develop another person in that kind of a role?

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When we decided to make everyone a leader in the organisation, we started grooming everybody in that manner.
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Many a times what happens is that by the time a person starts getting used to that place and settles down, the time to move comes. We are operating in those kinds of constraints. Another point of concern is the 'Bell Curve'. How can I have an organisation performing so very well, where everything has increased by leaps and bounds and I give outstanding to only 15 per cent of the people? In a public sector people look forward to the promotions, they look forward to their appraisal ratings. And how do I manage these? Is academic world and the theories that they propagate are in line with the actual problem that we are facing within the organisation.

While hire and fire maybe a concept which is very well taken in the West because they have a social security system but in the public sector when I fire a person or when I move him out do we have a social security system that can take care of his family. So these were the various issues that you know that keep coming up at the micro level while dealing with HR and I would like a lot of us to debate on these small issues because this is where the minor irritants lie and this is where the success or the failure of the HR comes out. It is nice to talk of big things but these are the things that are actually worrying us as the HR people but how do we manage the best vis-à-vis the grassroots realities that do exist because people are people not numbers.



Enabling
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National Summit For **ENERGY SECTOR** **TRANSFORMING HR:** **AGENDA FOR ACTION**

SESSION-4

Panelists Session

Building Leadership
Pipeline



Mr. Chainani is a Senior Human Capital Executive with an experience of around 30 years in leading the HR function in a wide range of industries such as IT/Telecom, FMCG, Financial Service and Manufacturing at both country and organization levels. In his present role he is responsible for the entire gamut of Human Resource function across the JSW Group companies. Prior to joining the group, he was the Chief Human Resource Officer and Head, Corporate Communications for UltraTech Cement Limited, Aditya Birla Group.

Mr. Chainani has done his Masters in Personnel Management and Industrial Relations. He started his professional career with DCM Data Products Limited and worked in HR Leadership roles in organizations like Hindustan Unilever Ltd, Wipro Consumer Products, Hughes Telecom Limited, WNS Global Services Limited and American Express.

Mr. Gautam Chainani
Group President (HR), JSW



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I spent a lot of time in financial services and in financial services. I also spend a lot of time on TV watching shows like markets movers, market guru and so on and so forth. A couple of years back, I was listening to a very senior fund manager talking about the power sector. When the anchor of the show asked about the sector that he will stay away or not invest in the next two or three years, the immediate reply that came was the energy and power sector. Reason for this was his belief that as there is huge structural changes happening in this sector. We have to understand how these fund managers or financial markets are able to price or understand sectors and businesses faster than we do and they are the ones who first understand the business and then it is the customers and then it is the employees and then it is the manufacturers and so on and so forth. That is the line of cascade that moves on.

If you really look at it I would like to place before you a very contrarian view. The point is that today I think a lot of companies in public sector our private sector including NTPC and Tata Power have generated a lot of leaders, a lot of these pipeline has been created and a lot of these people are already in various other companies. But today I think we have a situation where the leadership pipeline is choking. If you really look at the overall sectors the plant load factor today is probably at 68 or 70 percent.

We have a huge amount of leadership talent and we do not know what is going to happen for that talent especially at the middle level. And if we are not very careful the challenge that we will face is that this talent will begin to flow out of this sector. Already this sector is getting some sort of negative employer images related to remote locations.

There are challenges relating to the fact that you move from one location to another every three or five years, so you really cannot develop your roots. And there are challenges that are associated with whether there is enough growth happening in this sector.

So I think today the bigger challenges that we have his how do we retain leadership talent. I think we have a great pipeline, we put people through assessment centres, we put people through development, and there is a huge amount of money that companies have invested. I think the question today we have to ask ourselves is that what we do with this leadership pipeline that is currently choking in the system.

Today people are not necessarily looking for people from the energy sector to be leaders in the energy sector. An example I can give you is last year when Semcorp came into India they recruited a CEO of that business who was a McKinsey consultant with twenty three years of experience. So companies are now looking

for diverse skills sets, for example, as JSW group I am looking at leadership pipeline for the group, I may not necessarily look at energy for energy but I may look at people from energy who could move into steel or into infrastructure or into something else.

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Today people are not necessarily looking for people from the energy sector to be leaders in the energy sector.
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So I think there is a set of capabilities or competencies that have to be commonly developed. But at certain levels there are also certain specific skills that have to be added which will make that big difference. Now the challenge you face in leadership pipeline is do you move the guy first and then he develops that skill or do you make sure he has the skill and then he develops. I think today organisations given the uncertainty have to have more risk taking ability in making people move from one sector to another and then proving themselves. I, for example, moved from financial services to cement sector which is building materials to infrastructure sector. Now they have different HR perspectives on this but there are still commonalities across all these sectors.





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With a Bachelor degree in Physics and Masters in Human Resources Management, Mr. Kidwai's corporate career took off with Thomson Press, Denso, Avery Dennison and Rockwell Automation, where he was associated in the capacity of Head HR & OD (India). In his current capacity as Director HR since October 2012, he is responsible for leading HR for Schneider Electric Infrastructure, Industry, Automation Field & Consulting services.

Mr. Kidwai has demonstrated excellence in Human Resources Management, Organization Development, Employee Relations and Compensation Management and continues to drive the organization's business objectives through effective HR management. His expertise lies in developing programs and initiatives for Leadership development and talent Management. He has been a speaker at various management and academic forums and enjoys sharing knowledge.

Mr. Sabih Kidwai
Director (HR), Schneider Electric



I would like to build on the points that my co-panellists brought out and the fact that what brought the leaders where they are would not be able to take them to the next level. And I think it is important that the organisations take the context in mind. The references are changing, if you look at the energy sector lot of digitisation is happening. You talked about the smart grids, unmanned grids, whether we like it or not this is going to come. This is going to be the reality of time these grids would be unmanned, the technology will get the work done, the things would get connected, there is an amalgamation of the IT with the IOT, and the result of this is that the competencies are changing. The requirements and expectations from the leaders of today are very different from the expectations that we would have from the leaders of tomorrow. We are still preparing people from the old preferences. These boundaries are actually melting. So maybe tomorrow you would have people who would be transferred. You would not need experts from the energy sector, from utilities to be at the helm of affairs because these organisations would change. You would have people who would have understanding of the networks; the people who would have understanding of tomorrow, the demands would change, maybe because of the

environmental awareness. Public would want specific kind of energy at their place.

They would want green energy. So now the expectations from the leaders who were all these years preparing people a lot of huge manpower the expectation was that the competency required for a leader is that they would be able to take care of huge manpower spread across in remote locations that may change. What we require is leaders who would be able to bring this change, which would be able to develop people for tomorrow, who would be able to identify the needs of tomorrow and who would be able to understand the market, the way the market is changing. So as organisations what we will have to do is we will have to prepare for the future and competencies of the future. So first thing as an aware organisation like Schneider, we do is that we are preparing the competency framework for leaders of tomorrow. We have created a new set of competencies.

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The requirements and expectations from the
leaders of today are very different from the
expectations that we would have from the
leaders of tomorrow.
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We are evaluating our existing set of people on their preparedness and on their readiness to migrate to the next level and then their ability to help others to migrate to that level and that is the competency that we are working on. We have created the framework, we have started deploying, and we have started building those capabilities of digitisation of their ability to understand the external context. Those are some of the changes that we are bringing in.



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Dr. Subir Verma is Professor & Chairman of OB&HR Area at FORE School of Management. He has more than 25 years of research, teaching, training and consulting experience at reputed institutions such as IIM Ranchi, IMI New Delhi, MDI Gurgaon and Delhi University. Prof. Verma has been the Dean, Corporate Relations, Placements & Alumni Relations at IMI Delhi, Dean Academics at IIM Ranchi and Chairman, Corporate Relations and Placements and PGDM programme at MDI Gurgaon. He was also a visiting faculty at ESCP-Europe, Paris. He is a Fellow (PhD) from IIM, Ahmedabad, M.Phil and M.A (Gold Medallist) from Delhi University.

Dr. Subir Verma,
Sr. Professor, Fore and Former Dean, IIM Ranchi



I am a pure academician. At times I say thank god for that. At least I do not have to defend what I do. There are a couple of thoughts I would like to submit to all of us. I think the very notion of talent pipeline is to ensure that there are right people who have the right skill set, who have the right place at the right time. That is what leadership pipeline for me is all about. And it goes back right from the time when Ramcharan wrote his book on leadership pipeline where he said that today's pipeline is all about ensuring that the person who gets into your organisation, how does he get to the top. So he goes to normally six passages and these passages of transition is right from managing the function to managing the product, managing the business, managing the group and managing the entire enterprise. At all these levels the skillset and the time application that is required keep on changing.

I did a lot of work with regard to organisations. In fact I also presented in the American Academy of Management my work where I served it on two hundred organisations in India and I found out that the organisation that was successful where the organisation those are ambidextrous. When I use the word ambidextrous I need to say that organisations have the capacity to exploit and also to explore at the same time. Now what has

happened is that our competency framework on the basis of which we map our leaders on the competency, the knowledge and the skill set and everything is predetermined and is basically a relic of the past. And that has not arrived at based upon the post of rationalisation of what made managers succeed in the previous time over. All of us know that the world has changed and the world is changing, the technology in India has changed, change can be extremely disruptive.

There are new algorithms, and for new algorithms, the new data is required, so is the new way of working and therefore that requires a new set of competencies. You might have the best of the person, you promote them on the traditional basis on the basis of which they exploit business, and they might prove to be a failure in future. Now, another set of things that has happened recently and Dr. Singh also talked about is about is related to the amount of ethics at the ethical values and the amount of transparency that has to be there in the system.

“ There are new algorithms, and for new algorithms, the new data is required, so is the new way of working and therefore that requires a new set of competencies. ”

Infosys and Tata Sons are two examples, where a person probably did not have the same values or is not practising the same values with the organisational founders or organisational beliefs he should have. What I mean to say right now is that, the entire competency framework has to be expanded to take into account at least four things. One the capability to exploit, second the capability to explore, the capability to explore is all about being entrepreneurial it is all about taking risks, it is all about making mistakes, then is the capability to mentor your millennials, then the new set of the people who are there in the organisation who have to be dealt differently. And fourth is the



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capability to espouse the values which the organisation is trying to have or trying to declare.

So I think the entire framework probably has to be given a relook and the entire mentorship programme, the entire talent pipeline programme has to be seen afresh. Are we trying to make managers develop on path beaten competencies that gave them success a previous time over or are we trying to bring them up in such a way that they are going to think about the organisation, let us say in 2030, 2050, 2060? We need to ponder upon this. I want to say that people are totally confused, when we they talk about building leadership pipeline. It is different from succession planning. If we take the example of BHEL or NTPC we must discuss; how many CEOs BHEL or NTPC has given? So you find out that when we talk about leadership pipeline we are having multiple leaders. This is important because we find that the moment you talk about it in public sector also you may not grow as the CEO of power grid but you can go somewhere else.

So the world is available, and I would like to give you one example. MDI has given five directors, IIM Lucknow has given six directors for IIMs. So I find that the role of CEO, the role of HR people is to build a leadership pipeline not necessary for your

company but also for other companies so that you are building commanders who would be controlling and protecting your interest also. So that is why many times we are totally confused when we talk about leadership pipeline because we find that who will reach there. Only one person would be reaching there, two persons will be reaching there and you cannot actually create every person who would be aspiring to become the CEO. So that is why I thought that to develop, we must focus more on that how the leadership pipeline can be built. I think one of the most important competencies that I see right now is the ability to see beyond and look at opportunities.

So the business opportunities seeking mind-sets goes along with the wealth creating mind-set. Another thing that is extremely important right now is relationship management. I think if we look at it, it is a pretty dynamic and uncertain work. It is also a risky work. I have analysed around 200 companies. When I look at them, I see that bulk of them tried to manage the risk by creating JVs or getting into strategic alliances. Power Grid also tied up with thirty two other companies when it had to create that test station at Bina. Why did it do so? For relationship management, which I think is now going to be one of the most important competency for any CEO and leader.



Padma Shri Dr. Pritam Singh
Chairman-LEAD Centre

The point which I want to conclude with is we need to focus towards building the leaders who can be competent, capable of managing and innovating. In fact, today we do not need leaders, we do not need business managers, and we require warriors. If you do not create warriors we are failing in our duties as good leaders, because today's business world is nothing but a World of War.

So if I really look at leaders today in organisations there are three kinds of leaders. We have the P & L leaders as you call them, these are your SBUs heads or they may become CEOs. Second we have the functional leaders who actually head large functions whether they could be CFOs or CXOs of the organisations. And the third is something called the subject matter leaders who are the R&D experts who handle technical specialist roles. So I think there are very clearly three different kinds of leader. There are two or three key competencies today that actually bridge all these types of leaders and many of my colleagues here have spoken about it. For example, the whole relationship management or stakeholder management as people call it becomes a very important element. The other element is people management, how am I able to relate emotional maturity of dealing, getting along with people and working with them. And the third thing is dealing with ambiguity i.e how I am able to deal with ambiguity. The future is completely different. We need to wake up. In whichever function I straddle, right one has to have the ability to deal with ambiguities so that one is not translating down the pressures and the tensions that one may have filtered down to the last man in your chain.

SESSION

3rd March 2017



Day-2

Employee Relationship and Engagement - The New Imperative

Employee development and employee engagement (leading to the growth of both the organization and the employee) can be achieved in an environment of peace, harmony and trust. The methods of building employee relations and engagement undergo change with the changes in the nature of the economy and the business scenario.

The old economy was dominated by the manufacturing organizations and process industry. Trade Unionism had been closely wedded to political parties and outsiders. This scenario was dominated by multiplicity of trade unions resulting in intense inter-union, as well as intra-union rivalries. The legislative framework and the overall labour administration mechanism in the country caused hindrances to productivity. More importantly, these had impact on the nature of employee relations and the level of employee engagement. With the opening of the economy in 1991, it was expected that problems related to industrial relations would take a back seat. While the current trade union scenario is nowhere near as volatile as it was, the need for addressing employee relations continues to be a pressing need. There have been instances of industrial strife with grave consequences. Hence, the need for developing employee engagement strategies and employee relations philosophies in the new context has to be met.

Chairman & Moderator: Mr. V. C. Agrawal, President - Corporate HR, R.P. - Sanjiv Goenka Group

Panelists:

- Mr. Alok Misra, Executive Director (ER), ONGC
- Mr. S. K. Biswas, Director (Personnel), THDC
- Mr. Sanjay Singh, GM (HR), NTPC
- Mr. Vijay Sinha, Sr. V.P. (HR), JSW Energy
- Mr. Virjesh Upadhyay, General Secretary, Bhartiya Mazdoor Sangh



Mr. V. C. Agrawal



Mr. Alok Misra



Mr. S.K. Biswas



Mr. Sanjay Singh



Mr. Vijay sinha



Mr. Virjesh Upadhyay





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**Employee Relationship and Engagement -
The New Imperative**

Chairman & Moderator: Mr. V. C. Agrawal, President - Corporate HR, R.P. - Sanjiv Goenka Group



Mr. Agrawal brings over 40 years of professional work experience which includes large diversified conglomerates both in Public and Private Sector. He has the experience of working in line functions as well as HR. After joining the Group in 2010, he has taken a number of People related initiatives to align with high growth in various businesses. Major highlights include creating a culture of coaching and mentoring, crafting new vision and core values for the Group, redefining new competency framework aligned with new core values and succession planning for senior leadership positions.

Prior to this, Mr. Agrawal was Director-HR and Board Member of Indian Oil Corporation Ltd. He is a Fellow Member of All India Management Association and a certified CEO Coach.

Mr. V. C. Agrawal
President - Corporate HR
R.P.-Sanjiv Goenka Group

Along with development of economy and technology, our needs keep on changing. In 1990's we used to talk about employee satisfaction surveys. Now it has switched to employee engagement service. Employee engagement is focused on wellbeing of employees and by virtue of employee satisfaction we can drive that the organization satisfaction and employee performance will automatically come but the focus is not on the organization, the focus is on employees. When we talked about employee engagement the focus was simultaneously on the organization as well on the employees and now of late we are now talking about organizational health. The difference between employee engagement and organizational health is when we are talking about employee engagement, we are looking towards current level of performance of the organization and current level of employee engagement in the organization.

There are numerous examples where organizations were at peak level of their performance but within no time they went out of their scene. Enron at one moment of time, was on its peak time but in no time it went out of the scene. And the basic reason is the organizational health. People who are the hem of affairs of the organization, did not care about organizational health and therefore we are now talking about organizational health.

There are companies which were on fortune 500 list went out of the league. Sometime back it was taking around 27 years for 50 % of organizations to exit from the list, and now it's taking less than 10 years to exit from list. Rate of exit from the fortune list has increased. Therefore it is suggested that we should not only take the focus on the current level of performance but also the sustainability of the organization performance. So when we talked about the organization performance, the very routing parameters were like topline and bottom line and operational efficiency.

These kinds of parameter are generally captured during the management review. They are very much under focused, but when we talk about organizational health, we talk about how is leadership in the organization, how is governing system in the organization, how are talent review in the organization and generally it has been observed that these kind of organization are not covered in the review of management of the organization and therefore the suggestion is along with performance organizational health parameters also should be kept under focus. What are challenges related to employees engagement in energy sector.

It has been observed that (not everywhere) the top management of the business organizations give more focus on the performance parameters of the of the organization like operational efficiency, cost cutting etc. and there is generally very less focus on the employee engagement related parameters or organizational health related parameters. This is the role of HR is to engage the top management on these parameters because these are in the interest of the organization. There has been enough evidence everywhere that organizations that have the high employee engagement scores or high scores on the organizational health perform better on the performance parameter.

So enough evidence is available and this is no more a debatable issue. So this is the role of the HR to engage the top management so that they should give equal focus in addition to the performance on these parameters.

We have seen a lot of changes in the business landscape. There has been very stiff competition, technology is changing very fast. You know we are seeing the changes happening in the businesses there are generational differences the political changes that is happening worldwide in the economic order. Now, for us to sustain and remain competitive as a country and energy as a Sector in particular, it is very important that should mirror our processes with the changes that are taking place. If we remain isolated and we are not aligning ourselves and our processes in tube with the changes that are taking place, probably we will also get wiped out.

If we look at business level entities level you know big corporations are coming together in order to survive. They are joining hands together to survive. A lot of consolidation is taking place at the business level. Now the collaboration is happening at the business level, at the entity level and now the collaboration has to happen at each individual level within the organization; be it Union be IT employee or employer. We have to accept that collaboration is extremely important to remain competitive and to stay ahead in the business. It will reduce the resistance between minds today.

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There has been enough evidence everywhere that organizations that have the high employee engagement scores or high scores on the organizational health perform better on the performance parameter.

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Earlier they used to be a concept of worker and Management being at different grades. Today they are becoming more flat. Now when we are sharing workstations and sitting next to each other it is really important that we reduce the distance and gap between the minds and create a lot of positivity in the work environment and tilt synergy to meet or face the challenges of the industry. I draw an analogy to the concept of love when two people are in love and they are sitting poles apart, then also the distance between their minds is very small because they are thinking about each other which bring them close to each other. But if two people are not in love, even if they are dining together across the table distance between their minds is infinite.

Now in the organization when we are facing a lot of stiff competition I think Union and the employee and the employer everybody has to come together and probably the term itself Union has to involve itself to collaboration. I think it is very radical to bring the change in the mind set because with that the entire boundary which we have created within the organization will fade away. To meet the challenges that are there in the industry we all need to come forward and face become winner in the whole game.



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Mr. Misra completed his MBA with specialization in HR from the prestigious University of Allahabad and joined ONGC, which he has served for about 34 years. After serving in six different locations in various responsible positions of key importance, in his present role, he has the most challenging assignment of maintaining harmonious Industrial Relations in the Company, as well as bringing in attractive employee welfare policies to retain talent and restrict attrition. He has been instrumental in shaping and implementing various policies and rules which had significant impact on the employees of ONGC.

Trained at IIM Lucknow, ISB Hyderabad and IIM Bangalore, Mr. Misra is also a regular faculty at ONGC Academy and Regional Training Institutes in ONGC. He has won many awards including the prestigious "Manager of the Year" and "Young Executive of the Year" award by ONGC.

Mr. Alok Misra
Executive Director (ER)
ONGC



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Because most of us belong to energy sector and summit is also on energy sector the key issue is whether our establishment plants in the upcountry locations are looking into power or petroleum. Upcountry locations have their own issues for employee engagement, so we will have to keep our focus on that. If we discuss the challenges of employee engagement in the energy sector and how they should be addressed at leadership level, we must ponder upon the findings of the study done by Dr. Pritam Singh. The most significant challenges is that it is not a preferred sector. We need to analyze the importance of energy sector. It is on a growth path and need to have a lot of talent. The message should be clear that, if energy is not then there is no development. We need to reposition the energy sector to attract right talent. After attracting and retaining the talent, sector should work to engage it so that we can have a very healthy organization. Most of the energy sector are at locations where it is hard to attract good talent.

Another idea is the best talent is to be defined. We need IIT graduate or IIM graduates. But most of the jobs which are being done they can be done at a level, we must realize the level and the best should be taken and therefore my suggestion is that we must position ourselves in such a way that we attract the right talent. And after attracting the right talent. The second thing would be how to give them environment where they could produce their best. What is the gap between expectations of millennial and that of organization? We are working in both public and private sector. A person is kept on probation when he joins the organization. During this period his performance is watched and even he can be asked to leave any moment of time.

I remember in one of the induction processes, there was a person who walked up to one of the establishment officers and asked "what is this probation?" when he was explained the process he said you've put me on probation but I'm telling you that I'm putting you on probation. It's not an employee who is on probation for period of one year. Rather now days he will see if the organization can meaningfully engage him, if yes, he will remain in the organization otherwise world is open for him. That is the aspiration of new generation. We have to attract right talent, make him ready for the energy business and then continue.

If we look at the evolutionary context of industrial relations from sunset to sunrise, to digital disruptive companies that are been thrown up today, we will agree that these Industrial relations also evolved over period of time. From trade unions who are taking baby steps into raising conscientious among the employees to demand rights. Why as HR professionals or guardians we have not looked upon on trade unions as partners who are doing work in terms of employee engagement on our behalf.

This the new imperative we must talk about. Once we come into dial of employee engagement per se and the challenges before the energy sector, it is very evident that the kind of work we are doing in context of fun themes is keeping employees at best to be involved in his job. How to take next step to have a very committed employee. Let us start segmenting our employee in a much more creative and innovative way. Segmentation in means of gender, age, skills is no longer sufficient. Segmentation would be possible if we say an industry going through 24/7 availability. If we say high intensity high fashion work environment. Then segmentation would be who the achievers are. We need to identify an ideal worker.

The employee who is 24/7 engaged to the company and yet tried to find time for his personal issues is an ideal worker. The top lines and bottom lines are important, equally important is we stop looking at time slice as the concept of rewarding employees. A person spending more time in workplace is rewarded more. His output has to be very fairly and very squarely put on table to earn his reward. HR must recognize the personal space that an employee requires.

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I think one of the most important things with the leadership at the present time is to instill a sense of pride among the people for the work they are doing.

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I think one of the most important things with the leadership at the present time is to instill a sense of pride among the people for the work they are doing. If you can do that and if you have a communication strategy in place where you can reach the last worker; can you as an organization ensure that whatever he is doing, he is doing it for some very big goal. He has to be given a meaning and if he can understand the meaning of what he is doing and can associate himself with the pride in his work, I am sure that engagement will not be far off.

In ONGC, we take pride in the fact that this is an organization which was formed by the government of India of just 342.5 crores of Rupees and this organization has given back to the government the 27000 crore only in 2 rounds of disinvestment. We have been paying dividends more than 100000 crores of dividends. This fills us with the sense of pride and with this pride we become engaged and we try and do our best for the organization.



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Mr. Biswas graduated in Management from XISS and has 34 years of rich experience. He also holds a Bachelor's Degree in Law and Diploma in Training & Development from ISTD, New Delhi.

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. He follows an open door policy, maintains constant dialogue with internal and external stakeholders and inspires his employees to perform and be an achiever. Under his able guidance and leadership, THDCIL has bagged several HR awards for Best HR Strategy.

Mr. S. K. Biswas
Director (Personnel), THDC

If we look at the first budget presented by GOI and the continuation in policy announcement, there has been lot of focus on renewable sector. There is a big partnership emerging between industry and academia to reskill the talent to take care of renewable sector. In renewable sector big opportunity exist for all of us, for industry and for academia to come together to reskill the talent. In employee engagement, when employee joins induction training is planned for him. But, today when an employee is looking forward to join, engagement begins from pre arrival stage, then engagement is at encounter stage then it is at transiting stage. Engagement in today's context is completely changed. So when we are managing the generational differences, different aspirations of different generation within the organization, we have 5 generation of people working, especially in IT sector –Veterans who are consulting us, Baby Boomers born between 1946-1964, Gen X who are born between 1965-1979.

Then we have Millennials. Now we have gen Z coming. Problem is, how we position ourselves so that we have Gen Z joining today and they are looking for energy as a sector to build career. All of us as professionals, need to design a career path which excites a lot of young millennial and Gen Z to join. Majorly the industrials plants are located at remote locations. We started building good township facilities wherein there are good schools affiliated with CBSE. Then we started good medical facilities around the plant and state of arts facilities.

We build good gym around it. Then we collaborated with community so that people who all are joining do not feel isolated. All the plants, typically have a setup surrounded by a lot of villages, so people feel isolated they are like an island in whole area. When we started collaboration with community, we involved lot of families because it's not when we are talking about positioning of company, it is not only about only engaging the employee, rather, it is about engaging the family also. We



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Today when an employee is looking forward to join, engagement begins from pre arrival stage, then engagement is at encounter stage then it is at transiting stage. Engagement in today's context is completely changed.
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invited them in CSR programs, vocational training centers and we started building capabilities around the plant so that there is a great ecosystem created which is self-sustainable and foresee engagement on a long term basis. This results into a very strong pull to attract talent and position ourselves as one of the best employers of the world.



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Engagement - The New
Imperative



Shri S.K. Singh is presently leading the Employee Relations, Industrial Engineering, and Manpower Planning teams at Corporate Office of NTPC Limited, India's largest power utility. He is also leading HR-IT teams into the next phase of digital organization. Shri Singh completed post graduation in Modern Indian History. He studied International Policies and Organization at JNU, New Delhi. He started his career in NTPC as the 2nd Batch Executive Trainee in the year 1984. A stint of about 12 years at Farakka gave him the invaluable insights into various aspects of HR from concept to commissioning of a thermal power station in a hostile and after non-supportive environment. Management of ambition, aspiration and expectation of employees and multiple stake holders became the theme in his three different stints at Corporate office of NTPC at critical times of periodic long term revision in wage cycle. He also got the opportunity on merger exercise of half a dozen State Utilities into the main stream culture of NTPC. In between stints at a Greenfield Hydro Station in Himachal Pradesh and setting up and stabilizing a new Regional Headquarters which had about 5000 MW of Greenfield sites to be kick started added to the richness of his HR exposure.

Mr. Sanjay Singh
GM (HR), NTPC

The organization is not short on talent pool but organization is facing a situation of stagnation. It means a lot of demotivation, lack of job satisfaction because the talent pool has reached its zenith. Here comes the issue of engagement, are we capable to keep them engaged appropriately. Do you have any policy of engagement? Do we look forward towards it as career path or things like qualification improvement, rewarding excellence? One should come up having fun at work which is very much relevant. There are much private organization which come up with policy where they have fun with work. Are the public sectors or other sector coming up with same? Another big issue is trade union movement. We have moved from volatility to a newer situation where the basic issues of perks and allowance are no longer relevant for them. They are most interested in their participation in management. Let us go back to scheme of workers participation management, which failed miserably because participation was just on paper not in practice. Now the participation has gone under a change. Now the knowledge workers of millennium age are interested in association, are we really ready to associate them in participation?

I think the role of leadership is very integral today, and when we are talking about engagement with respect to employee and with respect to the energy sector the kind of change we are going through today is tremendous. If we look at 6-7 year back, or before the cost per unit, I think there is a significant change in the tariff. It has come down significantly by around 40-50% what we used to say. If you look at the national level figures, 75% then has come down to 50 to 60%. In this stressed environment it is very important that we are able to have the leadership in the organization. We are able to exhibit the sense of purpose, we are able to communicate the sense of purpose to the Employees and tell them about the change. But what we are going through is that everybody right from top to bottom is seen in Unison in believing that for taking the industry forward the role of



leadership is very important. The energy sector need to create and build a kind of communication so that they have a very harmonious understanding within the organization and everybody is aware of where we as a management team are going. If we talk about unions, they are themselves grappling with the changes in the business environment if tuned into the backdrop of the smokestack industries they are yet to come up with certain terms into the disruptive technology and with companies like Amazon, Flipkart or Uber or Ola where a worker is working for profit for himself as well as for the company.

I think the role of leadership is very integral today, and when we are talking about engagement with respect to employee and with respect to the energy sector the kind of change we are going through today is tremendous.



Enabling
Multidimensional
Sustainable Growth

National Summit For **ENERGY SECTOR** **TRANSFORMING HR:** **AGENDA FOR ACTION**

SESSION-5

Panelists Session

Employee Relationship and
Engagement - The New
Imperative



With a post graduate degree in Human Resources, Mr. Upadhyay has been actively working in the Trade Union field since 1982. He has successfully fought for the Regularization and Equal pay for Equal work for 3 lakh casual labourers working in Post and Telegraph Department. He is also CBT Member, Employees Provident Fund Organization; Member, "Special Group on Labour Reform in FICCI"; and Member, "Industry - Trade Union Dialogue Forum in CII".

In the past, he has been All India Secretary, BhartiyaMazdoorSangh; Secretary General and President of Public Sector Employees National Confederation; Secretary, Government Employees National Confederation; Secretary General, Indian Telecom Employees Federation; General Secretary, MTNL MazdoorSangh; General Secretary, Bhartiya Telephone Employees Union and General Secretary, BhartiyaDak Tar MazdoorManch. He has also attended the 101st and 105th ILC Sessions of ILO at Geneva.

Mr. Virjesh Upadhyay
General Secretary, Bhartiya Mazdoor Sangh

Change is universal and likewise change is taking place everywhere. The economic activities happened on first day itself was to create quality life for everyone. But in this process, when the focus is shifted towards how to create business sustainable and provide ease of doing business, human aspects have left behind. Now a days the characteristics of employment has changed. More than 60% of workplace are contract employment. Where principle employer don't have direct relational connect with them.

Engaging employment means how a worker will feel associated, and have sense of belongingness with the company where he/she is working . The employee is dependable on contractor. We need to change the practice of employee engagement otherwise it will more of a bookish approach. To make it more of a practical approach, certain changes are required. Practices of trade union movements are no longer practicable. If industry is not well to survive, how workman will survive?

So we are focusing, we are pursuing, we are educating our workers to think in manner that industry interest prime for workers. We have given a concept; it's a industrial family concept. An industrial family is one component. Humans are fundamental component to run an industry. Each one should care and have concern of each other. But in practical approach if the weaker or smaller are suffering then he should be taken care of and should be given 1st preference. Trade union are also changed, the workers are now knowledgeable and have expectations from company. A trade union is also part of HR with practical perspective.

The additional elements about organizational health are actionable orientation which are not talked in employee engagement. So unless any other business organization, they are able to benchmark themselves to their competitor, it will be

difficult for them to continue and survive to and sustain in business. Similarly, the accountability is another aspect, which equally important for organizational health. Unless the accountabilities re fixed, and definitely accountability are much more important at senior level, as compared to junior level. Because if wrong things are done at senior level, the results are worse as compared to things done at junior level. So such kind of additional elements they are focused when we talk about the organizational health.

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Engaging employment means how a worker will feel associated, and have sense of belongingness with the company where he/she is working . The employee is dependable on contractor.

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Major change within Trade union momentum is trade unions are also are also thinking and helping our core research units organizations not because for any other reason just to understand the development, the changes, the realities coming up in the world's. So we're trying to develop ourselves. Earlier there were thoughts and approaches that whatever is coming up that should be opposed. Now we are putting taking up from our side as to what changes we should take to survive the industry what policies should be there to make it sustainable and there also with our research units, with the engagement of the policy makers, academia, universities professors etc. We are trying to develop the change that is coming globally and domestically.





National Summit For ENERGY SECTOR TRANSFORMING HR: AGENDA FOR ACTION

SESSION-5

Panelists Session

Employee Relationship and
Engagement - The New
Imperative



A firm believer in level 5 leadership, Mr. Sinha also heads JSW Energy Centre of Excellence which has the distinction of being the first training Institute in the country established by a private power company. He has a rich and varied experience of more than 23 years in various gamut of HR across different industries. Earlier he has worked with HyperCITY Retail (I) Ltd., Reliance BIG Animation (I) Pvt. Ltd., Steel Authority of India Limited and Nielsen India.

An alumnus of XIM Bhubaneswar, he is the proud recipient of many awards including the Jawahar Award, Nielsen Award, HR Leadership Award as well as Indira Super Achievers Award. He also featured in the 4th edition of the book "Most Powerful HR Professionals of India" released in 2012.

Mr. Vijay Sinha
Sr. V.P. (HR), JSW Energy



In today's scenario the trade union organization has become a business. They are more interested and engaged in political consensus and I find a total disconnect between the organization and the union. Disconnect exists in the sense that there is no sharing of information between them. We need to associate more with the unions and the unit project level and conduct training from their side also. It is important because this disconnect is affecting the industrial harmony and also productivity in a big way.

The trade unions have to be seen as partners in the organization and for that conscious effort on the part of management needs to be done that we need to consciously move towards them. Open communication is the key, and very communicative unions realize where the organization stands. I would give an instance. Yesterday I was at a meeting it was held for 6 hours with the trade unions and let me just share it with you with pride the unions did not discuss anything about employees. The entire meeting was on organizational issues and organizational perspectives and how can we see that the organization can sustain.

That is the change which is coming over and I am sure unions and Management they are not two different entities and will work together and work as partners and then only we can have engagement of the people.

I would like to be very specific in respect to what we are doing with the contract labors. We have accommodation mostly for contract labors. We have well establishes training centers. We in fact do not call them contract labors; we call them associate employees because there work is going to impact our organization and productivity. Now we have developed full-fledged training centers inside the plant to skill and re skill them. It will not only improve the productivity this will also improve the breakdown maintenance. So we have taken the initiatives and have developed training centers and very good Township facilities for a contract labors in the plant.

If we come to the point that what can management do in this fast changing world to keep employees engaged employees. Today when people do not see Eye To Eye, I think lot more opportunities need to be found out to get the employees together sitting in an environment where they can see Eye To Eye to Eye and exchange information, notes, views, ideas, opinions and so forth. Now if these kinds of Institutions can be built around various managerial themes I think that would go a long way in inculcating a sense of engagement among the employees.

Now we are generally practicing a common policy to wrap the general capacity and capability of an individual. In today's scenario, I think management should also come forward to make a design to adapt the individual capacities and capabilities we should focus on individuals rather than focusing on a common principle. Rather a diversified approach should be adopted to encourage employee engagement. Energy sector today has good number of green field projects as compared to 5 to 10 years back. Now it is important how we risk are employees forward and had the operation. Building employability more so in the context of changing environment and changing Technology is also significant. We as an organization need to reinvest in the employees will capabilities and keep them upgraded on a very continual basis continual basis. It is very important so that the entire employee inventory and their employability of the employee remain high. We should try to understand that the right talent does not exist only in the IIT and the IIM's. Right talent means the talent that suits our requirements.

SESSION

3rd March 2017



Day-2

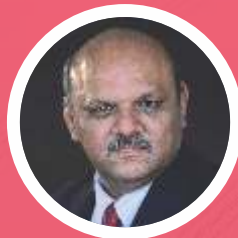
Future Strategy for Innovation- Role of HR

The entire energy value chain is likely to see significant disruption in the coming years and decades. Energy production is likely to see rapid de-carbonization with renewable, and in particular solar, likely to contribute a much larger share of global energy sources in the years to come. Energy distribution is also vulnerable to significant disruption because of emergence of the concept of distributed yet integrated power generation and storage systems that might very well obviate the need for large transmission networks. And finally, energy consumption is also likely to see significant disruption with large sectors of energy consumption such as auto transiting from fossil fuels to electricity. All this is being enabled by exponential technologies such as solar, battery technology and electric cars. In view of this, organisations and leaders will need to explore ways to transform existing strategic competencies, organizational structures, talent management imperatives, and networking within the energy sector and beyond.

Chairman & Moderator: Prof. Sunil Sangra, Professor - Strategy & Innovation, BIMTECH

Panelists:

- **Mr. Debabrat (Debu) Mishra**, Partner, Human Capital, Deloitte Consulting
- **Mr. Gautam Vivek**, In-charge, World Energy Council
- **Mr. K. N. Subramaniam**, CEO, Moser Baer Solar
- **Ms. Pia Khanna**, COE Leader, Talent Management, Dupont, South Asia
- **Mr. Rajeev Bhaduria**, Director-Group HR, Jindal Steel & Power



Prof. Sunil Sangra



Mr. Debabrat Mishra



Mr. Gautam Vivek



Mr. K. N. Subramaniam



Ms. Pia Khanna



Mr. Rajeev Bhaduria





National Summit For ENERGY SECTOR TRANSFORMING HR: AGENDA FOR ACTION

Future Strategy for Innovation- Role of HR

Chairman & Moderator: Prof. Sunil Sangra, Professor - Strategy & Innovation, BIMTECH



An MBA from IIM-Lucknow, Prof. Sangra's passions are Innovation, Creativity and Strategy. He has over 28 years of rich C-Suite experience across functions and sectors. He has worked/consulted with leading organizations in India and the Middle East such as EXIM Bank of India, World Bank, LMW, OMZEST, ITC, Future Group, Pepsico, HAYS, IXL Centre (a Boston based Innovation firm) to name a few. He has played multiple stints as an entrepreneur and has been teaching Innovation and Design Thinking at leading Business Schools in India and Dubai. He has co-designed and facilitated a Design Thinking workshop with Prof. Srikant Datar of Harvard Business School.

Prof. Sangra has trained extensively with Arthur D. Little at Cambridge, Massachusetts, USA, in International Business Strategy. He has also practiced and trained extensively with Kaplan and Norton's Balanced Scorecard Collaborative in the area of Strategy Execution.

Prof. Sunil Sangra
Professor - Strategy & Innovation
BIMTECH

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Technologies around artificial intelligence, the Internet of things, computing the computers that are going to work hundred thousand times faster than what today's computers are defining the pace of change.
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We have tremendous amount of diversity in our panel leading us towards a very simulating discussion. We need to talk about on the issue that; how do we lead from a medium cost to an exponential future. Technology is evolving very quick and I will give you a simple example for the same if you take 30 steps you will travel a distance of 30 metres but if you take 30 exponential steps let's say you are doubling with every step then do we have any idea about the distance that we will travel. It would be more than a billion meters for 26 trips around the earth and that's exactly what is happening if you look at some of the emerging Technologies for example within the soda Sector the distillation base for the Solar over the last 780 years has been growing exponentially and there is every indication that this exponential trend is going to continue into the near future and the cost of solar is coming down exponentially. Solar is just one of the technologies that cancel the entire energy space. There are so many other competent technologies which are advancing very rapidly.

The second dimension that I want to leave in the context is convergence of Technology. In the past for energy industry the defined boundary was energy space was energy space. These boundaries are now beginning to blur and if you look at it Technologies such as materials within solar for example thermostat is likely to get commercial this year it will increase the efficiency and lower the cost for the technology around battery and storage of power. Technologies around artificial intelligence, the Internet of things, computing the computers that are going to work hundred thousand times faster than what today's computers are defining the pace of change. There so many of these multiple Technologies which are converging in ways which one had not thought of earlier. In the context of this environment, this exponentially converging future that we are heading to becomes very interesting. We are trying to figure out how HR can continue to renovate and add value to business, society, employees and the organization. Having shared this context I request panel members to share their thoughts.



National Summit For ENERGY SECTOR TRANSFORMING HR: AGENDA FOR ACTION

SESSION-6

Panelists SessionFuture Strategy for
Innovation- Role of HR

Mr. Subramaniam is spearheading the drive of Solarisation in India for Moser Baer which is India's large Solar PV Plant Installer of 300 MW, demonstrating 'Size, Scale and Speed' and a major exporter of Solar Modules to Japan.

A B Tech and an MBA from IIMA, Mr. Subramaniam comes with a rich experience of over 34 years. Associated with the Automotive Industry for over 25 years, he has been with Anand Group, Gabriel India Ltd., Haldex, Arvin Exhaust Ltd., Perfect Circle India Ltd. and Victor Gaskets India Ltd. Apart from the Automotive Industry, he has been in Infrastructure Business with Degremont India Ltd. and has been associated with many new Joint Ventures, including the entry of Total France in Lubricants business.

Mr. K. N. Subramaniam
CEO, Moser Baer Solar

In 2010 when I joined Moser Baer, solar was just upcoming and one of the expectations was to make solar the most widely used source of energy. That was the mission that I had and I have been trying to achieve since 2010. Year 2006 was the important turning point for the solar installations. There was only 1 gigawatt installation in 2006. By 2010, installation touched about 6 gigawatt. You would be astonished to know that at the end of 2016 the installation worldwide is about 330 gig watts.

This shows a clear rise in the installation and consumption of solar not only in one country but across the globe. Consumption of solar is very good in Japan. In case of Europe the concern for environment rising, because of which there has been major emphasis on reduction of carbon footprint and carbon dioxide emission. There you will see only Chinese solar Plants. It is just like LEDs, which we are using in our daily lives and also during celebrations in our country. Across the world, everybody uses LEDs imported from china.

Our Prime minister in 2014, declared solar as a critical item and I have been associated with Gujrat from 2015, I have seen him walking the talk. Renewables and solar is a mission and also an article of favor of the ministers. So what I would like to say in this context is that it is going to be a rapidly growing business. Across the world more than 40-50% installations additions are taking place only through solar. India is the only country, which in the past two years has demonstrated fabulous rate of growth. On December 31st 2016, country had 10 kW installations; as compared to 2014 when it had only 3 kW of installations. Pace-off installations in our country is the fastest. Due to all this, we were able to use lot of EPC (engineering procurement construction) employees. Mass re- Skilling has also taken place.

The speed of installation of solar in India is the fastest and better than any other place. Today many of these plants which are there across the country are maintained by local people who have been trained and reskilled. In US, maximum employment generation in 2015-16 was from the solar segment. So for HR, all

it calls for is to know about knowing the business and training people continuously. I think HR need to create a culture of continuous learning organization. When an employee joins HR must ensure that he is joining a learning organization, where he will be in the position to re-skill himself and see the challenges of tomorrow. Today we are talking about solar maybe after two years it maybe wind or other form of energy or hydrogen coming but all of them have got some basic disciplines and if we are able to train our employees in this connection it will be a long way.

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HR need to create a culture of continuous learning organization. When an employee joins HR must ensure that he is joining a learning organization, where he will be in the position to re-skill himself and see the challenges of tomorrow.

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National Summit For ENERGY SECTOR TRANSFORMING HR: AGENDA FOR ACTION

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Panelists Session

Future Strategy for
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Rajiv alluded to the fact that for too long we've been looking into it as of building a culture in an organization. The people who knew it all grew and had a sense of entitlement because it was knowledge that lead the way. No knowledge to me is theoretical. It is at the level of a concept, but what really makes it powerful in today's world is how people use it and therefore to me what is going to be of significance as an HR professional is to look at enabling people to apply, some of the stuff they intuitively know is coming. Very often people are going on with what we are comfortable with and what we know but the challenges we are living in a technology enable world space where if you do not know you do not sustain.]

There is only one way to cope with that and that way is to be open. To be Open, Mindful, and never ever complacent that you have got cutting-edge technology at the back pocket of where you are heading because technology is moving too fast. Interestingly it is humans only who are creating all of that. Every technology at the end of the day is actually somebody's idea. It is actually somebody's extrapolation of what they think I'm bringing into a forum. It is when you see that form that structure is what leading us to the next phase of growth. So as an HR what we are going to directly looking for is to realize that organizations will not have close structures. Structure to my mind will become very fluid as like you mentioned technology is



Our learning and development is always being focused towards the skill to be built. But skills need to be undergoing a change that is what makes great leaders.



At DuPont, Ms. Khanna supports talent and organizational development to fuel the leadership pipeline that delivers growth in the region. She has 17 years of experience in varied HR roles across corporate, line and consulting, encompassing the areas of recruitment, organizational design and restructuring, talent assessment and development, and performance management. Trained on myriad psychometric tools, she is a certified coach and has been instrumental in designing HR processes and systems.



Having completed her graduation in Sociology from Delhi University, she pursued her PGDBM in Personnel Management and HR from Symbiosis Institute of Management Studies, Pune. She also completed her Masters in Labour Law & Labour Welfare from Pune University. Earlier she has worked with PwC, Prudential Process Management Services, EXL Services and TMI Network.

Ms. Pia Khanna
COE Leader, Talent Management
Dupont, South Asia

convergence. You can no longer say that I am going to be an expert on this alone because very often it is going to speak to other parts and therefore the nimbleness to be able to comfortable with what you know but what do you openness to work with which you don't is something which you were to look propagating.

Unfortunately that's not what learning and development in most organizations is being focused upon. Our learning and development is always being focused towards the skill to be built. But skills need to be undergoing a change that is what makes great leaders. In a VUCA world, where are you don't have clarity, where are you don't have an understanding of where you are headed the only way you can look up for coping is that is working on mindset and to me mindset defines skill set. I will never learn unless I realize that I want to do something. But the moment the awareness of the lack of knowledge comes, one start looking at learning. The culture of risk taking is following to try because they will fail, the part of the experimentation, it would not be an experiment if it would have been successful. And again, do organizations therefore reward and recognize. In the beginning of the conversation, we will have to recognize failures as well because failures are not things that did not work out but they made us learn what does not work and encourages to explore what works.



National Summit For ENERGY SECTOR TRANSFORMING HR: AGENDA FOR ACTION

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Panelists SessionFuture Strategy for
Innovation- Role of HR

A post graduate in Geology, Mr. Vivek is now pioneering the set up of Innovation and Creativity in NTPC. Till recently, he was In-charge of the World Energy Council India Secretariat, where he committed himself to its transformation into the “foremost energy think-tank in the country and voice of the sector”. Mr. Vivek is keenly interested in cross-cutting areas of energy. The work done in WEC India in the area of Solar Tariff and Solarisation of Agriculture pumps led to two award winning papers at the 23rd World Energy Congress in 2016 in Istanbul.

Earlier, he has been an integral part of NTPC’s major strategic planning process and was extensively involved in financial appraisals of NTPC projects by World Bank and other financial institutions.

Gautam Vivek

In-charge, World Energy Council



By 1960 most of the energy was coming from coal and oil. Mobility became possible because of oil and we are using it as an intensive form of energy. All these transitions have taken place 50 to 60 years back, and as Rajiv said this change is going to happen faster. He talked about the future happening today. And the reason we are not able to respond to challenges is because we really do not have cognizance of what is going to happen in 20-30 years. Some organizations are building to perceive the change.

And therefore we have to respond to those changes. The thing that HR needs today is being agile. Agility is now the key word. What is happening in the sector will change in five years. For instance what programs are being offered today, by the time they come out there maybe deficit. So then this may require some industry Academia partnership to even midway correct that or even reinforce that. We can make a radical statement in saying that energy sector is absent in India. We have been in silos so there is absence of integrated energy and unless that happens then they will be lack of energy professions. So unless that has been done we would not be able to optimally think about energy and we would not be able to make progress in any sector. So that is one thing that the HR professional need to take cognizance of. We are so much in silos that sometimes it is scary that what if a person from one sector is not able to appreciate the possibilities of collaboration with other sectors. In fact seamlessly we have been able to think about the sector that collaboration is something which should happen now.

Making people think in terms of energy and then giving width to their thinking is actually one thing. In the same condition, I asked that it is delta X and we are not able to perceive the changes, how do we amplify this management? We say we need to have Mavericks in the organization. Now I wonder whether HR probably will take charge of conversation today because Mavericks are the one who have made many innovations possible. How come there, outside the corporate world? Can we have Mavericks in the organization?

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The thing that HR needs today is being agile. Agility is now the key word.
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National Summit For ENERGY SECTOR TRANSFORMING HR: AGENDA FOR ACTION

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Panelists Session

Future Strategy for
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Mr. Bhaduria brings with him a rich experience in his 30 years of cherished career as an HR Professional both in the Public and Private Sectors. He has a strong system orientation, deep business understanding and a 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.

Mr. Rajeev Bhaduria,
Director-Group HR,
Jindal Steel & Power

I would like to make the whole issue very simple and direct. Starting with the fact that what is happening around us, we lose the site in the forest and start counting trees. If I start with what is happening around technology, this disruptive technology and its implications for not only society but Business and even HR and people within the organization. In 1757 men started the use of fossil fuel to do the industrialization. That was during the first industrialization and then came the second and third and now the fourth industrial revolution is happening in which the basis is the convergence of cyberspace and physical space ideas.

What has happened because of this is that, this disruption technology of today is creating a business driver and is a change in itself.

This means that there is change taking place not over a period of time it used to take, It used to be done from discovery of fire to invention of wheel, from steam engine to computer and then to web 2.0,3.0,4.0. The time taken to do all that has been narrowed down to the extent that the change now is taking place at every given period of time not just over a period of time. So this has several implications which mean linear extrapolation is dead and therefore the implication for thinking also.

People talk about things out of the box; my question then is that who the hell asked you to get into the box. So the attempt and strategy of the HR would be to keep people out of the box itself because there are no boundaries today, they are beyond the horizons. Thinking will have no limits. It will be absolutely open ended on very different levels. And that is the starting point. Therefore in this scenario how do you really look at people and how do you look at learning and how do you look at the fact that you organize the peoples thinking is the most important thing.

Fossilization was the one single factor which has destroyed this world and therefore we need to look what is the de fossilized

future. Renewable form of energy would be the ones we are going in for now. Not only solar window light but also helium which is now available in plenty on the moon would be the one that you brought to earth. Mr. Jenn and Mr. Mask are going to collaborate and bring in a clean source of energy. So de fossilization and therefore this scenario of 200 to 300 years will remain the darkest patches in the history of humans. But the good part is that, this also gave us the competence that we can turn around anything. Technologies can be used to make the life in harmony with the world, the universe, the ecology and the space around. Therefore we can hope for a sustainable world.

But in all this we need not lose the sight of the big picture that is determined. That big picture is to decide how our organizations will evolve, how our society will run and how our businesses will change. Therefore the key approach is to how to manage in this world which is changing with every given period of time. It is very obvious to have a culture of innovation. We have to have a culture of openness. We have to respect people irrespective of age, but on the basis of the fact that what competence someone brings to the board. Anybody who is not in the right space will definitely be left out. The strategy would be to develop people, make them more agile and adaptable and very comfortable with ambiguity. The organizations and future would look at people and people processes. HR being the fuof all this in organization will look for only these kinds of people.

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Therefore the key approach is to how to manage in this world which is changing with every given period of time. It is very obvious to have a culture of innovation. We have to have a culture of openness.
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National Summit For ENERGY SECTOR TRANSFORMING HR: AGENDA FOR ACTION

SESSION-6

Panelists SessionFuture Strategy for
Innovation- Role of HR

Mr. Mishra leads the Organization Transfer and Talent Service Line within Deloitte India. He has 25 years of Consulting experience leading and delivering talent, leadership and performance solution to Global Organizations in India, Middle East, Africa, China, USA and South East Asia. He holds a Masters in Business Administration from Xavier's Institute Of Management. His expertise and consulting focus include Organization Transformation, Leadership Development and Strategic Change.

In the Energy and Resource Industry, he has extensively worked on competency based Talent Development Programmes covering Mid-Level Managers and Entry-Level Managers and also on Training and Development of Operating staff for new refineries.

Mr. Debabrat (Debu) Mishra

Partner, Human Capital, Deloitte Consulting



If we look at the shift that is happening, we see that it is going to change every form of energy. Biomass is a form of energy which is the dense form of energy; oil and nuclear is far more dense form of energy and now we are moving towards very refined forms of energy like harvesting energy. Now that gives a new dimension to the way we produce and consume energy. We will take 200 years to solarize all the agricultural plans, and for that we need to have manpower in the rural areas. Take example of city gas distribution; today 10 lakh houses are connected with gas and we are targeting for one crore so there is a scale up there.

Even the gas sector is now being looked on, because there are a lot of safety issues and we need to have a certain kind of trained manpower to take care of this scale up. So that is another thing that is a phenomenal opportunity given the fact that the government has a huge division for skill development. So whenever I come across any energy conversation it was found that there is a lot of mystification. There is a lot of innovation mystified. I think we need to demystify all of that for an Energy innovation to happen. In fact Elon Musk gave a very good example. He change the phrase to 'It is not rocket science'.

So I think we need to demystify for the energy innovation to happen. And also what is important is that innovations are going to happen at the intersection of many things. HR would need to connect people and ideas and have collaborative team so that the innovations can be posted in the organizations.

We all are hearing a lot about robotics. We are told that robots are coming into organization to replace humans and human resources. HR needs to reinvent itself and think about the ways to manage the robots. If you stay focused only on the human aspect very soon we will have limited resources to actually manage or support or develop and bots would likely to land up in the engineering function.

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HR would need to connect people and ideas and have collaborative team so that the innovations can be posted in the organizations.
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SESSION -

3rd March 2017



Day-2

Summary of the Issues Discussed:

- Mr. Debabrat (Debu) Mishra, Partner, Human Capital, Deloitte Consulting

Valedictory Address:

- Padma Bhushan B K Chaturvedi, Former Cabinet Secretary and Member Planning Commission

Vote of Thanks:

- Prof. K K Sinha, Dean - Development, BIMTECH



Padma Bhushan B K Chaturvedi



Prof. K K Sinha



Mr. Debabrat (Debu) Mishra





Enabling
Multidimensional
Sustainable Growth

**National Summit For
ENERGY SECTOR
TRANSFORMING HR:
AGENDA FOR ACTION**

SESSION-7

Summary of the Issues Discussed



Mr. Debabratt (Debu) Mishra

Partner, Human Capital Deloitte Consulting

One of the biggest issues that we can summarize when the summit is coming to its valediction is that the future of energy sector is going to be unexpected. If we look at the pace of change in the world, technology has had the major challenge, but if we take another three curves of change which is government of policy. The surprising fact based on Deloitte analysis, after technology can change the pace of change of individual is the second-fastest. So individual are changing much faster than businesses. They are almost matching up to the pace of change of technology. Now think of human resources from that perspective. So as a function if you do not keep pace with the rate of change that the individuals are adapting to, we would very soon be left behind and probably would fall behind the curve where the businesses are. But we have an opportunity of actually latching on to understand how individuals are changing, how technology is changing switch port of HR, of making those two curves come together and connecting brilliantly, so that they can keep pace with each

other. Those of you who have travelled to Bombay would have seen the foot over bridges which are there in Bandra. Bridges which connect the railway stations-nobody uses them, because there are some bunch of people Who sat up in a room and decided how people will cross streets. But they never bothered whether actually people will cross streets that way or not. So we have ugly artifacts and nobody uses them and that's exactly how we need to change. Our responsibility is to observe what is happening in the lives of individuals that we service and then create opportunities which are just about digital. There are three things in digital, so there is Digital HR, then there is a digital workforce-so all of you are who are looking down and smiling looking at the mobile is these are the types of workforces we will see in the offices. We can set memos for communication but most of the people will set up the stuff on mobile devices. And then there is a digital workplace, so how do we enable digital to imbibe every aspect of the workplace its self, right from Eyring to learning and development to engaging people.

We heard in the previous panel discussion about engagement, and I like the fact of the three mentions of the love marriage and engagement and if anybody has not watch the movie 50



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first dates, it is a very famous Hollywood movie, we do a brilliant job of attracting talent to organizations and that's like dating that you fall in love but once the person is inside the organization we applicant the responsibility to HR. Managers lose sight of the fact that, that relationship is extremely important and our ability to stay close individual to individual cannot be replicated to HR. Managers need to be the people, the HR functions of the team of the lead. And therefore HR also needs to look it from that perspective. How do you not just take the fact about performance of management?

We have annual or yearly performance appraisal, what is the definition of an year? Is the time that earth takes to go around the sun. How is it relevant to performance? Performance reviews need to happen on every single interaction, every single opportunity. Sometimes we just follow what has been told to us and do not think about it and that's the fascinating fact about innovation. When you fundamentally question why are we doing it this way, you give rise to pause and then the thought of saying that could we do it differently? There are two things very important about disruption and innovation that we need understand. Innovation is when you are willing to disrupt yourself and disruption is when somebody else does innovation that disrupts you. So for HR, it has to come from within the HR function and not outside. We need to disrupt HR we need to get to the edge part of it and probably focus on managing resources efficiently. Whether it is plant, machinery, robots or humans, the productivity function is linked with the experience function. That should be the focus of HR and that is the way we should disrupt ourselves.

Managers manage workforce. Managers are usually created specially in the sector who typically are very good individual contributors in growth in case of functional expertise. And therefore realization of the fact that it is very easy, when you are a subject matter expert and you have to lead a group of people it is very easy, because they look up to you for what you have in your head and they may not. Because there is a gap that you're feeling but when it comes to inspiring people, when it comes to looking at making Mavericks, allowing them to go above and beyond. Unfortunately mavericks in definition by psychology, might be fooled all creativity requires the need to disrupt the previous thinking. And to disrupt previous thinking you need an absolute endurance to rules and guidelines as they exist today. So the answer to the question that why is it that we don't tend to have mavericks in an organization?

It is because very often organizations that in a way to not imposed on those guidelines on people and say that you have to work with this rule book and the second comment that I want to make is regarding that we spoke about is that we have an absence of individuals who can look about energies which is the call of the hour and the collar for future. The intersection of various

technologies or spaces or ways of doing things does not risk with the HR functions. HR has always been much like finance, much like engineering it is the support function. I have offered that the culture of an organization is basically the subunit of where an employee works. This can be a manager or maximum one level above that. So you know when it comes to flexibility, creativity, risk-taking very often it depends a little bit or a lot of it actually unlock but a little bit on the how an organization that allows for that fosterage. And gone are those days when HR would be held accountable and the more eluded to that, that HR was accountable for how manages relate with the people, how a performance appraisal is done. The life cycle of an employee is becoming shorter and shorter within an organization itself. It is something we are not equipped to manage because for those of us, who are from services space, see that context, in financial services people who have been stuck for five years-long tenure. You will either have long consulting 10 years or you will have people who have left in three years. Now the question that I have for everybody here is-you look at working in that space interesting in that space around the charges, how are we building a group of supervisors or managers that have the ability to inspire, to lead to allow people to take risks, where allowing others to take risk and to take make their own careers on the line because when somebody flunked you don't get saying that he flunked the manager and I am okay. Cause that's not how things work and in my view not just this sector but a lot of usually transforming sectors in the market place today need to look at making that shift because managing people specially, the new age but as we look at changing lifestyles, as we look at changing priorities how do we like link back to the purpose of what and employee wants to bring an alignment to what the sector that they're working in needs, Because that is what allows them to work and fulfill the needs.

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We see that life-cycle management is no longer the role of HR, and HR is far beyond the HR department. People generally tend to say that HR is responsible, the fundamental change that has happened is that what is also fundamental at the level of granularity of innovation in an organization would be the fact that the role of HR has to be defined very differently and let me tell



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you that it is not to support function, HR has a role-there are four roles. First is the analysis to business, now this is the role where any stage show would be given at and therefore the HR people who look after the people part of the Organization of processes and the people, fundamentally create people of the type that are required that is what the role of the HR.

Fundamentally would be analyst to business and an intervention specialist, intervention specialist would be in the case that it would cause find the cause of this disease and not just Address the symptoms. See change managers role, out of all this talk about innovation about how things have changed, the lateral thinking-extrapolation part, linearly goes away and non-linearly, creativity. It has actually to manage change, change to create people who are travelling light with no mental baggage.

That is the change in the role of HR and last but not the least constant evaluator's role. Evaluating what is changing and how much is changed, what is the future, structurally, financially, Technology wise updated upgraded and changed. So that is the role of HR actually, so HR stands to be on a very different, not very different platform from anybody's level. So we have to actually redefine the very grammar of an understanding of manner of organization management and that is fundamental because as long as they continue to see organization as finance, HR, line management it's all gone because what is important is what you have mentioned is that inspiration has replaced motivation.

We have to march with time and the fact that linear extrapolation being dead, design thinking, right side usage of mind being encouraged, creativity which would be the whole market in fact because the rules of the game therefore would be that there are no good rules today. We have to keep evolving strategies; we will have to have long-term perspective and short-term goals to kind of conform to the basic environment of this fast changing World. So design thinking would be probably the one. We will be redefining the algorithm of life, that is important and therefore all a learning organization's that we support today would have to necessarily fact the fact that you have to create those processes, that culture of acceptance, so therefore experimenting exploratory activities, exploratory mindset, in fact anything which would be created with that state of mind would be better. We got to prepare people to respond, and reaction time and that is the kind of think we really need to find a Wish on, innovation requires all this, but DNA of accepting people, adaptability, modifiability, changeability. HR role has changed overtime. Now, it requires constant creativity. Human element has to be enhanced and encouraged. Inspiration has to be something coming from within, as for it no external prop is required. The existing management hierarchy

structure is different for different organizations. There are different types of organizational structure, for instance: functional structure. Organizational structure will evolve and change continuously. HR is the responsibility of every employee, be it shop floor employee or manager. HR is also about how you motivate.

Three organizations have gone through major leadership changes. We have long lived in a culture of black and white; it's time to see the grey. You got to see the opportunity, it won't come to you. Find a space, use innovation. You have to set your perspective clear, you just can't be going like this. Do not wonder about past, else your present will be wasted. From systematic we have moved to a different zone. Celebrating failure is very important in times like now when they are very common. Innovation and design thinking space have to be established. Attitude has to be there. You can only learn from past, get some benefit from it, but can't remain there; otherwise you won't be able to move further.

We have to work towards certain values in order to become successful. We should not innovate just to compete. It's high time India gets to be known for its innovation. Knowledge without action does not have any value. Bring people who can work for you in a way that you get benefit. The future is challenging but there are plenty of opportunities as well. HR should help change the mindset, replacing the obsolete. HR should prepare for change and uncertainties should focus on synergy, strength should be focused upon, talent management should also be there. Kind of competencies people need would require learning and training programs for them. Employee engagement has to be there.





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Valedictory Address : National Summit for Energy Sector, Transforming HR



Padma Bhushan B K Chaturvedi

The conference of energy experts and HR professionals in the last two days has deliberated extensively on agenda for action for transforming HR in the context of far reaching changes in the energy sector. The valedictory session of the National Summit has highlighted the changes that today's energy sector is going through and

the role that HR need to play so that these changes could be managed in a positive and innovative way without significant disruptions.

We are living in exciting times, where technology has revolutionized our life. We are also living in an era of energy consumption which, unless effectively managed by the global community, has the potential to destroy our life extensively. We are living in an era of widespread energy poverty and large inequalities in availability of energy. While the conference has in various sessions already deliberated on some of these issues which impact HR needs, I propose to highlight some changes in the energy scene which will throw up new challenges for HR professionals in the coming decades.

Let me start by emphasizing the need for an integrated energy perspective at the national, regional and the global level. It has been repeatedly highlighted by several experts and other agencies too. Oil & Gas, Coal, Nuclear and Renewable Energy have to be seen together as an integrated portfolio of services. The consumer is not interested in the form of energy. He is interested in sustainable energy supply at a competitive price. This opens up new opportunities as well as more difficult challenges for energy players.

As the Indian economy grows at a sustained level of 7-8%, our energy needs will continue to increase. All projections indicate that over the next two decades coal will provide nearly half of our energy needs. Considering the overarching need for sharp reduction in Green House Gas Emissions (GHGs), we need to make changes in our coal based power plants. The new capacities are already more energy efficient and the ultra-super critical thermal power plants have coal energy efficiency of 38-40%. There is a need to gradually retire old less energy efficient capacities and replace them with super critical plants. We need

to work on advanced ultra-super critical plants to further improve energy efficiency. We can get 20%-30% more power from the same coal with these new technologies. The technology of carbon capture and storage is environment friendly but costly. This will need to be experimented on a pilot basis. We need technical personnel and R&D to support these efforts.

Our basket of energy generation is projected to have larger share of renewable energy in the coming decades. According to the current projection we hope to achieve 40% of our power capacity from non-fossil fuel sources by 2033-35. There is going to be a major jump in Solar and wind energy generation to attain these targets. Already we have a very ambitious target of 175 GW of RE capacities planned by 2022. This implies induction of new professionals who are well conversant with these technologies. The cost of solar energy is becoming gradually more competitive. In fact the latest cost is about Rs2.97 per Kwh which is lower than several coal based plants. The technology for solar cells is still evolving. The land required for the plants is large. Roof top solar is gaining in popularity. There is a need to expand use of smart meters to fully take advantage of roof top generation. The solar power generation gives us infirm power. There is a need to use new technologies for storage of this power. A lot of technological development is taking place in this field. The earlier strategy of using hydro power storage reservoirs for this purpose has limited application. These developments will need new class of experts and human resource.

Wind power is a huge resource and our current generation of renewables consists largely of this. New technologies in this area use larger capacity units, higher mast heights and larger blades. Recent bids for setting up these plants have fetched extremely competitive bids of Rs 3.46 per Kwh. This is only indicative of how new technologies and competition are reducing cost of wind power. We are making efforts to capture wind generation from not so well endowed areas. The generation from off shore winds is being planned as well. So far globally this has had limited application. According to one estimate this capacity could be as large as 1000 GW. This is infirm power and has problem of storage. Evolution of new technologies and identifying leaders who could help develop both these is a major HR Challenge.

Another dimension of the problem associated with this form of energy is its transmission and overall planning of the grid to ensure that power flow in the system meets the requirement of



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implement these ideas. After a couple of years the problem may lessen. But this is as of now a major challenge for the HR.

Second, in power generation companies with a wide range of power generation sources, identifying leaders who can manage the entire range of businesses from coal based generation to off shore winds to decentralized solar power and its storage is a complex job. There are not many experts available in the market with the requisite experience.

Many of them may be able to provide leadership in certain segments of power only. In the initial years we may have to depend heavily on current professionals learning the new businesses as it expands. Development of necessary modules to meet such needs will be a crucial task.

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Nurturing of talent and expanding the pool of in-house group of professionals will be a major task. Power companies must expand their in house expertise.
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the consumers. Wind power is often distributed over different units each of which gives power for limited period of the day. This hikes up cost of transmission. These issues require technological solutions. Apart from above we will also have energy from nuclear sources and hydro power. Both these sources need their own technological requirements.

A paradigm shift is gradually taking place in the way we distribute power. Efficient power distribution will have to be steered through an increased usage of technology. IT enablement and Data analytics are the need of the hour. This mandates a major thrust towards capability development of the workforce not just at the leadership and management level but also at the grass-root level.

Evolution of the above technologies and growing specific power needs of the consumers is throwing up new challenges to HR professionals. Let me highlight four major areas where they have to focus to meet the above objectives. First, the range of technologies required to meet consumer needs efficiently cover a very wide spectrum due to diversified sources of energy generation available in the market.

Identifying appropriate professionals and experienced players is a difficult job. Many of these technologies are emerging and there are not many power professionals available globally to

Third, nurturing of talent and expanding the pool of in-house group of professionals will be a major task. Power companies must expand their in house expertise. They cannot depend on out sourcing alone to provide them necessary talent. At the lower rung we may need to develop deskilling and re skilling to expand the pool of talent available in the company. Fourth, there are other areas in the energy sector which have implications for the HR professionals.

Energy efficient transmission and distribution, providing energy access to more than 180 million energy starved people, developing oil and gas resources and maximising use of clean energy and expanding energy efficient policies in transport and urban sector will require new expertise and new institutions. Providing human resource for them is a very complex job.

I hope that the insights and the learning which have emerged in the course of discussion during this Summit will help us plan better and take the sector and human capital involved in it to a new and higher orbit. Let me end by conveying my best wishes & heartiest congratulations to the Summit organisers.



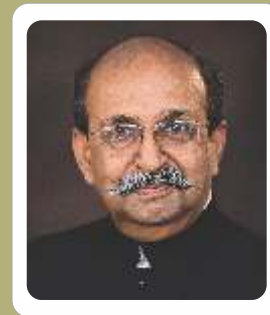
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Conclusion & Recommendations

Prof. K. K Sinha

All good things come to an end. Sometimes end becomes the dawn of a new beginning with new sunlight and rays of hope. Role of HR in today's Energy sector is similar. It is acting and if not it should act as a ray of hope. Human Resource as a function should be the enabling force to help energy sector emerge with unlimited possibilities and fruitful outcomes. National Summit on Energy Sector jointly organised by BIMTECH & NHRDN in association with Power HR Forum & Deloitte has highlighted the key changes that today's energy sector is going through and the role that HR need to play so that these changes could be managed in a positive and innovative way without much disruptions.

- Energy deficit has reduced to 2% in Financial Year 16 from 10% in Financial Year 10. Multi-fold increase in renewable energy capacity will impact Indian power system operation in terms of variability in power output, grid instability, increase in power purchase cost etc. Ancillary services would be required to counter such impact on the power system operation. With aggressive bidding for the solar power plants as is being witnessed in the market grid parity has been achieved. But the question of storage facilities and capacity is still unanswered.
- As time progresses the South Asian markets are getting integrated and so are the power markets. What initially commenced as power purchases from Bhutan and exporting power to Nepal has now become a full scale regional power trade with India exporting power to Bangladesh and looking at securing power supplies from NE via transmission corridor via Bangladesh.
- The need for an integrated energy perspective at the national, regional and the global level has been repeatedly highlighted by numerous experts and agencies. Oil & Gas, Coal, and Renewable Energy have to be seen together as an integrated portfolio of services. The consumer is not interested in the form of energy. He is interested in sustainable energy supply at a competitive price. This opens up newer opportunities as well as more difficult challenges for energy players. In fact, every member of the global human community is an energy stakeholder and is watching with interest the developments in the energy space.
- The Government of India has launched the Deen Dayal Upadhyaya Gram Jyoti Yojana (DDUGJY) with an aim to provide continuous power supply to rural India. The Government has set a target of 100% rural electrification by 2018. Integrated Power Development Scheme (IPDS), has also been launched with the aim of distribution network strengthening and electrification works in urban areas through strengthening of sub-transmission and distribution systems, metering of distribution transformers / feeders / consumers in urban areas, and IT enablement of distribution sector.
- The scheme covers works related to feeder separation, strengthening of sub-transmission and distribution systems including metering of distribution transformers / feeders / consumers and rural electrification. There are several steps that are being taken to expedite the Power for All schemes. Feeder separation is one of such key steps. It needs efficient use of technology like smart metering and IT enabled data analytics to ensure adequate supply to agricultural farmlands and 24X7 supplies to households in the rural area. We are also aiming at further reduction in transmission and distribution losses with the help of newer technological options in the electrical power distribution sector which will enable better monitoring and control. As of January 2017, 21 States & Union Territories have joined UDAY, covering 90% of the debt and allowing it to be restructured to lower interest rates.
- A paradigm shift is going to take place in the way we distribute power. Efficient power distribution will be steered through an increased usage of technology. IT enablement and Data analytics are the need of the hour. This mandates a major thrust towards capability development of our workforce not just at the leadership and management level but also at the grass-root level. We need to think and breathe technology. The power sector would soon need a multitude of capability building programs to create a viable pool of skilled workforce, which is well versed in the use of the latest technology.



Prof. K. K Sinha

Dean Development, BIMTECH



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Conclusion & Recommendations

- All this requires a constant thrust from HR towards Research and Development activities. The HR fraternity should strive to create a culture with an increased focus on R&D. This requires our workforce to quickly up skill themselves to adapt to the latest technology. HR definitely has a key role to play here. Like previous year HR should act as a change agent, which not only reacts with the new challenges and opportunities but also foresees the future demands and acts proactively to adapt with the new before it becomes late.
- These concerns and issues are discussed at length during the well crafted sessions of his Summit. The challenges and opportunities related to acquiring suitable talent for the emerging energy sector landscape, nurturing and transforming that talent, building a leadership pipeline to manage the career growth and development of the talent, engaging them to the fullest to achieve the best and finally designing strategies for future are the most relevant questions that HR function of energy sector needs to answer.
- HR has to tackle the issue of acquiring suitable talent that could make these radical changes not only possible but also reach to a level where they are acceptable by all yielding optimum results. HR will also play a crucial role in

deciding whether a buy-out of talent will be a good decision or the current skill inventory can be expanded and developed with the help of an innovative approach of integrating career plan, talent engagement and leadership development initiative can provide us with meticulous outcomes. De-skilling and Re-skilling could be the biggest challenges for HR in energy sector. It need to prepare the people to learn the new ways of not only generating power, but also storing it, distributing it and also managing customer centricity. Renewable energy leading to the reverse pyramid of demand and –supply of power will also prove to be the game changer in terms of customer service. HR needs to learn the ways through which the talent is also fully engaged and committed towards a congenial environment mandatory for creating a culture of supportive relations within and outside the boundaries of the sector.

- I hope that the insights and the learning emerged in the course of discussion during this Summit will help us tighten our belts to extrapolate the Indian energy sector and human capital involved with this sector to the next orbit. With this orbit this sector will definitely land in a much sustainable, much inclusive and much holistic galaxy of energy. I convey my best wishes & congratulations to the Summit organisers and the delegates.

Some of the suggestions of CEO panel are as follows :

- HR and organization must develop institutionalized mechanism of scanning the future business environment and strategy on a continued basis, analysing the impact and for developing new, innovative and bold HR solutions forward, pre-emptively.
- HR to look internally in the organization to access the available opportunities and their development regularly and at the same time the required/new capabilities(culture and core competence) for meeting the challenging and high speed future changes.
- HR to keep bold and new decisions experimentation through various processes like benchmarking, best practices, assessments and more particularly the future requirements/expectations from HR and ensure future practices with simplified system and processes, avoiding to create technology fatigue.



- Some of the Panellists strongly felt and deliberated that essence of success is not only knowing the goal or plan but its passionate execution , for which HR will have to develop a culture of planning resource management and development including people and related processes particularly. A greater emphasis and orientation to contributions, results and execution, therefore, is more critical to business success rather than only developing rich awareness and knowledge.

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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.

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