



# Q4E 2016

QUEST FOR EXCELLENCE



## Innovation in HR to Meet Business Challenges

**Vision: Serving Indian Power Sector  
Through Excellence in HR**

## Jury Members

- **Dr. Subhash Masters**, *Sr. Consultant, New Delhi*
- **Sh. Sanjiv Narang**, *Mgmt. Consultant, Gurugram*
- **Sh. K. Sreedhar**, *General Manager (Business Excellence), NTP*



## WINNER TEAM

### NTPC (NTECL- VALLUR)

- Sh. IBM Babu, DGM (IT)
- Sh. M. K. Chozhan, DGM (EEMG)
- Sh. P Rama Rao, DGM (Operation)



## 1st RUNNER UP

### NHPC (CORP CENTRE)

- Sh. Sanjay Kr. Singh, Dy. Manager (HR)
- Sh. Vivek Sharma, Dy. Manager (Geology)
- Ms. Anita Madan, Asstt. Manager (E&C)



## BEST NEW PROMISING TEAM

### SJVN (JHAKRI & RAMPUR)

- Ms. Ambika Choudhary, Officer (HR)
- Ms. Navkiran Katoch, Officer (HR)
- Sh. Malkiat Singh, Officer (HR)



## Message from the President

Forum has brought out this compendium of winning three cases on “Innovation in HR to meet Business Challenges”. This theme of Q4E 2016 had been selected by the Governing Body Members and the intent behind this theme was to focus the respective organization’s challenges, and to create new solutions, by innovative thinking.

A total of 12 teams (from DVC, NHPC, NPCIL, NTPC, SJVN, THDC) participated enthusiastically and gave many valuable inputs. Participating teams have conducted surveys at all levels and various types of stake holders. They have also done extensive literature study and added their own insights, while making write-up and presentation before jury members.

I congratulate all winning as well as participating teams from our member organizations for realizing the challenges and coming up with such innovative ideas. Since this was the 13<sup>th</sup> annual year of this event, I believe that Forum will continue its efforts in bringing excellence in Power Sector through HR in similar innovative manner.

I encourage all readers to facilitate in adopting different recommendations as brought out in this compendium.

My Best Wishes

A handwritten signature in black ink that reads "R P Singh".

**Ravi. P Singh**

*Director (Personnel) – POWERGRID &  
President- POWER HR FORUM*





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Sh. Ajay Kumar Bhalla

Secretary (Power), Government of India

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**Uttarakhand Power Corporation Limited**

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# Book Essence

1. Brief about the Competition	7
2. Write-ups by Winning Teams	
2.1 NTPC: Winner Team	9
• Sh. IBM Babu, <i>DGM (IT)</i>	
• Sh. M. K. Chozhan, <i>DGM (EEMG)</i>	
• Sh. P Rama Rao, <i>DGM (Operation)</i>	
2.2 NHPC: Runner up Team	47
• Sh. Sanjay Kr. Singh, <i>Dy. Manager (HR)</i>	
• Sh. Vivek Sharma, <i>Dy. Manager (Geology)</i>	
• Ms. Anita Madan, <i>Asstt. Manager (E&amp;C)</i>	
2.3 SJVN: Best New Promising Team	75
• Ms. Ambika Choudhary, <i>Officer (HR)</i>	
• Ms. Navkiran Katoch, <i>Officer (HR)</i>	
• Sh. Malkiat Singh, <i>Officer (HR)</i>	
3. Additional Reading References	95



# Quest for Excellence

## Brief About the Competition

### OBJECTIVES

Objectives of the competition are:

- Develop the competency of collating and analyzing business intelligence and strategies;
- Develop general management skills among junior/middle level executives;
- Promote skill in literature survey and research;
- Encourage creativity and innovative thinking;
- Encourage teamwork and build team spirit; and
- Enhance presentation skills.

### YEAR WISE THEMES OF THE EVENT

Year	Theme	Programme on
2004	Unlocking Creativity at Work Place- A road Map	November 2, 2004
2005	Roadmap for Radical Performance Improvement	September 24, 2005
2006	Training for Performance Improvement- Innovative Practices to Bridge the Gap	November 1, 2006
2007	Sourcing and Developing Skills for Meeting the Challenges for the Growth of Power Sector	October 11, 2007
2008	Building Leadership: Strategies, Policies and Processes	September 9, 2008
2009	Building Tomorrow's Talent	September 18, 2009
2010	Building a culture of Innovation	March 14, 2011
2011	Strengthening Project Management Capabilities	December 23, 2011
2012	Strategies for Emerging Business Environment Taking cue from External and Internal stake holders	December 21, 2012
2013	CSR and Sustainable Development Possibilities	November 07, 2013
2014	Value, Ethics, Moral- The Emerging Challenge	March 16, 2015
2015	Making My Organization- A Great Place To Work For	February 29, 2015
2016	Innovation in HR to Meet Business Challenges	January 27, 2017

## ELIGIBILITY

The competition is open to the employees in member organizations of Power HR Forum as well as to other utilities in Indian Power Sector.

Each organization can send a maximum of two teams and each team may comprise of a maximum of three members up to the level of Dy. General Manager or its equivalent.

### Criteria for selection as winner

1) Written Evaluation	<b>75%</b>
Idea generation	15%
Practicality of suggested solutions	15%
Soundness of business plan	20%
Stakeholders engagement	25%
2) Oral Evaluation	<b>25%</b>
Clarity of presentation	10%
Response to questions	15%

# Q4E 2016

QUEST FOR EXCELLENCE

## WINNER



### *Team NTPC*

*Sh. IBM Babu, Sh. M. K. Chozhan and Sh. P. Rama Rao, receiving Winner Award from Sh. A.G. West Kharkongor, CMD-NEEPCO & Patron-Forum, and Jury members.*

(Left to Right)



**Power HR Forum**  
(A forum of PSU's under Ministry of Power)

Vision: Serving Indian Power Sector Through Excellence in HR

# CONTENTS

<b>S.No.</b>	<b>Description</b>	<b>Pg.No.</b>
01.	<b>Abstract</b>	11
02.	<b>Introduction</b>	12
03.	<b>Business Challenges for NTPC</b>	13
04.	<b>Details of Research</b>	14
05.	<b>Analysis of Data and Key findings</b>	15
	5.1 Research 1: Literature Review	15
	5.2 Research 2: Feel the pulse survey 2014	15
	5.3 Research 3: BODH V/ Organizational climate survey /NTPC	16
	5.4 Research 4: Business excellence Assessment Reports	17
	5.5 Research 5: Primary Survey	17
	5.6 Identification of Key parameters for Improvement	18
06.	<b>Idea generation and solution offered</b>	18
07.	<b>Suggested Business Model</b>	19
	7.1 Manpower Planning	20
	7.2 Improving Work Life Balance	26
	7.3 Rewards and Recognition	27
	7.4 Alignment and Awareness	30
	7.5 CSR-CD	31
	7.6 Learning and Development	33
	7.7 Employee First	36
08.	<b>Roadmap for Implementation</b>	38
09.	<b>Limitation of Study</b>	39
10.	<b>Conclusion</b>	40
11.	<b>Glossary of Terms</b>	41
12.	<b>Annexures</b>	43
	a. Annexure-A Details of the team members	43
	b. Annexure-B Primary research-questionnaire with the tabulated results	44

## 1. Abstract

NTPC enjoyed near monopoly for many years since its inception in 1975. Attracting and retaining the talent, especially at the remote locations of our power projects, delayed project execution, the increasing generational gap, the aging workforce, poor financial health of distribution companies, declining plant load factor, increasing energy cost, the changing regulatory environment are some of emerging challenging of energy sector in general, NTPC in particular. Renewable generation obligation and changes in technologies coupled with huge retirements in the near future require a lot of thought.

NTPC has taken many initiatives recently, but most of them are based on the feedback from employees (reactive type). The speed of initiatives is less than the speed at which changes are supposed to be, according to the global trends. As NTPC aiming to become the world's leading Power Company, we feel NTPC should take proactive steps rather than reactive. The theme "Innovation in HR to meet business challenges" is aptly chosen in synchronous with the changing and challenging times. This provided us an excellent opportunity to introspect our HR practices and to come up with innovative ideas.

Our team's approach to the topic is identification of business challenges, filtering the challenges which have greater relevance with HR processes, then the HR activities that actualize the HR processes and finally recommending innovative and feasible solutions.

To understand the present status and feeling of people on HR issues, we have analyzed the findings of organizational climate survey "BODH-V" and 'Feel Your Pulse" Study -both conducted by NTPC. Extensive literature survey was carried out to have a clear understanding of the best practices in the industry and among other companies. Personal interview with selected people was done and feedback was obtained through whatsapp, e-mails and telephonic interviews from the employees of other stations. Opportunities for Improvement (OFIs) in the people criteria of NTPC Business Excellence Model of 21 stations of NTPC were analyzed.

Finally, team has come up with business model “MIRACLE” (Man power planning, Improving work life balance, Rewards and Recognition, Alignment and Awareness, CSR & CD, Learning and Development, Employee first) and road map for implementation through short term, medium term and long term recommendations. This model is a simple and practical approach to address the challenges and help us to stay on top even at the challenging times. All the stake holders were considered while deriving the solutions, so that our recommendations shall have positive impact on them.

## 2. Introduction

NTPC Ltd, India’s largest power producer, which was monopoly till recent has never required for introspecting its capabilities. But now, it is working on various strategies to face the challenges posed by an evolving energy landscape marked by regulatory change, its unfolding acquisition plans and the government’s increasing focus on renewable sources of power. Fuel security concerns, poor financial health of state distribution companies, the aging workforce, technology charges and a changing regulatory environment is of concern for NTPC. Even, there are alarming signals to make ready the work force for daily start up and shutdowns of the power plants due to low schedules from the grid. “Change is the only constant” said by -Heraclitus, a Greek philosopher. Those who are flexible and adaptive to the changes are surviving in the world. This is not only applicable for dinosaurs, but also to the companies. Those who failed to change according to change are no more in the business, like NOKIA, Ambassador. NTPC has taken many initiatives recently, but most of them are based on the feedback from employees (reactive type). The speed of initiatives is less than the speed at which changes are supposed to be according to the global trends. As NTPC aiming to become the world’s leading Power Company, we feel NTPC should take proactive steps rather than reactive.

The purpose of this research is to identify the organizational challenges, their linkage to Human Resource practices, identify the areas of improvement and suggest practically feasible solutions.

### 3. Business Challenges for NTPC

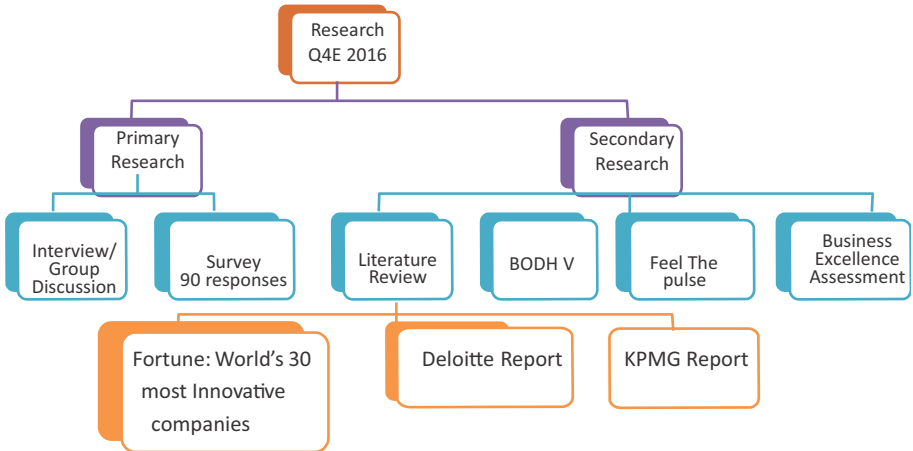
From the 12th Analyst and Investors Meet of NTPC-2016, Report on Power Sector by KPMG and Deloitte, team have identified some of the important challenges for NTPC. With the Present installed capacity of 47,228 MW, NTPC aims at becoming a 1,28,000 MW entity by 2032, with reducing its Man: Megawatt Ratio to 0.2 from the present 0.6. NTPC committed to set up 10,000 MW of renewable over next 4-5 years. Also, most of the plants are at remote locations. So, NTPC need to review its systems related to manpower management. Competition from private players, regulatory and environmental norms, weak financial strength of the state government-owned distribution companies and getting land, water, coal and other clearances for new projects adding new dimensions. Though 10 coal mining blocks have been allotted to NTPC (first block in the year 2004), with total geological reserves of around 7.3 BT, but mining commenced at Pakri Barwadih Coal Block on 17.05.2016.

The plant load factor is constantly in decreasing trend, from 92.2% in 2007-08 to 78.6% in 2015-16. New projects are expected with super-critical technology and huge retirement of experienced employees in the next 5 years is of concern. The following table summarizes the challenges, where HR innovation can be applied.

S. No	Business Challenges where HR processes are involved
1	Getting the talent, retaining and meeting their expectations even at Remote locations
2	Generation gap and Change in expectations of younger generation Retirement of experienced manpower
3	Regulatory changes, Environmental norms
4	Renewable generation and meeting capacity targets
5	Getting land, water, coal linkages
6	Declining PLF and Profit margins
7	Technology changes
8	Reducing cost of power generation

**Table 1- Business Challenges of NTPC**

### 4. Details of Research



**Figure 1- Details of Research**

### Objectives of Research

- To find out the areas of improvement for NTPC through the study of findings from– “Feel the Pulse Survey” and BODH-V Organizational Climate Survey.
- To identify Opportunities for Improvement (OFIs) in HR strategy and processes through study of B.E Assessment Reports of 21 NTPC stations.
- To study current perception of NTPC employees through questionnaire survey, personal interviews and group discussions.
- To identify key parameters for innovation in HR, to come out with innovative and implementable solutions with a roadmap.

## 5. Analysis of Data and Key Finding

### 5.1 Research -1: Literature Review

Our team conducted literature review of the best practices in companies which are renowned for being “The World’s 30 Most Innovative Companies”. The attributes which are common in many or unique in them are as follows:

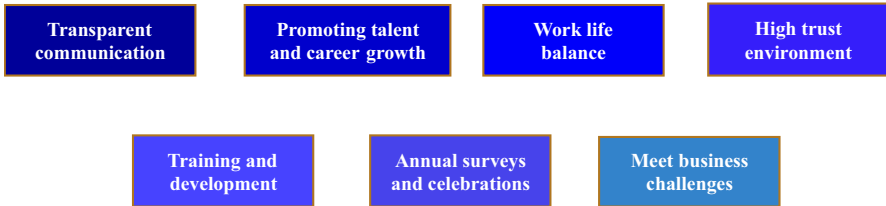


Figure-2: Attributes of top companies in HR Innovation

### 5.2 Research -2: Feel the Pulse Survey 2014 – NTPC

Our team referred to the “FEEL THE PULSE”, a companywide study conducted in NTPC in 2014 for understanding issues and concerns of employees. This study covered 58% of the total employees and the concerns from this study are given in the below:

Company Wide Concerns in NTPC
Lack of Communication and Upward Feedback Mechanism
Organization Structure / Career Growth
PMS, Promotion, PRP
Work Environment
Housing and Township
Health Care at Projects
Manning Pattern / Work Life Balance
Disconnect between seniors and juniors

Table 2- Feel the pulse report findings

### 5.3 Research-3: BODH-V/ Organizational Climate Survey / NTPC

Our team also looked into the findings of the NTPC Organization Climate Survey- BODH V 2015. This survey was conducted by TNS India from December 2014 to February 2015 at all NTPC locations and covered 46% of the employees.

Findings: NTPC Overall Organization Survey Score is 1.9 (above average but not high score on a 4 point 0 to 3 scale). Bottom ranked parameters are repeating for the last 5 surveys.

Executives		
High ranked bundles (Top 6 ranks)	Middle ranked bundles (Rank 7-12)	Low ranked bundles (Bottom 6 ranks)
<ul style="list-style-type: none"> <li>• Safety and security (2.2)</li> <li>• Organisational commitment (2.05)</li> <li>• Job satisfactions (1.97)</li> <li>• Monetary benefits (1.94)</li> <li>• Welfare facilities (1.94)</li> <li>• Lateral trust (1.9)</li> <li>• Vision, Mission and Values (1.87)</li> </ul>	<ul style="list-style-type: none"> <li>• Interpersonal relations (1.83)</li> <li>• Approach to discipline (1.81)</li> <li>• Team work (1.8)</li> <li>• Job content (1.8)</li> <li>• Communication system (1.69)</li> <li>• Employee/Executive management relations (1.69)</li> <li>• Quality management (1.68)</li> <li>• Work life balance (1.68)</li> <li>• Organisation culture (1.62)</li> </ul>	<ul style="list-style-type: none"> <li>• Recognition and appreciation (1.61)</li> <li>• Training and education (1.61)</li> <li>• Grievance handling (1.6)</li> <li>• Scope for advancement (1.57)</li> <li>• Objectivity and rationality (1.57)</li> <li>• Participative management (1.55)</li> <li>• Subordinate development (1.53)</li> <li>• Performance appraisal (1.41)</li> </ul>
Non-Executives		
High ranked bundles (Top 6 ranks)	Middle ranked bundles (Rank 7-12)	Low ranked bundles (Bottom 6 ranks)
<ul style="list-style-type: none"> <li>• Organisational commitment (2.57)</li> <li>• Job satisfactions (2.42)</li> <li>• Safety and security (2.39)</li> <li>• Vision, Mission and Values (2.35)</li> <li>• Monetary benefits (2.35)</li> <li>• Team work (2.26)</li> <li>• Welfare facilities (2.26)</li> <li>• Lateral trust (2.26)</li> <li>• Work life balance (2.24)</li> </ul>	<ul style="list-style-type: none"> <li>• Approach to discipline (2.21)</li> <li>• Quality management (2.14)</li> <li>• Interpersonal relations (2.11)</li> <li>• Job content (2.1)</li> <li>• Organisation culture (2.09)</li> <li>• Scope for advancement (2.06)</li> <li>• Communication system (2.06)</li> </ul>	<ul style="list-style-type: none"> <li>• Recognition and appreciation (2.05)</li> <li>• Training and education (2.02)</li> <li>• Employee/Executive management relations (2.03)</li> <li>• Grievance handling (2.03)</li> <li>• Objectivity and rationality (1.98)</li> <li>• Participative management (1.9)</li> <li>• Subordinate development (1.79)</li> </ul>

Table 3- BODH-V Survey results

## 5.4 Research-4: Business Excellence Assessment Reports of NTPC Stations

We also studied the reports of BE assessment. In this research, the OFIs in the HR Criteria for 21 generating stations which went through the assessment in 2014 were studied and analyzed through the data models using the HR Analytic Techniques.

**Findings:** The major organization-wide OFI areas in HR Criterion with reference to NTPC Business Excellence Model are as follows:

People Sub Criteria	Measures	Major Organization wide OFI
a	Manpower planning	Optimizing manpower utilization
b	Learning	Measuring the training and development
c	Empowerment	Promotion of innovation and creativity at work place
d	Communication	Identification of communication needs of employee and stakeholder
e	Rewards and Recognition	Improvement in reward and recognition climate

**Table 4- Business excellence report (OFIs)**

## 5.5 Research-5: Primary Survey

Our team has conducted a questionnaire survey and received total 191 responses from various stations of NTPC, out of which, 180 responses were found valid. Simple random sampling, Likert's 5 point scale was used for collecting responses. The data was analyzed to understand the present status of various HR related processes/practices in NTPC and finally recommendations were made based on observations. The details of questionnaire are provided in Annexure - B.

Mean score of 3 is taken as break even for making recommendations. Grade wise (E1-E4: Junior level, E5-E6: Middle level and E7- E8: Senior level) analysis was done to understand devotions among the grade wise mean scores.

### 5.6 Identification of Key Parameters for Improvement (KPI)

Based on the above research on Feel the Pulse Study, BODH-V Study, NTPC BE Model OFIs study and survey, the following parameters were identified as Key Parameters for Innovation (KPI) and for making recommendations:

KPI	PARAMETER	RESEARCH
KPI -1	Man power planning	BE OFI, BODH-V and Feel the pulse
KPI -2	Communication	BE OFI and Feel the pulse
KPI -3	Rewards and Recognition	BE OFI, BODH-V and Feel the pulse
KPI -4	Learning(Training and Development)	BE OFI and BODH-V
KPI -5	Empowerment	BE OFI
KPI -6	Performance appraisal and promotion	BODH-V and Feel the pulse
KPI -7	Grievance handling	BE OFI, BODH-V and Feel the pulse
KPI -8	Scope for advancement	BODH-V and Feel the pulse
KPI -9	Objectivity and rationally	BODH-V and Feel the pulse
KPI -10	Participative management	BE OFI, BODH-V
KPI -11	Work life balance	BE OFI, BODH-V and Feel the pulse
KPI -12	Generation gap	BE OFI, BODH-V and Feel the pulse
KPI -13	Subordinate development	BE OFI, BODH-V and Feel the pulse

**Table 5- List of key parameters for innovation in HR**

## 6. Idea Generation and Solutions Offered

Care was also taken to identify the respective stakeholders and solutions were offered in such a way that our recommendations should not have any negative impact on them and in fact they should improve stake holder's engagement. Our roadmap focuses on all the below key stakeholders of the organization and tries to address their expectations.

The following chart shows the stake holders considered before drawing out our recommendations.



Figure 3- Stake holder

## 7. Suggested Business Model

The team had a very intensive brain storming session and discussion with various senior executives to bring out a business model. “Global Human Capital Trends 2016” published by Deloitte University Press guided with many new ideas that can be adopted for Human Capital Management. Finally the team had come up with an integrated business model named as “MIRACLE” for or NTPC. The model MIRACLE is an acronym of our suggested recommendations as shown below:



Figure 4- Proposed an integrated model for NTPC: MIRACLE

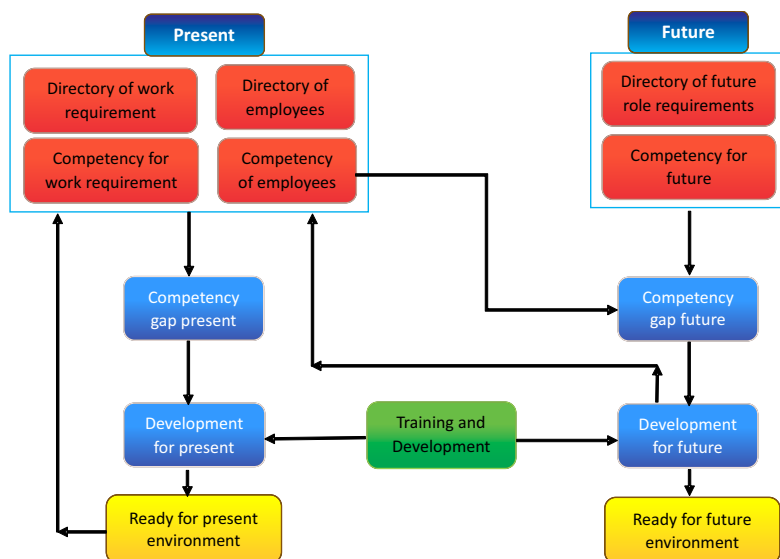
### 7.1 Manpower Planning (Addresses KPI-1, KPI-6, KPI-8)

Observations from research: Short term and long term manpower planning needs improvement (Annexure-B: Q1: Score 2.14) well defined career development plans and succession planning needs to be established (Annexure-B: Q19: Score 2.18). Training are offered to fulfill the 7 man-days target rather than to bridge the skill gap.

**Suggestion:** Talent profiling: A “talent profile” is an advanced software tool, that works on competency mapping, contains organization’s list of personal attributes-composed of experience, educational background, performance ratings, and competencies-that enable the clear identification of individuals who are capable of filling specific roles. It also includes job history, performance evaluation data, career aspirations, and educational training.

#### Roadmap for implementation in NTPC

- For Short term Planning: From the directory of work requirements, competencies were identified for performing present jobs, then the competencies available with the present employees through competency assessment was identified.
- Competency gap was checked between available competencies and required competencies. If gap existed, training and development interventions were developed and processed again.
- For long term planning: From business plan, competency requirements for performing future roles were identified and checked for the competency gap if any. If gaps existed, they were bridged through training and development interventions. This development plan was coupled with future recruitment and transfer plans. The narrated picture is shown below.
- For the implementation of the talent profiling, there should be centralized database of competencies available and required for present and future roles.



**Figure 5- Talent profiling through competency mapping for NTPC**

### Benefits of Talent Profiling

- Through talent profiling, we can get clear picture of the competencies available and required for present and future role requirements across the company. This will help in recruitment, transfer and succession planning.
- Larsen & Toubro Infotech follows a competency-based recruitment philosophy.
- This tool offers number of career paths to employees, which are drawn from company business plan. Once the employee chooses his own career path, it identifies the competency gap if any, for the present and future roles in his chosen career. Then the competency gap can be bridged through training and development in order to excel in the chosen career path.
- The present performance management system can be replaced with competency based performance appraisal system. Rewards and recognitions can be linked to high performers.
- It creates a corporate social network for employees to showcase their background, skills and experience, share knowledge, and build connections with others inside the organization.

The issue of manpower planning/talent profiling has been dealt with, in following three sub topics:

- PMS (Performance management system)
- Succession Planning
- People Analytics

### 7.1.1 Performance Management System (Addresses KPI-3, KPI-6, KPI-7, KPI-9)

**Observations from research:** The present Performance management system is a forced bell curve approach. A person who is due for promotion is given high PMS score, irrespective of his performance and a person really performing good gets low. It is used only as a back-calculation tool for promotions. If an outstanding ranking goes to those who are due for promotions, then why should others work hard in that year? As our work culture is broadly team-based, forced ranking within the same team members fosters an unhealthy competition amongst them (Annexure-B: Q23: Score 4.29)

The results are used as an input for two major outcomes: 1) Eligibility Criteria for Promotions and 2) Fixation of Performance Related Pay (PRP).

**Team vs. Individual performance:** Team based performance evaluation has been preferred by the respondents. However, people are slight apprehensive that an individual's contribution to a team may decrease in case his individual merit is completely eliminated (Annexure-B: Q25: Score: 3.48). Hence, suggested for an optimum mix of both the criteria in the performance evaluation matrix.

**Single vs. multiple sources of Performance Appraisal:** 360degree feedback was preferred over appraisal by reporting officer (Annexure-B: Q27: Score 3.92). 360 Degree performance appraisal linked to competency framework is being used in L&T, Godrej Agrovet, Jindalpower.

The present bell curve approach of PMS system has been discarded by many companies like G.E, L&T, Microsoft, Oracle, Infosys, and Accenture. Team had studied the performance appraisal system at L&T. Competency based potential appraisals are being conducted by Google, Microsoft, Sapient, Accenture, Lifestyle, IBM etc.

Sub Criteria	Weightage	Method/Metrics	Benefits
Individual Performance	50%	Individual achievements : 30% Team achievements : 20%	Encourage Individuals Promotes team culture
360 Degree Appraisal	30%	Boss/ Subordinate/ Peers	Holistic feedback
External appraisal	20%	External experts	Objective rationally

**Table 6- Three tier performance appraisal**

**Suggestion:** A three tier performance appraisal for NTPC. Marks should be confidential for each tier and should not be shared with boss. For the appointments at higher position (E7 and above), interviewing over video if used thoughtfully and correctly has potential to be a perfect benefit of cost cutting measure and technological sophistication. This should be used at least for the initial screening.

**Benefits:** This develops high performing organizing culture (HiPO). Identify all “A” Class players through competency based appraisal and link the incentives. Competency based compensation may be thought of to encourage high performers as well as low performers. Introduction of fast track promotions and grooming “B”, “C” class players to next levels helps in career development and succession planning. Instead of yearly appraisal, monthly review followed by feedback for improvement helps both organization and individuals for taking corrective actions at the earliest.

### 7.1.2 Succession planning: (Addresses KPI-8, KPI-12, KPI-13)

**Observation from Research:** Presently Succession planning concept is being followed for E8 and above levels only. Succession planning has to be started from the career at early stages (Annexure-B: Q21: Score 3.76). Mentoring is happening only for the first year of a new entrant.

#### Suggestion

- Formulate Shadow board, which will be working parallel to the existing board of directors and come up with their resolutions.
- “Shadow a CEO of a company” program will help in grooming young leaders.
- Special task force/project team gives challenging job opportunities as well as helps in developing leadership qualities.

- NTPC has bulge of E7 executives, who can be engaged in grooming young talent through continuous mentoring, coaching. They should protect their juniors for honest mistakes.
- Well defined Job rotation. (Policy finalization is in progress)

**Benefits:** A well-structured succession planning helps in bridging generation gap, shows the employee visible career path. Job rotation develops multi-tasking and holistic thinking which helps in optimum utilization of manpower. Thus, shadow leadership programs develop true leaders.

### 7.1.3 People analytics: (Addresses: KPI-1, KPI-4, KPI-11, KPI-12)

Observation from Research: In 2016, 51 percent of companies have correlated business impact to HR programs; 44 percent have used workforce data to predict business performance (**Deloitte report of Global human capital trends-2016**). Presently in NTPC, only few inputs from excel data are used for people analytics.

**L&T InfoTech** leveraging external data—such as data from social networking platforms, employment brand data, data on hiring patterns and identifies those who suits to their culture. L&T following competency based recruitment.

**GE and Philips** have introduced digital HR concept, through which their management takes decisions completely with data evidence.

**Case Study:** EDF-France, world's largest power company, have 154,941 employees with 148GW capacity, employing "Intranet/extranet" for complete recruitment, mobility of employees. "Career fairs" are being organized to showcase career paths and guide employees. EDF also facing 20-25% retirements in the next 5 years, scientifically planned recruitment, training and development strategy to meet the skill gap. Career paths, number of vacancies at each location and number of candidates looking for relocation etc. are made online and open to all (People analytics).

Human resources (HR) strategy centered around three major priorities:

- Developing expertise and placing individuals through a dynamic hiring and training policy.

- Making recognition, quality of working life and health and safety vectors for commitment by everyone to sustainable performance, maintaining EDF's commitment to work-life balance.
- Introducing greater diversity and strengthening a common culture, particularly among managers and experts.

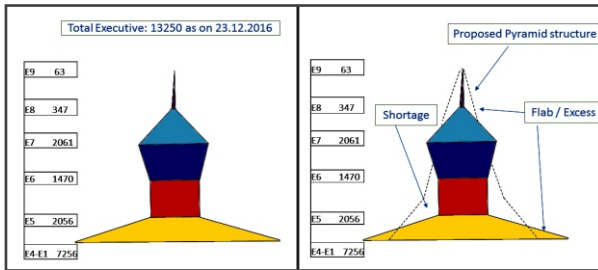
## Suggestion

“**Digital HR**” concept in NTPC, can address the problem of attracting talent at remote locations, by leveraging external and internal data. Local recruitment (Like Defense Research Development Organization) and Expression of Interest (EOI) for transfer in transfer request tab can give good results. Through EOI, Company can have an idea of how many employees showing interest for transfer (Administrative/Request) to a particular location and what are the cost implications.

**Benefits:** This will be helpful in trending and analysis and data based management decision making.

**Areas of usage:** Employees feedback and engagement systems, real-time narrative analysis and off-the-shelf predictive models. After implementation of talent profiling, trending of employee engagement, satisfaction levels, HR process and their impact on business, recruitment, transfer, retirement patterns, employee turnovers and trending can be made.

**Application of people analytics at NTPC:** Total executive strength at NTPC is 13250 as December-2016. Ideally, the structure is supposed to be pyramidal, but practically it is bulged unevenly at the bottom (E1-E3 level) and at the upper middle (E7 Level) as shown in figure-6. By applying suitable people analytics, the excess manpower can be transferred/taken out to make them ready for future challenges. Excess E7 and senior persons can act as mentors/coaches for Juniors. The shortage can be bridged by recruitment/promotion. Then the pyramidal structure will look like dotted pyramid structure as shown in figure-7.



**Figure 6- Existing structure**

**Figure 7- Proposed after people analytics**

**Statistical Manning: Using CFC Model** (C: Criticality, F: Frequency, C: Cost) for manpower planning helps in optimizing human resources and reducing employee cost. Each of the above factor has to be rated on a 10point scale and the product of the three factors ( $C \cdot F \cdot C$ ) will give an idea of manning decision. In Germany power plants MTP (Maintenance planning) role is part of maintenance department and O&E (Operation and efficiency) role is part of operation department. They are no separate MTP and O&E departments like in NTPC. This will reduce manpower cost.

### 7.2 Improving Work Life Balance (Addresses: KPI-11)

**Observations from research:** Lack of proper work life balance measures lead to stress and may disengage the employee either from family or from company. Few employees who are engaged are only over loaded. Though NTPC have taken lot of measures to improve work life balance (Annexure-B: Q11: Score 4.06), still there is gap due to change in expectations from today's generation and more awareness from social media (Annexure-B: Q8: Score 2.76). Another observation is lack of uniformity among the stations across the company (Annexure-B: Q2: Score 2.15) in terms of the facilities provided.

#### Suggestion

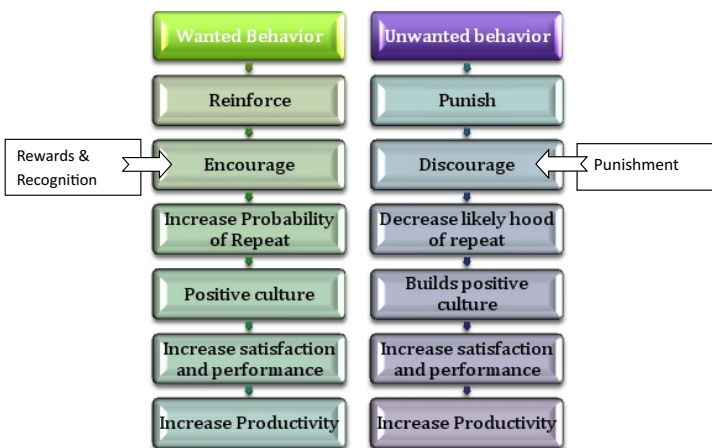
- NTPC can have a tie-up with Tour Operators to provide attractive packages to employees going on vacation.
- Female employees working in general shifts, may be given opportunity to work from home 4 times every month, which is being adopted in SAP, L&T.
- Regular sports and tournaments up to company level.

- Recreation and entertainment facilities like live music in canteen, offices.
- Decorated Relaxing rooms to rejuvenate quickly and fitness centers to maintain health.
- Frequent family get together programs take away the employee from boredom of routine work, gives time to spend with family and friends and improves personal relations.
- WIFI zones, video call facility, fully furnished bachelor accommodation, play rooms, pantry, movie club, hobby classes are few more initiatives to be made uniform across all stations.
- Going out for ice cream is not only an excellent way to beat the heat, but it'll give our team a chance to catch up and chat about things that might not come up just hanging around the office.

**7.3 Rewards and Recognition (Addresses: KPI-3, KPI-7)**

*“People may take a job for more money, but they often leave it for more recognition.”*  
 —Bob Nelson

According to B.F.Skinner a behavior is likely to be repeated if it is encouraged and the probability of repetition decreases, if it is discouraged. A wanted behavior is to be reinforced by encouraging through rewards and recognitions; this positive reinforcement will motivate and develop positive culture. Employee satisfaction increases, hence increased productivity. An unwanted behavior is to be discouraged to improve positive culture (Figure-8)



**Figure 8- Skinners stimulus–Response theory**

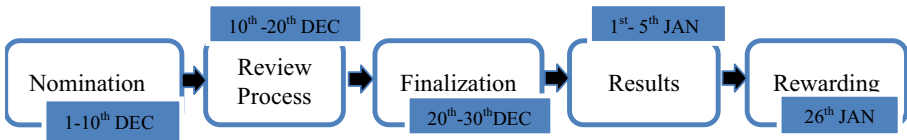
One day or other the if company fails to encourage good behavior or fails to discourage unwanted behavior, then this develops negative culture and will have severe effect on productivity. (Figure-9)



**Figure 9- Behavioral effect on productivity**

### Suggestion

- There should be fixed time frame from the point of nomination up to rewarding the best employees and compliance to the schedules to be ensured.



**Figure 10- Time frame for rewards system**

- HOD should be held responsible for timely nominations.
- List of rewarded members to be maintained on intranet to boost morale and encourage others to do better.
- All rewarded member's data to be uploaded in Talent Profiling Data base , so that it will be linked to performance appraisal (Annexure-B: Q20: Score 3.41)
- Rewards should be earned. Not to be given on rotation basis.
- Centralized Dashboard of Rewards and Recognitions to be developed which will display to everybody in NTPC the various Rewards and Recognitions conferred to an employee in his entire career.

## Type of rewards

Every reward need not be very big or should be of monitory. Immediate appreciation in daily meetings gives a lot of satisfaction than waiting for long time for big one. Every employee feels happy when he is appraised for his best work in front of all his colleagues.

- In order to align the families of employees, rewards being given to the employees can be personalized to suit the needs of the family.
- Placement of an “Appreciation Tree” at the office entry and exit gate where employees can paste an appreciation leaf for their colleague for good work. Peer to peer recognition is being followed in JetBlue, American Express.
- As every effort may not end with good results, appreciations can be made to the efforts put in by employees rather than purely on results. This will motivate to continue their efforts.
- Instant/spot rewards, training at premier institutes, wide publicity in company’s newsletter, time out to participate in community work / recreational activities and gift vouchers/monitory incentives are few more methods of appreciation.
- Best teams/performers may have time with CEO/CMD/Director for celebrating the success.
- A post-it thank you: Though emails are often sent to appreciate employees, another innovative way is post-it notes or just a small note in writing. It sends across a personal message that the efforts are being acknowledged.
- Rewards and recognition to stake holders improves relations and support (Annexure B: Q17: Score 3.79)

**Time for rewards:** As discussed earlier, there should be fixed target dates for each type of rewards as specified in the rewards policy. Few suggestions for time of rewards are as follows:

S.No	Type of Rewards	Time for rewarding
1	Departmental level	Immediately in Daily Planning Meetings
2	Project level	During communication meetings with RED
3	Regional level	During sports meet / Inter regional cultural meet
4	NTPC Level	During rising day celebrations by CMD

**Table 7- Types of rewards and their presentation**

**Benefits:** Rewards and recognitions helps in bringing attitudinal change in employees as discussed in Figure-8. This develops positive culture and instill feeling of satisfaction.

### 7.4 Alignment and Awareness (Addresses: KPI-2, KPI-7, KPI-12)

*“Coming together is a beginning. Keeping together is progress. Working together is success.”—HENRY FORD*

Organizational alignment is perhaps the most intangible component of the successful business environment. When the alignment is strong, values are congruent and people share the purpose and values of the organization. They work collectively to make the vision reality (Annexure-B: Q14: Score 3.98).

**Observation from research:** Top management is not accessible for everyone. One way communication and lack of timely feedback on suggestions and grievances makes employee unrest and leads to frustration.

#### Suggestion

- All suggestions and feedbacks from employees must be considered and timely feedback should be provided. There should be fixed time frame for providing feedback like 1week/10days and also the status of suggestions like accepted, rejected, implemented etc. must be provided timely. There should be a single “Online suggestion system” to capture, review and approve the suggestions from all employees (Annexure-B: Q12: Score 3.82). The system should have a structured (Pre-defined) escalation flow chart starting from posting of the suggestion by employee till its final approval/rejection with comments by concerned at apex. The same has to be auto forwarded to next level (Like transfer request application) for further processing if the predefined time crosses.
- Organizational mirroring: Interdepartmental and interpersonal relationships will be improved and conflicts will be resolved on mutual discussion and interaction through interdepartmental interactions (Organizational mirroring)
- During open forums with REDs/Directors/CMD a culture of openness should be created by encouraging to come up with ground realities.

- Create “NTPC connect” with all employees as members to effectively communicate the shared vision of the company (Annexure-B: Q4: Score 3.79). From birthday wish to discussion on strategic vision and critical issues could be discussed on the platform. “NTPC mobile App” on events, knowledge and ERP-ESS, suggestion scheme will improve working culture and speed up the processes.
- Employees get excited when they get a chance to interact with the top layer of the organization. Live interactions could be arranged on a specified date and time on regular basis so that the top management could effectively transfer the organization vision to gross root level. CMD and directors can communicate through video conferencing on regular basis on important issues.
- HR and Finance help desks, centralized dash boards for sharing best practices, learning from failures etc. improves communication and knowledge sharing (Annexure B: Q15: Score 4.21).
- Web based application to collect the feedback from all stake holders (Annexure-B: Q26: Score 2.71).
- Bring in motivational speakers every month/3 months.
- Sponsor a charitable event, let our employees make inexpensive executive decisions.

**Benefits:** Timely feedback gives confidence that employee inputs are valued. Frequent interdepartmental interactions empathizes people by understanding from others perspective and improves relations. NTPC connect helps in promoting shared vision.

## 7.5 Corporate Social Responsibility and Community Development (CSR-CD) (Addresses: KPI-7, KPI-10)

Observation from research: NTPC need to look at CSR-CD as a creative opportunity to fundamentally strengthen our businesses while contributing to society at the same time.

Only few employees are getting chance to contribute to CSR activities (Annexure-B: Q5: Score 1.96). Target is to spend allocated money, CSR impact assessment metrics needs improvement.

ESSEL mining built a school and hospital and running them successfully for the last 7 years which made them as part of the village. They have also promoted the innovative triple layer vegetable cultivation for food sufficiency and employment generation.

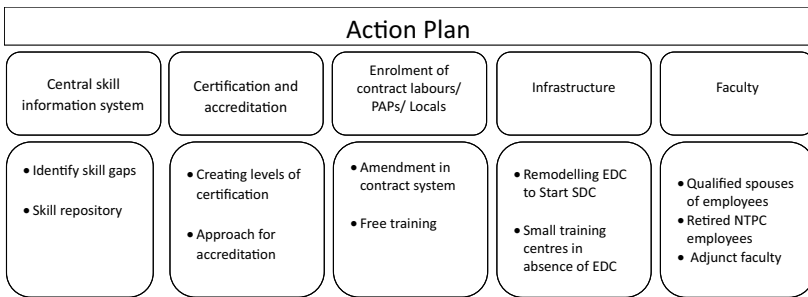
CSR should be seen as paying back to the society rather than serving the society. They should be able instill a sense of confidence as a child having a confidence on his father even when thrown on air. When Delhi metro started construction, they were blamed for traffic jams. As an innovative way, when there was traffic jam, they engaged people to clean the cars of people at free of cost to get public support. This has earned them the reputation and helped in timely execution of the project.

### Suggestion

- CSR activities should be based on the actual needs of people rather than what is perceived by us as their needs (Annexure-B: Q9: Score 3.63). We should sense in advance that what their pressing needs are. Formulate a rolling committee for needs assessment and review the progress on quarterly basis so that the actual progress can be monitored.
- **Quality circles** for contract labor, project surrounding villages improve active participation in obtaining innovative solutions and develop sense of belonging.
- **24/7 power supply** to nearby villages of our power plants could be one of the long-lasting CSR activity.
- Education and employment generation should be focal area for CSR. Young executives of NTPC can be encouraged to take up coaching in nearby villages.
- In addition, NTPC may take up campaigns on certain social causes such as drunken driving, road safety, digital payments etc.
- More employees may be engaged on rotational basis in improving literacy levels and awareness programs in nearby villages by educating them, such as types of scholarships and opportunities available for students etc.
- **Skill Development Centre:** Presently NTPC is supplying infrastructure like sewing machines, books, computers etc. to society as a part of CSR-CD activity. NTPC may set up skill development centers, where coaching (Like in sewing, fishing, typing, farming, marketing, welding etc.) can be given to PAPs as well as contract labor for making them self-sustainable.

**Benefits**

- Build talent pool, bridge the skill gap, create talent pool, employability.
- Employee and family engagement, local community development.
- Leveraging the skill database for deployment of manpower.
- Improved performance and quality of workmanship.
- Contribute towards nation building.



**Benefits:** Good CSR-CD wins the hearts of people and gets cooperation in times of requirement. This improves NTPC reputation and brand image in the public through word of mouth and media. Brand value helps to attract top talent. Advanced CSR-CD activities helps in getting land, water etc. for our new projects. Healthy and satisfied society around us will keep our company healthy.

**7.6 Learning and Development (Addresses: KPI-1, KPI-4, KPI-8, KPI-11 and KPI-13)**

**7.6.1 Learning through training**

*An organization’s ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage. —Jack Welch*

Transferring knowledge between generations is becoming a critical capability. All great companies like L&T, Lanco, Adani Power, Godrej Agrovot, Mahindra and Mahindra, Apollo Tyres, Jindal Power etc. place relentless focus on training and developing their people as capable future leaders and leave no stone unturned in providing them with world-class learning opportunities through tie-ups with leading business schools, internal learning academies, assessment and development centers (ADCs), accelerated leadership development programs etc.

**Observation from research:** Training sessions are given just to meet the 7 man days target and rather than giving needed training to employees (Annexure-B: Q10: Score 2.06). There is no structured curriculum for different category of employees (Annexure-B: Q18: Score 2.26) to enhance competency levels as they climb on their career ladder.

For example, though mathematics is a subject for class-1 to class -10 students, content and its depth goes on increasing from class 1 to 10 for leadership development area, for E1-E9 levels, there is no structured curriculum in NTPC.

### Suggestion

- Let the employee choose his own career path from talent profiling and give the suitable training to bridge the gap in competencies.
- As leaders cannot be developed all of sudden, invest in accelerated leadership development and start this at early stages of individual careers
- Develop structured course content and schedule, that tailor made to suit different levels of employees. An example of managerial competencies development course for different levels of employees is shown below in Table-8. L1 in the below table means, course content for E1-E3 Level in leadership development.
- Learning through mobile could be more effective. Mobile Apps can be developed to foster learning culture.
- Gamification: The use of game mechanics and experience design to digitally engage and motivate people, driving the achievement of business goals
- Role swapping for short time helps in multi skill development, understanding others and effective utilization of manpower hence, reduces manpower cost.

Managerial competency	E1 -E3	E4 -E5	E6 -E7	E8 -E9
Leadership	L1	L2	L3	L4
Communication	C1	C2	C3	C4
Analytical skill	AS1	AS2	AS3	AS4
Team building	TB1	TB2	TB3	TB4
Innovation and creativity	IC1	IC2	IC3	IC4
Decision making	DM1	DM2	DM3	DM4
Interpersonal skills	IP1	IP2	IP3	IP4

**Table 8- Managerial competency for different levels of employees**

- Providing flexible learning opportunities like massive online open courses to suit the individual schedules (Annexure-B: Q24: Score 3.97), digital learning is possible. NTPC school of business can have tie-ups with reputed institutes to provide massive-open-online-courses (MOOCs)
- Mentoring: Mentoring initiatives are being extensively followed by a number of companies like Coca Cola, M.D. Anderson Cancer Center, Lifestyle International, SAP Labs etc. Though NTPC has mentoring scheme, HR washes its hands off after attaching a mentor. After one year, the mentor–mentee relation goes out due to lack of regular interaction. Mentoring to be continued from career starting to till retirement of an employee. NTPC has rich pool of E7 level executives, who can be engaged in mentoring and coaching. This will help in grooming young talent, bridges generation gap and also in experience sharing. Retired employees of NTPC may be engaged in mentoring and coaching.

### 7.6.2 Learning through Knowledge sharing

**Observation from research:** The present knowledge sharing practices are not effective in NTPC in the present scenario (Annexure-B: Q22: Score 2.12). NTPC organizing competitions like Professional circle convention, NOCET, Quality circle conventions, Q4E competitions etc. but there is no single source where all the presentations are captured and available for knowledge sharing (Annexure-B: Q6: Score 1.82).

#### Suggestion

- Discussion forums and blogs could be used to disseminate knowledge. Attracting and retaining mature workers using part-time or alternative work arrangements could be one of the way for knowledge sharing.
- Mentoring and reverse mentoring: While newer employees learn invaluable product knowledge and process requirements from company veterans, seasoned employees can get their imaginations sparked, absorb new technology, and discover new “hacks” from the newbies. Smart companies tap into the mentoring relationship as a back-and-forth, not up-to-down.
- A centralized dash board on web portal to capture the entire organizational initiatives/competitions/conventions can be used to retain and transfer knowledge in the organization.

- It is not only the winning team which comes with best suggestions in the competitions; there could be some best suggestions even in the other team presentations, which are untapped. So for every competition/ convention, there should a cross functional committee to capture all the suggestions. The compiled suggestions are to be reviewed at top level in the station for the feasibility of implementation. The selected suggestions should be recognized suitably. Then only people will be motivated to participate in future conventions.
- Knowledge sharing practice at INFOSYS: Monetary benefits for knowledge sharing initiatives: Infosys rewards its employees with reward points when they post knowledge piece. The points increase when it is read by colleges and gets multiplied when referred. This reward points can be converted into monetary value.

### 7.7 Employee First (Addresses: KPI-4, KPI-5, KPI-10 and KPI-12)

Observation from Research: Employee first and Customers second is one of the innovative steps of HCLT's. Company encourages the employee to give suggestions to meet the customers' expectations. All the suggestions are reviewed, checked for feasibility and feedbacks are given to employees. Suggestion schemes for collaborative decision making are integral part of most of the top notch companies such as Toyota, Google, and British Airways. Google even organizes a 'Bureaucracy Buster Day' where employees can suggest changes to minimize policies and reduce excessive guidelines. The idea of "Mobile phone without buttons" in Apple Company lead to evaluation of touch phone and turned around the company.

**Employee Engagement and Culture:** A satisfied employee gets engaged by self and is the biggest asset to any company. The employee engagement can be improved by giving meaningful work, clear goals, visible career paths, proper recognition and compensation. The culture of innovation, trusted leadership and good work environment develops positive culture. Engagement should come from employee heart and culture building should become a practice/habit.

### Suggestion

NTPC has around 25000 employees. If each employee gives a suggestion, there will be 25,000 suggestions, out of which even if 1% of received suggestions are implemented, then we will get 250 good suggestions per annum. Giving challenging jobs helps the employees to utilize their skills and encourage them to do better job (Annexure-B: Q7: Score 4.01).

- **Theme based Suggestions:** Put the pressing issues of the company in front of employees. Ask them to brainstorm, suggest solutions to issues. Deliberate the solutions and implement the best solutions.
- Formation of centralized overhauling team at regional level will help to leverage the employee potential to reduce overhauling duration.
- **Entrepreneurship:** Business issues can be assigned to groups as a performance improvement projects (Annexure-B: Q16: Score 4.2). This needs to be dealt as a business case study. The teams will explore the solution to the issue and implement. The benefits derived should be shared with the team members.
- **Integrated townships at major metros:** Townships should be facilitated with complete medical and education facility for the dependent of employees, so that they can retain their families at these locations while serving at remote locations. This can also be jointly developed by power sector companies.
- Dedicated light up, shut down teams and analytics teams at projects.

**Benefits:** The above concepts may result in the following:

- Avoid the boredom of routine work.
- Gives challenging work and opportunities to utilize skills.
- Aligning individuals to organizational goals.
- Rewarding the performers by sharing the % savings of implemented projects.
- Leadership development, career progression, performance management, learning through experience are the additional benefits.
- Builds culture and employee engagement.

### HR as strategic Business partner

HR organization needs to develop its talent for maintaining the "personal touch" culture and involve line management in HR decision-making.

For example: If an employee coming to a project on transfer, HR can arrange transportation to pick him with a welcome bouquet. Arrange guest house/quarter accommodation, school admission for their wards before the employee asks. Follow up and provide the new employee with basic things required. He will feel very much happy but for doing so on sustainable basis, HR has to develop a system, where an HR representative is dedicated for such purpose. HR has to partner with the line managers. Frequent meetings of HR ambassadors from departments with HR help in formulating strategies to address employee concerns.

Another innovative way is to celebrate employee's important days. An employee on his birthday may be called to CEO/Project head chamber, offer him a bouquet and a greeting card, celebrate the birthday with a small cake cutting. Send a sweet packet and a gift cheque to his residence to celebrate at home. This is the new practice formulated in Power Finance Corporation recently.

### 8. Road map for Implementation

All the recommendations are categorized in to short term, medium term and long term as shown in the table below:

Short Term (<1Year)	Medium Term (1-2 Years)	Long Term (2-4 Years)
Shadow a CEO	Employee teams for	Talent profiling
Time framed suggestion scheme	CSR-CD	3-Tier Performance appraisal
Theme / Issue Based	Competency mapping	MOOCs and Online training
Suggestions	NTPC-Connect / mobile app	Building NTPC Schemes for communities
Compendium of all competitions	Entrepreneurship	Skill development centers
Committee to capture suggestions	PIPs and Savings	Digital HR-People analytics
Appreciation tree	Centralized Dash boards	
Rewards on Rising Day	Trainings curriculum	
HR / Finance help desks	Trending Opinion survey	
Organizational	Digitization of all publications	
Mirroring	Centralized overhaul team	
Relaxation rooms	CFC Model manning	
Role swapping	CSR Quality circles	
EOI for transfer	Strategic HR	

Table 9- Roadmap for implementation

Then team cross checked the key parameters for innovation with reference to the suggested HR processes. The following table shows the areas of concern addressing HR process

### Key Parameter for Innovation (KPI)

KPI	PARAMETER	KPI Addressed By
KPI-1	Man power planning	Talent Profile
KPI-2	Communication	Alignment and awareness
KPI-3	Rewards and Recogniti	Rewards and Recognition
KPI-4	Learning (Training and Development)	Learning and Development
KPI-5	Empowerment	Employee First
KPI-6	Performance appraisal and promotion	Talent profile
KPI-7	Grievance handling	Alignment and awareness
KPI-8	Scope for advancement	Talent Profile
KPI-9	Objectivity and rationality	Alignment and awareness
KPI-10	Participative management	Employee First
KPI-11	Work life balance	Work life balance
KPI-12	Generation gap	Learning and Development
KPI-13	Subordinate development	Learning and Development

**Table 10- Key parameters and addressed recommendations**

## 9. Limitation of the Study

- Business challenges are identified where ever HR process is involved.
- Group discussions and personal interview and questionnaire methods are used to collect primary data. WhatsApp groups are used to collect opinions of employees from other station/ project sample size is only 180.
- Recommendations are made in view of NTPC business challenges.
- Few innovative and practically feasible approaches are recommended due to time limitation.
- BODH: V-2015/Feel the pulse-2014/Business excellence OFIs of 2015 are used for research as 2016 results not found.

### 10. Conclusion

Our team strongly believes that innovation in HR practices like developing leaders from the early career stages, proactive succession planning, business goals aligned career paths helps in building HR capabilities to face challenges of present and future. Culture of motivation, recognition, innovation and team work helps in aligning the individual's vision with company's vision. It attracts those who feel comfortable in that culture, which in turn helps companies to motivate people, leading to a high level of engagement. Employee suggestions and feedbacks are to be valued to make them feel that their opinions are considered. They should be given challenging job opportunities to utilize their skills through small implementable projects. This will help in employee engagement and engaged employees don't work just for a pay cheque, or just for the next promotion, but work on behalf of the organization's goals. When employees are cared of—when they are engaged—they use discretionary efforts. So, by implementing our recommendations, we feel that NTPC can do it with its "Can Do It" spirit.

## 11. Glossary of Terms

CERC	:	Central Electricity Regulatory Commission
PLF	:	Plant Load Factor
PAF	:	Plant Availability Factor
HR	:	Human Resources
BE	:	Business Excellence
PSM	:	Performance Management System
PRP	:	Performance Related Pay
OFIs	:	Opportunities for Improvement
L&T	:	Larsen & Toubro
CSR & CD	:	Corporate Social Responsibility and Community Development
KPI	:	Key Parameters for Innovation CMD: Chairman and Managing Director RED: Regional Executive Director
GE	:	General Electric
NOCET	:	NTPC Open Competition for Executive Talent
HCL	:	Hindustan Computers Limited
AT & C	:	Aggregate Technical and Commercial
CEO	:	Chief Executive Officer
MOU	:	Memorandum of Understanding
E1/E9	:	Executive Grade-1/9
PIP	:	Performance Improvement Project

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  - [www.deloitte.com](http://www.deloitte.com)
- **Case Studies**
  - L&T Competency Assessment
  - HCL Technologies Employees First Concepts
  - Delhi Metro Success Story
  - ESSEL Mining CSR Success Story

## 12. Annexures

### A. Details of team members from NTPC VALLUR



**IBM BABU**  
(DGM-IT)

A computer science and engineering graduate from MNNIT-Allahabad, he joined NTPC in 1999. He is a technical person allied with knowledge and theories. Apart from his core engineering discipline, he has a keen interest in general management principles, theories and allied practices.



**MK CHOZHAN**  
(DGM-EEMG)

An electrical engineering graduate from NIT- Trichy and M. Tech in power engineering from IIT Delhi, he joined NTPC in 1999. Currently he is working at NTECL-Vallur. Prior to NTECL, he worked at NTPC Ramagundam station.



**P. RAMARAO**  
(DGM-Operation)

He graduated in B.E (Mechanical) from Andhra University-Visakhapatnam in 2001 and joined NTPC in 2001. He received prestigious "Power Excel Award" for his contributions made during commissioning of Unit - 7 at NTPC- Ramagundam. He has experience of working in many NTPC power stations.

## B. Primary Research-Survey

Part-1: Personal details (Name is not mandatory)

Name: \_\_\_\_\_ Age: \_\_\_\_\_ Gender: \_\_\_\_\_  
 Experience: \_\_\_\_\_ Grade: \_\_\_\_\_ Department: \_\_\_\_\_

Scale: 1: Strongly Disagree    2: Disagree    3: Neutral    4: Agree  
 5: Strongly Agree

The survey feedback data analysis in the tabulated table below:

**Observation:** Grade wise mean score is almost near to sample mean for all the questions except minor deviations.

Survey : Questionnaire, Total sample and gradewise mean scores					
S.No	Question description	E1-E4	E5-E6	E7-E8	Sample mean
1	NTPC have scientific method of manpower planning for short and long term.	2.10	2.20	2.30	2.14
2	Work life balance measures are uniform across all stations	2.10	2.13	2.32	2.15
3	Rewards and recognition system is uniform and effective	1.85	1.92	2.20	1.93
4	Having a single integrated channel of communication like a mobile app or a web-based app can be more effective	3.80	3.80	3.75	3.79
5	More employees are getting chance to contribute to CSR activities	1.96	1.97	1.96	1.96
6	I can find compendiums of all conventions / competitions at a single source.	1.82	1.83	1.80	1.82
7	I am ready to take up special projects which involve team work.	4.20	4.20	3.20	4.01
8	Present facilities in NTPC are sufficient enough to relieve you from stress and rejuvenate	2.52	2.72	3.54	2.76
9	CSR initiatives of NTPC needs further improvement	3.64	3.62	3.61	3.63
10	Present system of 7 days training bridge the skill gap and develops skilled manpower for future	1.99	2.05	2.30	2.06
11	NTPC is taking suitable measures to promote work life balance	4.10	4.00	4.00	4.06
12	An online system for quick acknowledgement of the ideas/suggestions received from employees and sharing				
13	Opinion surveys findings are addressed and their impact assessment is done	1.90	1.99	2.20	1.98
14	I can keep myself aligned with the organization's expectations, if I'm aware of the company level affairs and updates through a proper channel, instead of unreliable rumors	4.00	4.00	3.90	3.98

<b>Survey : Questionnaire, Total sample and grade wise mean scores</b>					
<b>S.No</b>	<b>Question description</b>	<b>E1-E4</b>	<b>E5-E6</b>	<b>E7-E8</b>	<b>Sample mean</b>
15	HR best practices across NTPC stations and from other companies are to be shared on common platform.	4.22	4.20	4.17	4.21
16	If the concerned employees are involved in the decisions related to their work or the department, it would help them realize the significance of their contribution and enhance belongingness	4.20	4.20	4.20	4.20
17	Rewards and recognition to stake holders helps in improving relationships, support and cooperation	3.78	3.79	3.81	3.79
18	Present learning and development programs to enhance competencies are well structured	2.20	2.30	2.40	2.26
19	The present system providing clear cut career paths to all employees	2.13	2.23	2.25	2.18
20	Linking of rewards and recognitions with PMS will improve the motivation and performance of employees	3.50	3.40	3.14	3.41
21	Succession planning for all levels helps NTPC to meet business challenges	3.76	3.76	3.76	3.76
22	Present KM Portal is effective and helps in effective knowledge sharing and employee development	2.00	2.25	2.30	2.12
23	The present bell curve system promotes unhealthy competition among the same team members	4.32	4.30	4.20	4.29
24	Online courses / trainings help employees to learn at their convenient schedules.	4.00	3.96	3.90	3.97
25	Team based appraisal system may have effect on my individual performance	3.50	3.46	3.45	3.48
26	We have structured mechanism for timely interaction with stake holders and their collecting their feed back	2.60	2.70	3.05	2.71
27	360 degree appraisal can be effective method of performance	3.94	3.90	3.87	3.92
28	Contract labor development initiatives at NTPC are good enough	3.70	3.80	3.90	3.76
29	Given a chance, are you ready to contribute CSR activities?	4.10	4.20	4.20	4.14
30	NTPC have a good rewards and recognition policy	3.95	3.98	4.00	3.97

**Suggest what kind of innovation in HR helps NTPC to meet business challenges.**

1. ....
2. ....
3. ....
4. ....
5. ....



# Q4E 2016

QUEST FOR EXCELLENCE

## RUNNER UP



### *Team NHPC*

*Ms. Anita Madan, Sh. Sanjay Singh & Sh. Vivek Sharma, receiving Runner Up Award from Sh. A.G. West Kharkongor, CMD, NEEPCO & Patron – Forum, and jury members.*

(Left to Right)



**Power HR Forum**  
(A forum of PSU's under Ministry of Power)

Vision: Serving Indian Power Sector Through Excellence in HR

# CONTENTS

<b>S.No.</b>	<b>Description</b>	<b>Pg.No.</b>
01.	<b>Abstract</b>	<b>49</b>
02.	<b>Introduction</b>	<b>50</b>
	2.1 Understanding “Innovation Ecosystem”	50
	2.2 Dimensions of Innovation Maturity Metrics (IMM)	52
03.	<b>Innovation continuum with HR Perspective</b>	<b>54</b>
04.	<b>Details of Research</b>	<b>54</b>
	4.1 Research objectives	54
	4.2 Research design	54
	4.3 Data trending	56
05.	<b>Identifying HR Business Challenges</b>	<b>58</b>
	5.1 Unwelcome outsiders	58
	5.2 Adoption to dynamic business environment	58
	5.3 Employee turnover	59
	5.4 Productivity	59
06.	<b>Hotspots in meeting HR Challenges</b>	<b>60</b>
07.	<b>Recommendations and Business Value</b>	<b>60</b>
08.	<b>Action Plan</b>	<b>62</b>
	8.1 Understanding stakeholders’ engagement	62
	8.2 Responsibility Mapping and Strategies	62
09.	<b>Implementation Log</b>	<b>63</b>
10.	<b>Limitations of Study</b>	<b>64</b>
11.	<b>Conclusion</b>	<b>64</b>
12.	<b>Annexure</b>	<b>66</b>
	a. Annexure-A Details of the team members	66
	b. Annexure-B Primary research-questionnaire	67

## 1. Abstract

The paper focuses on developing, transforming recruitment process of NHPC into a productive centre from being a cost centre, adding value to the business for a long term competitive advantage. This also deals with issue of developing strategy for being facilitator in building overall ecosystem for innovation by strengthening innovation metrics.

Few major business challenges for NHPC is building brand image, attracting right talent, and curbing employee turnover particularly in initial stages of career and making HR subsystems more productive and strategically aligned to business goals.

With this perspective in mind, a survey questionnaire was administrated. This aimed at checking the maturity level of company for innovation and efficacy of HR recruitment process. The inputs through interview-administrative questionnaire of 15 executives in the E7 cadre having more than 20 years of experience in this company was also examined. Team validated the abstract idea of the prevalent innovation maturity metrics in NHPC based on eight parameters which was derived after theoretical review of eminent authors and papers of consultancy studies carried out in organizations across the globe.

The paper concludes with recommending HR specific intervention in recruitment process, which apart from addressing the challenge in hand will be effective in terms of value adding, cost saving and time. The recommendations are implementable, for transforming HR recruitment centre into a productive centre and at the same time strengthening overall ecosystem of innovation in NHPC to nurture and sustain innovative practices. An action plan with a time line of one year has also been developed for effective implementation of recommended Initiatives enhancing business value.

## 2. Introduction

Innovation is creativity at work, to transcend traditional ideas, rules, patterns and norms. It is the mechanism to harvest the deep insights of an organization's human spirit and knowledge, generating a pipeline of Ideas that are evaluated, selected and ventured using disciplined tools, methods and processes for advancing growth objectives of an organization. Innovative trends in an organization begin the application of new ideas to the products, processes, or other subsystems of that firm leading to increased "value".

An organization with culture of innovation encourages its employees to think creatively and implement those ideas with value addition. It further emphasizes distributed network inside the organization, wherein, individuals connected to the network generate their own ideas, conduct experiments, log the results, build support, and help transition of some of the ideas through implementation. In the current scenario of fast changing trends in technology and human behavior, the organizational structures also need to be tailor made for fostering and utilizing creative ideas which in turn creates an innovation ecosystem in the organization.

### 2.1 Understanding "Innovation Ecosystem"

An ecosystem refers to set of elements working together to create sustained output over a period of time. It consists of multiple, interdependent synergized processes to create the output of innovation. The five main components of innovation ecosystem are competency building, Innovation Hotspots, Innovation Development process, Support structures and Innovation index number. Success of an innovation ecosystem depends on output of several organizational sub-systems and if any elements of this organizational sub-system are not in place, then the entire innovation system does not happen to work.

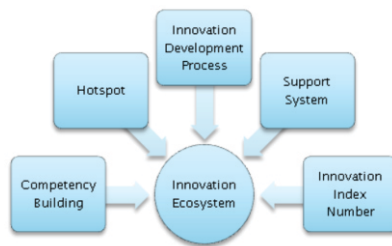


Figure 1- 5-Elements of Innovation Ecosystem

### **2.1.1 Innovation Competency building**

This consists of competency development of organization human capital in the application of innovation tool, levers and processes. There has to be repeated application of innovation tools and levers in order to catalyze innovation competency growth.

### **2.1.2 Innovation Hotspot**

Innovation hotspots have to be identified to answer where to innovate. These are at the organizational as well as departmental level. These are sensitive areas starting point of innovation efforts.

### **2.1.3 Innovation Development Process**

This is an application platform for competency of innovation. An organization cannot develop innovation competency and let the innovation meander in the unknown trials without direction. An application platform is dedicated deployment of time in innovation teams in order to generate potent innovation ideas in the identified hotspots. The rest of IDP from creative idea stage to potent innovation idea stage to prototyped idea to innovation has to be formalized by the organization in order to enable repetitive and dependable utilization by potential innovators.

### **2.1.4 Support Structure**

The innovator as well as IDP needs to be nurtured and monitored in order to facilitate the resolution of problem which innovator is bound to face on path of innovation. It includes mentor, innovation project budget, availability of a wide set of technical competencies both with and outside the organization and pecuniary and non-pecuniary incentives.

### **2.1.5 Innovation Index Number**

Measurement of level of innovation generated by innovation index ecosystem are reflected by index number. The parameters of measurement include numbers of innovation generated, number of prototypes made and number of potent innovation ideas approved for prototyping. A year on year innovation index number is a leading indicator of organizational profitability and success.

### 2.2 Dimensions of Innovation Maturity Metrics (IMM)

The team members have identified eight metrics dimensions for exploring the Innovation Maturity Metrics (IMM) in NHPC. This is based on the study of parameters of NHS Institute for Innovation and Improvement and OCTAPACE culture profile. These parameters of innovation maturity metrics improvise and supplement overall Innovation Ecosystem. These dimensions have been defined below:



**Figure 2- Parameters for Innovation Maturity Metrics in NHPC**

Each of the eight elements of innovation metrics is detailed below:

#### 2.2.1 Strategy

This refers to Strategic link to find ways to realize the vision. Linking these to strategic priorities and being able to articulate a clear, multi-faceted case of need further signals the importance of the call for innovation. Innovative culture is achieved when visions are percolated down to be a part of culture and performance parameters.

#### 2.2.2 People

This is about having an organizational structure that supports innovation, with people whose jobs are to manage the innovation portfolio. The highest maturity organizations have a center for process excellence that is productive, well established, and well-staffed. They also have support from executive leadership and department heads who know that innovation is how the business will grow, meet the corporate strategy, and thrive.

### 2.2.3 Process

Organizations at the highest maturity level have dynamic processes that can easily be adapted as the market changes and the company evolves. They have fully automated and standardized processes that are in a regular state of continuous improvement, including process deliverables, templates, and reports.

### 2.2.4 Tools

In high-performing organizations, innovation is the product of the deliberate use of practical tools. Imagining that innovation will happen on its own if we just have the right culture would be as naive and irresponsible as imagining that financial controls would naturally emerge without some deliberate structures.

### 2.2.5 Resources

The climate for innovation is enhanced if people know that they have the 'resource' of authority act on innovative ideas. While innovative ideas do not necessarily need a lot of money or time to develop, staff can become demoralized if these traditional resources are not available and can feel that there is no point in putting forward a new idea. The presence of resources signals that the organization is taking innovation seriously.

### 2.2.6 Rewards

Rewards for innovation the best recognition is that which appeals to people's intrinsic and individualized motivation. The most successful recognition schemes avoid a one-size-fits-all approach and are instead based on a deeper understanding of what makes people do what they do. For example, frequent personal expression of appreciation is often more important to people than financial reward.

### 2.2.7 Experimentation

It is about establishing an organizational climate where people feel free to try out new ideas. While it is obviously important to avoid taking inappropriate risk, a healthy organizational culture seeks a balanced assessment that avoids prematurely rejecting ideas due to over-estimation of risk. It also requires leaders who show they are quick to provide emotional support to those willing to try something new, regardless of whether the idea is eventually judged as a

success or 'failure'. Leaders in innovative organizations demonstrate that they are more interested in learning from failure than in punishing it.

### 2.2.8 Learning and Development

Knowledge acquired through continuous learning is the fuel for innovation. We build competency for innovation through sharing knowledge sharing forums and trainings on innovation techniques. We create better conditions for innovation when information, both from within and outside the organization or system, is widely gathered, easily accessible, rapidly transmitted, and honestly communicated.

## 3. Innovation continuum with HR perspective

The mechanism of Human Resource Management has strategic importance in achievement of organizational growth and excellence. As we move into the advanced information age, organizations need to adapt the new technology and changing issues in people management. Innovation can be classified as products, process and services system, domain specific and incremental innovation etc. HR innovation can take place not only in one single HR field, such as recruitment or remuneration, but it can also happen in several HR fields at a time, therefore creating possible synergies amongst them. Effective HR innovation implementation requires both an internal fit with other HR practices in the company and external fit with the organization's strategic objectives.

## 4. Details of Research

### 4.1 Research Objectives

Following three objectives were identified for presentation:

- a. To identify business challenges before NHPC with HR perspective.
- b. To explore hotspots (sensitive areas) for HR in meeting those challenges.
- c. To facilitate the process of making NHPC an innovation centric company and transforming HR Sub-systems into a productive center.

### 4.2 Research Design

- |       |                  |   |                      |
|-------|------------------|---|----------------------|
| 4.2.1 | Type of research | : | Exploratory          |
| 4.2.2 | Sampling Design  | : | Convenience sampling |

### 4.2.3 Data collection

- i. Primary data: Self designed questionnaire (Innovation maturity metrics and efficacy of recruitment process) collected from employees in different levels posted at various project locations as well as corporate office.
- ii. Secondary data: To identify business challenges before NHPC and to have a clear understanding of where NHPC stands in terms of innovation metrics and efficacy of recruitment process, following documents were examined.
  - Literature survey on innovation
  - Recruitment policy of NHPC
  - Attrition rate study (2015-16)
  - Study of Reward scheme and idea generation in NHPC
  - Training & HRD interventions in NHPC

### 4.2.4 Source of Data and Research Instrument

Both quantitative and qualitative data was collected using a triangular approach, i.e. use of the questionnaires, interview and documented evidences. The questionnaire has total 40 items out of which Part-1 comprises 24 items (for mapping innovation maturity metrics) which came across all the identified 8 parameters and Part-2 comprises 16 items (for efficacy of HR Recruitment Process) consisting of 6 parameters (Annexure-B).

The questionnaire was administered online from Junior engineers (S-1) to Chief (E7) posted across various locations of NHPC. In addition to this, the views of 15 General Managers and Executive Directors were collected by interview/discussion based on same questionnaire.

### 4.2.5 Demographic Distribution

To have a holistic view of employees, the total sample size of was 223 which was bifurcated as per the grade and age group. The demographic distribution of the samples is represented through the Figure.3.

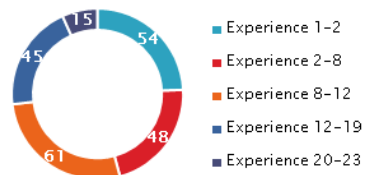


Figure 3- Demography distribution of Samples

### 4.3 Data Trending

Team extracted data from the questionnaire and aligned with Innovation maturing metrics and recruitment process for HR innovation. Their observations are given as below:

#### 4.3.1 Innovation Maturity Metrics

IMM opinion trend exhibits that NHPC has good resource potency for innovation however other factors like people, process, tools, experimentation and reward system require HR interventions.

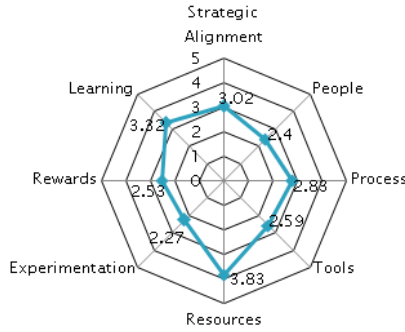


Figure 4- Opinion Trend on IMM Parameters

#### 4.3.2 Recruitment Process

The efficacy of recruitment process was evaluated on six parameters and branding and process needs due attention. However, the data also indicates towards unsatisfactory experience of the employees while internalization.

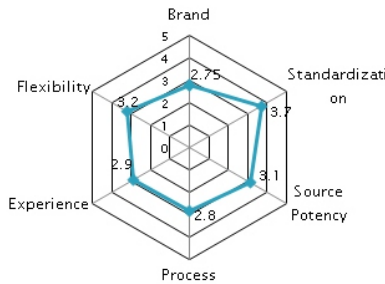
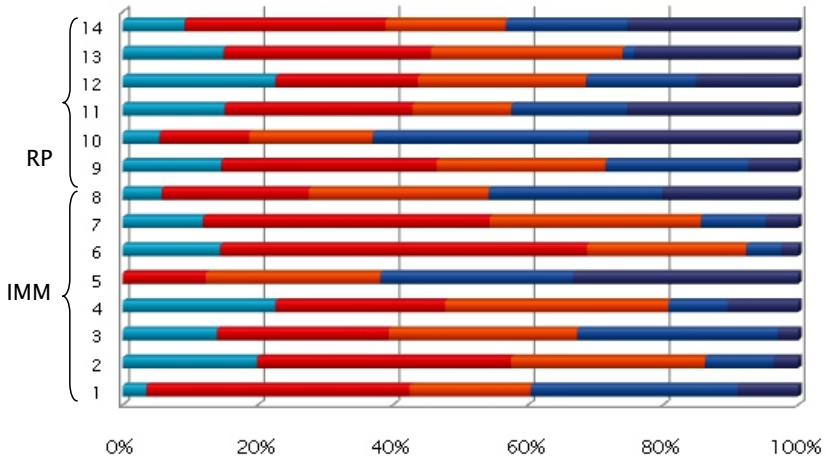


Figure 5- Opinion Trend on Recruitment Process

### 4.3.3 Opinion trend on IMM and Recruitment process

The bar graph diagram exhibits the opinion trend on 14 parameters as given below:

- Innovation maturity metrics
  - o 1- Strategic Alignment, 2-People, 3-Process, 4-Tools, 5-Resources, 6-Experimentation, 7-Rewards, 8-Learning
- Recruitment Process
  - o 9-Brand, 10-Standardization, 11-Source Potency, 12-Process, 13-Experience, 14-Flexibility



	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Comp. Disagree	3.53	19.87	13.94	22.60	0.00	14.42	11.86	5.77	14.58	5.45	15.06	22.60	14.90	9.13
Disagree	38.94	37.66	25.48	25.16	12.34	54.38	42.47	21.79	31.89	13.30	27.88	21.15	30.77	29.81
Neutral	17.95	28.69	27.88	33.01	25.80	23.56	31.25	26.60	25.00	18.27	14.58	24.84	28.37	17.79
Agree	30.61	10.10	29.65	8.81	28.53	5.13	9.62	25.64	21.15	31.89	17.15	16.35	1.68	18.03
Comp. Agree	8.97	3.69	3.04	10.42	33.33	2.56	4.81	20.19	7.37	31.09	25.32	15.06	24.28	25.24

Figure 6- Opinion Trend on 14 Research Parameters

### 5. Identifying HR Business Challenges

Team has identified business challenges for NHPC i.e. technical, geological, financial, business diversification, talent management, administrative, law and order etc. where HR can make impact in addressing those challenges through innovative proposals are elaborated below:

#### 5.1 Unwelcome outsiders

Arunachal Pradesh, Jammu & Kashmir are indispensable locations for NHPC's business development, as both these states have the hydro potential of 50,064 MW and 20,000 MW out of which till date only 16.31% and 1% have been harnessed respectively. The challenges in these two states are here under:

**Arunachal Pradesh:** Despite taking numerous downstream works through CSR under different community based activities, NHPC still treated as unwelcome outsiders. Protest mainly emanating from Assam is based on the prophecy that ecological imbalance may occur as a result of dam construction in Subansiri Lower HEP (2000MW), however, despite several technical presentations at various levels, the situation of ambiguity persists resulting to hampering of progress and escalation in project cost from RS 6300 Cr. to 15,300 Cr. at present. Similarly, in Tawang Basin (1400MW) project could not be started due to local unrest.

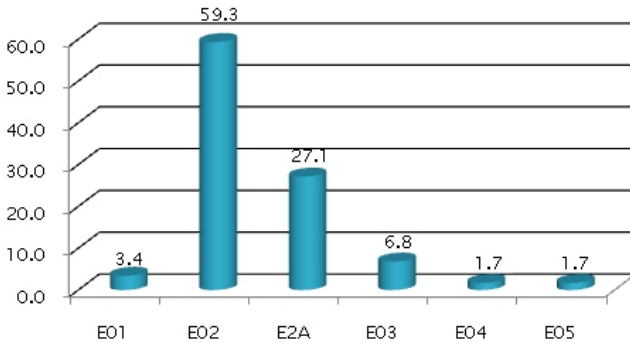
**Jammu & Kashmir:** NHPC has eight projects in J&K with combined investment of approximately 19,000 crores. Despite of these units in this area suffer their share of local agitation on pretext of employment or handing over the units to State Govt. with the support of State authorities and local leaders. We need to overcome such kind of project logjams.

#### 5.2 Adaptation to Dynamic Business Environment

In the current scenario, power sector has opened new vistas for diversification (solar, wind, geothermal, hydrogen gas etc.). In this scenario, NHPC can ill afford to let this opportunity go being offered out of this business challenge. Also, today the biggest challenge for NHPC is to get industry ready aspirants along with developing our existing manpower, where some interventions are required.

### 5.3 Employee Turnover

Despite offering best pay and perks, employee turnover is another major challenge NHPC needs to address. Attrition is particularly more prominent amongst new recruits who are more prone to leave in lookout for new opportunities. During the year 2015, total 111 TE/TO joined NHPC however, during the same period 59.3% of the young executives in E2 level resigned till Dec 2016. In addition to this 27.1% in E2A level, 6.8% in E3 level resigned.



**Figure 7- Attrition rate of employee**

While analyzing the demography of resignation trend, it was observed that maximum resignation is from the corporate office which indicates that it is not only location triggering such resignations, rather many other factors which could be zeroed in for higher TE/TO turnover. The attributable factors for higher degree of exodus apart from remoteness of locations may include lack of role clarity, and direct recruitment through GATE without interview for engineering disciplines and inadequacy of screening process in non-engineering discipline.

### 5.4 Productivity

One of the universal challenge for any business entity is and will always be productivity. NHPC being a part of capital intensive industry, involving huge investment in project components and manpower deployment, effectiveness and efficiency of subsystems has paramount importance. The biggest issue for HR has been dealt with perception that cannot bring tangible benefits and the challenge is to make HR sub system productive and strategically aligned to business. HR has to contribute not only in services but also be partner in business strategy thus increasing productivity.

## 6. Hotspots in Meeting HR Challenges

Above business challenges necessitate revisiting HR strategy for talent scouting, attracting, acquiring, developing and retaining the talent and adding value by being partner in productivity for competitive advantages. The sensitive areas for HR specific interventions are as follows:

- a) Pro-Action for getting industry ready candidates by collaboration
- b) Strategy for attracting and acquisition of talent pool with marketing strategy especially in sensitive areas. (Arunachal, Assam and J&K).
- c) Developing new retention tools for internalization process of candidates in organization
- d) Revisiting recruitment process to transform it as a productive center thereby adding value to business.

## 7. Recommendations and Business Value

On the basis of the study, the team have suggested the recommendations for improvising the alarming areas and have also suggested the benefits / business values along with action plan. NHPC become more innovation centric company and help in transforming recruitment process to a productive center.

**Table 1- Interventions for improving innovation metrics in the NHPC**

	Recommendations	Actions	Business Value
1	Strategic link with people perspective	<ul style="list-style-type: none"> <li>• Leaders may give thrust on need for innovation in public forums.</li> <li>• Making innovation/ creative ideas as one of the parameter in KPA</li> </ul>	<ul style="list-style-type: none"> <li>• Articulating the performance link will pave the way for innovation development.</li> </ul>
2	Reward in kind	<ul style="list-style-type: none"> <li>• Capturing rewards and achievements in ESS or online data bank for the recognition of competency and achievements for special assignments/ training on creative ideas</li> <li>• Appreciation letter by CMD / Directors on winning prize</li> <li>• Innovation Award on NHPC rising Day for creative ideas.</li> </ul>	<ul style="list-style-type: none"> <li>• These measures will not only boost the morale of the budding innovators it will also helpful for competency profiling (a readymade data for training and special assignments).</li> <li>• It will motivate and build morale of employees. Mutual appreciation by other employees will entuse to continue the spirit of participation in these platforms.</li> </ul>
3	Learning and Development	<ul style="list-style-type: none"> <li>• Thrust on trainings on innovation techniques, tools, team building and knowledge sharing to potential people should be given.</li> </ul>	<ul style="list-style-type: none"> <li>• It will help in competency building (one of the element of innovation ecosystem) and understand the practices of other companies</li> </ul>
4	Tools	<ul style="list-style-type: none"> <li>• Sharing best practices/ ideas to the employees via electronic media.</li> <li>• Enabling online discussion board.</li> </ul>	<ul style="list-style-type: none"> <li>• This will be handy tool for gap analysis. The discussion board will establish network amongst employees interested in sharing of ideas.</li> </ul>
5	Process	<ul style="list-style-type: none"> <li>• Redesigning e-suggestion schemes with inbuilt provision for feedback mechanism and mapping likes/dislikes of employees for an idea.</li> <li>• Standardized documentation and SOP (Systematic operating procedure) of processes by process owners.</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback mechanism for the ideas selected /or even rejected for having attempted an idea will be a motivating tool</li> <li>• This will save resources (time and money)</li> </ul>

**Table 2- Interventions for recruitment process**

Recommendations	Actions	Benefits
1 Industry academia interface	<ul style="list-style-type: none"> <li>• Identification of universities/ institutes with whom NHPC can collaborate and design industry specific curricula.</li> <li>• Degrees in fields specific to NHPC can be provided in universities and leading academic institutions.</li> <li>• Further institutes and universities located in North Eastern regions and J&amp;K should be given priority to make our presence more visible.</li> <li>• R&amp;D centers in academic institutions to develop knowledge base in emerging areas like solar and wind energy etc.</li> </ul>	<ul style="list-style-type: none"> <li>• This will make NHPC more visible in universities/ institutes from where industry ready candidates can be attracted.</li> <li>• Build affinity as during internship candidates are aware of location. Introducing electives at graduate level would help generate interest in the Power sector as well as provide sound theoretical base for the engineers seeking to enter NHPC.</li> </ul>
2 Employer branding - connecting with potential stakeholders	<ul style="list-style-type: none"> <li>• Positive Media Coverage</li> <li>• Create NHPC Song and NHPC corporate film</li> <li>• Leveraging our CSR: Such as framing sports policy (games catering to such regions) for scholarship and tenure based engagement.</li> <li>• Promote Employees stories: The achievements of employees should be discussed in public forums</li> <li>• Heroes of the valley: When entire state machinery was paralyzed due to curfew during recent Uri attack in J&amp;K for almost 4 months, our power stations continued to generate electricity and bringing smiles to common people.</li> </ul>	<ul style="list-style-type: none"> <li>• Wide coverage of community based activities will create a positive image and help in brand building.</li> <li>• Engagement for livelihood will make NHPC presence felt and be more visible with social values.</li> <li>• It will motivate stakeholders and job aspirants coming from different communities.</li> <li>• Such exemplary contribution will help in garner support and build image as a model employer performing beyond odds.</li> </ul>
3 Process effectiveness	<ul style="list-style-type: none"> <li>• Collaborate with UGC and CLAT for using score for HR, Environment science, Mass communication and Law disciplines.</li> <li>• GATE score with Interview: Restart interview for engineering graduates to get the holistic perspective of personality followed by GD.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of conducting test (presently at 18 centers), agency cost, and sending companies representatives will be eliminated.</li> <li>• An important screening method in final selection for suitability of candidature should be in place for evaluating suitability.</li> </ul>
4 Fostering proactive retention measures	<ul style="list-style-type: none"> <li>• Weighted Application Blank may be used wherein numeric values or weights to responses are provided by applicant. The total score of each applicant is obtained by summing the weights of individual score.</li> <li>• Realistic Job preview a recruiting approach may be. Variants of RJP to be used may be Pre application job preview, booklet or brochures (positive and negative aspects), multimedia presentation, group RJP, Structured observations, meetings with current employees etc.</li> <li>• Employee referrals using personal contacts to locate job opportunities. It is recommendation from current employee regarding job applicant.</li> <li>• Employee enlistment: Unique form of employee referral where employees become recruiters and contain message-we are looking for- for additional information log on to.</li> </ul>	<ul style="list-style-type: none"> <li>• The resulting score can be used for selection decision. It helps organization to cross-comparison of candidates. It is useful for reducing turnover.</li> <li>• Providing a well-designed RJP to potential new employee can reduce employee turnover and enhance socialization process commitments because of match up</li> <li>• Since employee knows the candidate, inputs can be valuable in predicting his job behavior. Companies can offer award whose recommendation is accepted.</li> <li>• Employee's familiarity about prospective employees can be valuable input.</li> </ul>

## 8. Action Plan

### 8.1 Understanding Stakeholders' Engagement

In order to successfully implement recommended initiatives, it is crucial to engage employees who are an important segment of stakeholders in the implementation process as it will result in speeding up of the process by achieving following (details in Table 3)

- Eliminating misunderstanding.
- Encouraging team work.
- Seeking cooperation from all the parties involved.

### 8.2 Responsibility Mapping and Strategies

RASI framework given below will help in engaging Stakeholders in recommended Initiatives and to suggest strategies / action plan to engage them. Codes of RASI indicate following:

- **Responsible:** Where a stakeholder has a responsibility for an action.
- **Approval:** Where stakeholder has authority to approve the proposed action.
- **Support:** The stakeholder can provide support in terms of various resources.
- **Inform:** Stakeholders need to be informed of actions being taken.

**Table 3 – Stake holder's engagement strategies**

S. No	Key Stakeholders	Key Responsibility	Key Strategy to handle
1	HR Department	Responsible	<ul style="list-style-type: none"> <li>• Conduct workshop/training to sensitize employees about the benefits of recommended Initiatives(RI)</li> </ul>
2	Director (Personnel)	Approval	<ul style="list-style-type: none"> <li>• Hold introductory meeting /discussion supplemented by survey results.</li> <li>• Presentation on benefits of implementation of RI.</li> <li>• Preparing and handing over DPR of the RI</li> </ul>
3	CMD and other functional directors	Approval	<ul style="list-style-type: none"> <li>• Presentation on benefits of implementation of RI.</li> </ul>
4	Executives Association(NOA-NHPC officers Association) and Non-Executive Association (Trade Unions)	Support	<ul style="list-style-type: none"> <li>• Meetings with NOA members</li> <li>• Share copy of report of survey results for finalizing modalities for Identification of institutes / visits to Companies having such collaborations</li> </ul>
5	Department of Public Enterprise (DPE)	Inform	<ul style="list-style-type: none"> <li>• Inform DPE about RI</li> </ul>
6	External Stakeholders/ Prospective employees	Inform and collaborate	<ul style="list-style-type: none"> <li>• Employer branding through meaningful engagement</li> </ul>

## 9. Implementation Log

The team worked out a detailed implementation plan, for both recommendations. For strengthening innovation maturity metrics recommendations can be forwarded for reward linkage to IT Div. and for training interventions to T and HRD by March, 2017.

As regards, recommendation of recruitment strategy, kick-off date as 1st April 2018 has been assumed for collaboration with UGC and CLAT for use of their and industry collaboration with institutes. For other initiatives viz conducting interview for GATE entrants, use of RJP, WAB during selection can be taken during policy approval after due deliberation with other stakeholders. The implementation log for industry interface and UGC is tabulated in Table-4 below.

**Table 4- Implementation Log for Recruitment Model**

S.No.	Process	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
1	Sharing of documents with Management & NOA													
2	Incorporating changes after discussion & follow up													
3	Identification of resources													
a	Team / committee													
b	Budget													
4	Identification of universities / Tie up with UGC CLAT													
a	Scheduling meetings and Finalising													
b	Submission of draft policy													
5	Inviting suggestions from stakeholders & finalizing draft													
6	Submission of draft policy before CMD & Remuneration committee													
7	Final policy for approval of board													
8	Board Approval, MOU Signing & Kick off													

## 10. Limitation of the Study

The study could not map all the locations of NHPC as the response of each unit maybe different depending upon its region /unit /office. The sample size was small however, there was an attempt to get maximum sample size within a short period of time.

## 11. Conclusion

It is an opportunity to enhance understanding on innovation dynamics in NHPC context and explore hotspots so that same can be made robust for facilitating, and transforming NHPC into innovation centric company. The team focused on innovation through various existing policy; spanning across the organizational vision and mission statement and there are numerous schemes for generating ideas. Even though lot is desired in internalizing, feedback system and recognizing reward in kind and giving thrust on competency building. Innovation lab under Industrial engineering/ HRD; defining innovation activity, upgrading the IT tools and distributed ownerships will take our company's existing innovation level to next level.

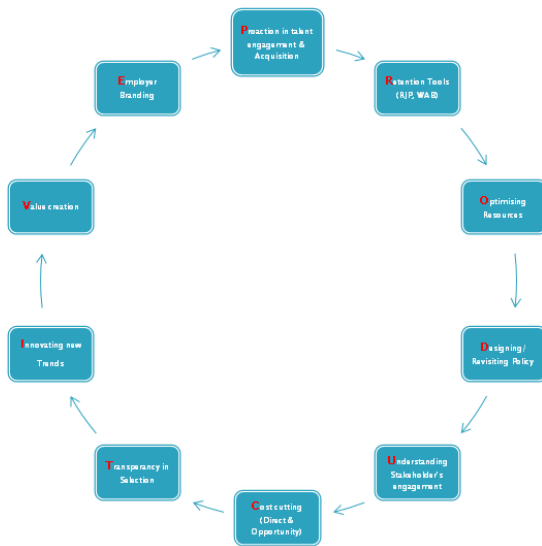


Figure 8- Highlighting concept of productive

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## 12. Annexure

### A. Details of team members from NHPC (CROP CENTRE)



**SANJAYKUMAR SINGH**  
(DY. MANAGER-HR)

B.A (Hons.) graduate in Economics from Magadh University and Post graduate in PMIR from Patna university. He has won 2nd prize in NHPC vision series (2015-16) and 2nd prize in RTI Quiz at CO Faridabad in 2015.



**VIVEK SHARMA**  
(DY. MANAGER-GEOLOGY)

He graduated in B.Sc (Geology) from RS University-Raipur and post graduate from Dr. HS Gour university sagar (1999-2002). He has been part of IIT-Roorkee (2003-04) as junior research fellow under Dept. of Earth Science. Apart from his academic, he also won 2nd prize in NHPC vision series (2015-16)



**ANITA MADAN**  
(ASSTT. ENGINEER-E&C)

She graduated in B.A (Eng-Hons) from Delhi University and a diploma holder in Electronics and Communication from PUSA. She has good experience in Inter & Intra organization competitions. She has won "Best Female Presenter Award" in writing presenting competition and a Quiz winner at PRAGATI 2013 conducted by AIMA. She has been representing NHPC since 2008 in "Management Quiz for women" competition.

## B. Primary Research-Survey

This survey questionnaire consists of two parts.

**Part1** : Covers evaluation of the Innovation Maturity Metrics (IMM) in NHPC and,

**Part2** : Covers efficacy of Recruitment Process in NHPC, on which our innovation model is based.

**Scale:** 1: Completely disagree 2: Disagree 3: Neutral  
4: Agree and 5: Completely agree

### Part 1. Innovation Maturity Metrics in NHPC

#### A. Strategic Alignment

**1. Innovation is a part of company's Vision and Mission Statement.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**2. There is synergy between Vision and Mission statement of HR & that of NHPC.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**3. Innovative ideas are part of departmental and individual goals in alignment to company's goal.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

#### B. People

**4. There are strong leadership fostering innovation in the company.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**5. There are strong bond in potential people (Sr. Management, Immediate Managers, co employees) for supporting new ideas.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**6. Inter domain and intra domain collaboration and Team Based Assignments are encouraged in NHPC.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**C. Process**

**7. Process covering idea generation to implementation stage are in place in NHPC.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**8. Voice of idea generators are captured on ongoing process in NHPC.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**9. Process are departmentally not documented.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**10. NHPC has a dedicated centre for capturing creative ideas.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**D. Tools**

**11. Information Technology (IT) is effectively used to support and communicate innovation.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**12. There is a mechanism to give feedback to those who have submitted ideas.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**E. Resources**

**13. You get support in terms of time & guidance for working on innovative assignment.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**14. There is no budgetary constraints for working on innovative ideas.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**15. Access to information of different knowledge sharing forums are available.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**F. Experimentation**

**16. You are allowed enough autonomy to experiment on new ideas.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**17. You are appreciated for giving new ideas.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**18. You can give ideas without fear of rejection.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**G. Rewards**

**19. NHPC promote high performance working environment and reward excellence.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**20. There are enough reward/ incentive scheme specifically designed to encourage people to come up with new ideas.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**21. Employees who have earned recognition in different forums are given due importance for special assignments / training.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**H. Learning**

**22. Training is imparted to all potential people (leaders, employees) sensitizing them about innovation development process and techniques.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**23. People are trained in strategic thinking and project planning so that their ideas can progress.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**24. Nominations for seminars / workshops where ideas about competing organizations and their future ventures are shared are regularly made.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**Part 2: Recruitment Process in NHPC**

**A. Brand**

**25. NHPC as an employer is potent brand to attract new talents.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**26. You had information about NHPC before applying.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**27. NHPC as a brand pre engages its job aspirants from market.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**B. Standardization**

**28. Recruitment and selection process are standardized and well documented.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**29. Offer of appointment and employment agreement are standardized.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**30. Provision regarding employment status regarding (Training, Probation, and Termination Clause) are clear.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**C. Source Potency**

**31. Details of source of recruitment are communicated to all employees.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**32. Internal candidates are good source of recruitment.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**33. Employee referrals subject to suitability are not good source of potential candidates.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**D. Process**

**34. Present system of selection of engineering graduates on GATE score without interview is effective method of selection.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**35. Present recruitment system of conducting test and interview for non-engineering disciplines is an effective method of recruitment.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

**36. The practice of not displaying the final result on company's website should be continued.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

### E. Experience

37. **The experience after joining met your initial expectation.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

38. **Initial experience during joining does not impacts tenure in current organization.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

### F. Flexibility

39. **There is some flexibility in framing recruitment policy without violating DPE guidelines.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	

40. **Recruitment Process can't bring tangible benefits (revenue generation and cost saving) to the organization.**

*\*Mark a Right Tick (✓)*

Completely disagree	Disagree	Neutral
Agree	Completely agree	



# Q4E 2016

QUEST FOR EXCELLENCE

## BEST NEW PROMISING AWARD



### *Team SJVN*

*Sh. Malkiat Singjh, Ms.Navkiran Katoch & Ms.Ambika Choudhary, receiving from Sh. A.G. West Kharkongor, CMD-NEEPCO & Patron-Forum, and Jury members.*

(Left to Right)



**Power HR Forum**  
(A forum of PSU's under Ministry of Power)

Vision: Serving Indian Power Sector Through Excellence in HR

# CONTENTS

<b>S.No.</b>	<b>Description</b>	<b>Pg.No.</b>
01.	<b>Abstract</b>	77
02.	<b>Introduction</b>	78
03.	<b>Our Approach</b>	80
04.	<b>Details of Research</b>	81
	4.1 Research objective	81
	4.2 Research design	81
	4.3 Data trending and analysis	82
05.	<b>Key Findings</b>	85
06.	<b>Recommendation: Reinventing HR at SJVN</b>	86
	6.1 Vision alignment	86
	6.2 Innovative techniques of assimilation of new recruits	87
	6.3 Use of HR metrics for better decision making	87
	6.4 Employee engagement	88
	6.5 Reward and appreciation with CSR activity	88
07.	<b>Conclusion</b>	90
08.	<b>Annexure</b>	92
	a. Annexure-A Details of the team members	92
	b. Annexure-B Primary research-questionnaire	93

### 1. Abstract

It is widely accepted among business leaders that innovation is vital to both competitive advantage and long-term success. Business leaders have cited innovation as one of the top global challenges and considered innovation is the most important predictor of future growth.

Contrary to popular perception, innovation does not appear to be determined by an organization's R&D budget. Research has consistently shown that there is no statistically significant relationship between financial performance and innovation. Nor does technology appear to play the most important role.

Studies strongly show that the most successful corporate innovation strategies are the ones that predominantly focus on human capital. These include finding, engaging and incentivizing key talent for innovation, creating a culture of innovation by promoting and rewarding entrepreneurship, risk taking and developing innovation skills for all employees.

In this paper, team SJVN have attempted to present big opportunity for HR to develop and sustain the culture to foster innovation. HR is fortunate to be responsible for many of the levers required to bring about this transformation that impact six building blocks of innovative culture i.e. values, behavior, climate, resources, processes and success. Then, team assessed the Innovation Quotient (IQ), capability of organization to innovate and tried to give practical and innovative HR solutions that can be implemented for strategic advantage to meet business challenges.

## 2. Introduction

Today, all executive wants their organization to be innovative across the corporate world. They are either impressed by the ability of comparatively young companies such as Google and Facebook to create and market breakthrough products and services; or they marvel at how older companies like Apple, 3M, P&G and GE etc. reinvent themselves again and again.

Specifically, some businesses have focused on hiring creative people and setting them free to introduce innovation. Others still have attempted to kick-start the process through an one-off set of creativity exercises or perhaps a 'big bang-style' internal communications campaign – only to fail to build capacity to innovate on a sustainable basis. Many other businesses, meanwhile, attempt to 'do an Apple' and replicate another organization's successful strategy.

The traditional approaches to innovation have either failed or have simply been rendered redundant by results that are sporadic at best.

### **All organizations wonder, "How these great companies do it?"**

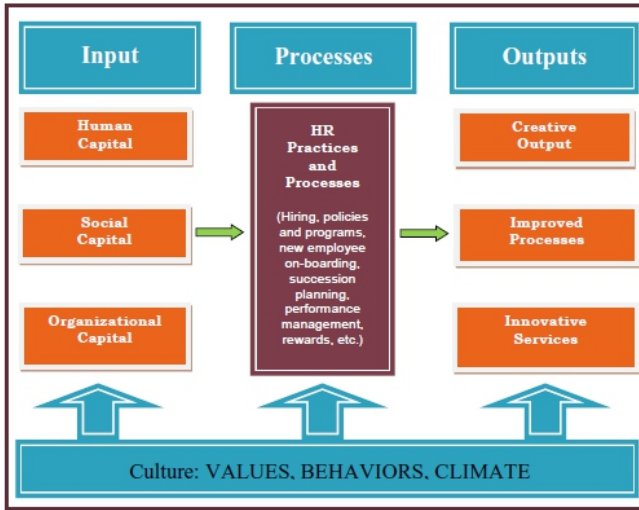
After studying innovation among 759 companies based in 17 major markets, researchers Gerrad J. Tillis, Jaideep C. Prabhu and Rajesh K. Chandy found that Corporate Culture was a much more driver of innovation than labour, capital, R&D, national culture, etc.

In its annual global innovation 1000 study, Booz & Co. has indicated that the most innovative companies appear to have a "secret sauce" that makes them different from their peers—a distinct culture of innovation that ensures that their chosen innovation strategy is clearly aligned with their overall corporate strategy. This secret sauce is the glue that guarantees a high degree of coherence between what they aspire to achieve and how they go about it.

A meta-analysis by Thorsten Büschgens of 43 studies on relationship between organizational culture and innovation in organizations also suggested a strong relationship between organizational culture and innovation generation.

Culture is the character and personality of an organization. It's what makes an organization unique and is the sum of its values, traditions, beliefs, interactions, behaviors and attitudes. When corporate culture is strong, there is high

alignment of accepted values and behaviors within the organization, and employees feel positive about their organization workplace and their leaders. The most successful corporate innovation strategies of the likes of Marico, Whirlpool, Google, W.L. Gore, and 3M etc. are the ones that predominantly focus on people and human capital issues.



**Figure 1- Innovation Model**

As depicted in innovation model when the human, social and organizational capitals of an organization are supported by the yielding culture, enabling practices, then the total outputs would be more improved and productive with innovation.

When it comes to building employee innovation capability, a common misconception is that you are either born a great innovator or you are not. However, research has demonstrated that innovation is just like any other work competency; with the right tools, training, and knowledge, anyone can improve their ability to innovate.

Successful companies create competitive advantage through innovation and creativity. Such companies are creative and innovative not by accident; they effectively manage human resource to create and implement innovative practices. Successful innovative companies have learned how to manage, motivate and reward people.

### 3. Our Approach

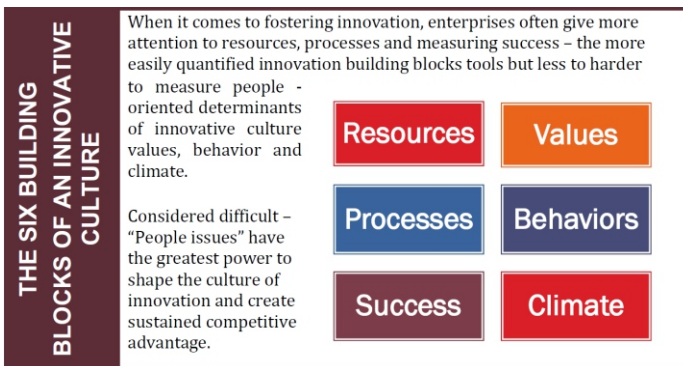
Imagine an organization with a head of HR that focuses on measuring their department against best practices, plays it safe, and ensures every initiative has a quantifiable ROI? Sound familiar?

How is HR supposed to drive and support an innovative workforce when caution and risk aversion is their main priority? These organizations that hold fast to traditional approaches to HR and discourage experimentation, risk operating machine-like enterprises, following, but incapable of rising above, industry norms.

The mindset and culture of HR team has an exponential impact on the entire organization and everyone is influenced by HR. Therefore, changing your organization and becoming more successful and innovative begins by tearing apart your beliefs on this role.

#### **“Don’t innovate. Create a culture for innovation”**

An innovative culture rests on a foundation of six building blocks i.e. resources, processes, values, behaviour, climate and success. These building blocks are dynamically linked. For example, the values of the enterprise have an impact on people’s behaviour, on the climate of the workplace and on how success is defined and measured.



**Figure 2- Building Blocks of Innovation**

Team put their efforts to explore HR’s big role to develop and sustain cultural transformation required by companies to achieve business excellence.

### 4. Details of Research

#### 4.1 Research Objectives

Following two objectives were identified for presentation:

1. To determine the innovation quotient of SJVN in relation to the six building blocks of innovation.
2. Identifying business challenges and continually reinventing HR to meet them.

#### 4.2 Research Design

The innovation model taken here has six building blocks, each block containing five elements. The research methodology used to validate the hypothesis is Delphi technique. The method sampling method was random sampling among the executive of SJVN at three locations/units.

##### 4.2.1 Hypothesis (H0)

1. SJVN has a strong organization culture for breeding innovation.
2. It is beneficial for enabling culture within SJVN to promote innovation.

##### 4.2.2 Data collection method

###### A. Primary Data

- i. One to one Interview: Team began with unstructured interviews and discussions with HODs/HOPs and HR officers which served as the cornerstone for soliciting information relevant to innovation, business challenges factors affecting the six building blocks in the context of SJVN. A questionnaire based on six parameters was prepared from the information and used in the second round of data collection.
- ii. Questionnaire: The questionnaire was circulated using stratified random sampling across two projects of SJVN and corporate office, among 120 executives and their response elicited. As it was more or less homogeneous group, the sample was considered to yield sufficient results and steps were taken to ensure participation and confidentiality. The questionnaire is in Annexure-B.

This is a close ended questionnaire designed on the six building blocks and rating was done on five points Likert scale. Survey respondents were asked

to rate their organization on each of the factor containing questions on various elements Scale: 1=Not at all; 2=To a small extent; 3=To a moderate extent; 4=To a great extent; 5=To a very great extent.

**B. Secondary Data**

Annual reports of SJVN, strategic HR plans and manuals, and surveys used as assumption for the data analysis.

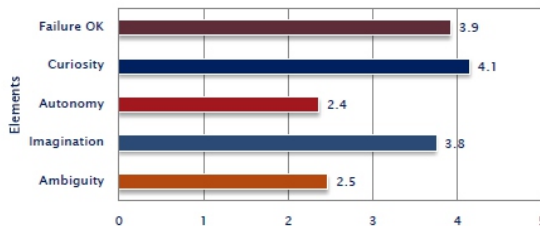
**4.2.3 Assumptions and limitations**

- This report is based on the assumption that culture has deep impact on innovation and six building blocks of innovation comprehensively cover all aspects of culture required for fostering innovation.
- The sample for questionnaire consisted of only executives assuming that they have adequate knowledge on the topic.
- The data collected was only from 3 locations/units of SJVN because it was necessary to make employees understand the purpose of the survey which was personally explained to them by the team members.
- Interviews with only 20 senior level executives could be conducted due to their busy schedule and availability.

**4.3 Data trending and analysis**

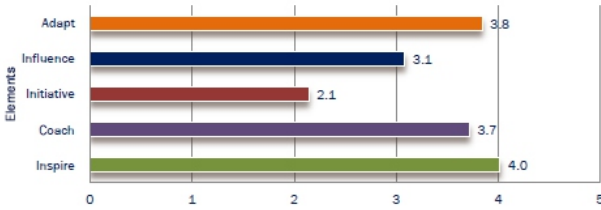
The overall element scores are averaged to provide a building block average. The overall average of the six building blocks is calculated to determine the innovation quotient.

The score in the value block indicates that though we encourage new ways of thinking, questioning and solutions while discussing a given problem and failure is also considered as opportunity to learn but there is low sense freedom to pursue new ideas or ambiguous opportunities.



**Figure 3- Values**

At SJVN cross-functional teams are made to arrive at solution for the problem. But when any suggestion is submitted under suggestion scheme, the screening committee shows apprehensions in considering suggestions regarding ambiguous opportunities.

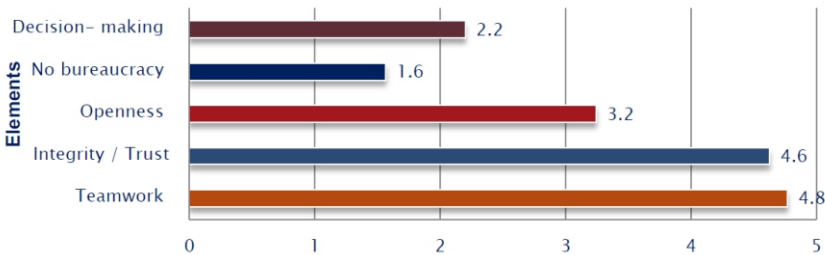


**Figure 4- Behaviors**

The data indicates that though employees feel inspired by the vision of the leadership which devotes time to coach and also provides feedback but taking initiative is still not strong element.

Further, leaders also take the front seat in setting up a direction while dealing with organization challenges and show grit to modify and change the course of action. But the all this support from the top leadership falls short in instilling feeling of self-initiative within the employees, which may be because there are no rewards or recognitions for showing creativity or innovative efforts in specific.

Analysis, establishes the output of values blocks that we are good at handling problems but are not fully energized to exploit opportunities.



**Figure 5-Climate**

The chart depicting the climate of SJVN suggests all the decisions and actions of SJVN are consistent with our values and collaboration is high but due to absence of teams which are constituted primarily to venture new opportunities and hence the ideas are caught into departmental hierarchies. Further the decision making is low below the processes to ideate, filter and capture ideas are not defined.

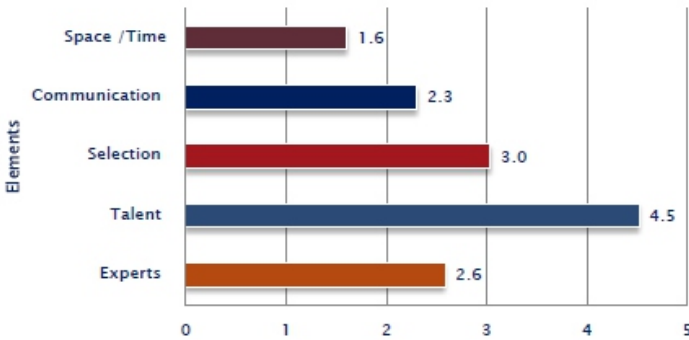


Figure 6-Resources

While employees opinionated that the human capital available in the organization is highly talented that may be due to rigorous selection process. But the company needs to create more time and space for employees and needs to ensure that expert advice and training is available for employees to continuously hone skills.

The data shows that there is dearth of enabling processes to implement the innovative ideas.

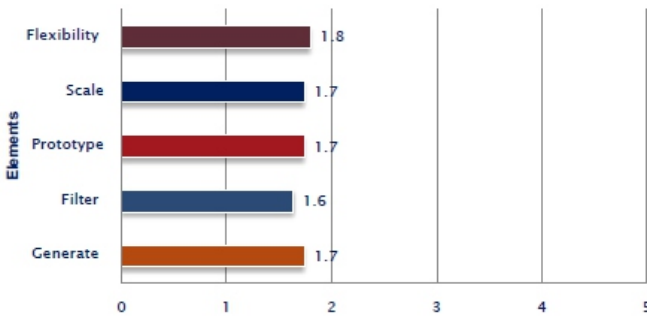
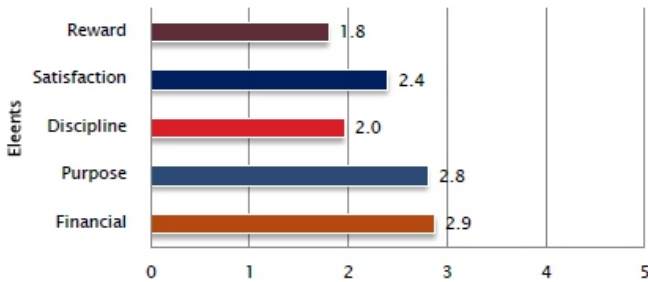


Figure 7-Processes



**Figure 8-Success**

The employees think that innovation efforts in the past has led to better financial performance but there is no disciplined approach towards innovation. The employees feel satisfied with being part of innovative initiatives, but they feel that there are less rewards or recognitions linked with the efforts towards innovation.

### 5. Key findings

The results of the survey helped in getting a clear picture of where the culture is strong and where it needs betterment. It helps in focusing areas where improvement is most needed and most likely to pay off. Similarly, high scoring areas may provide an opportunity to learn as these indicate best practices that can be emulated in low performing areas. The results of the survey helped in determining innovative practices to fix low scoring areas for meeting identified business challenges.

1. The IQ (Innovation Quotient) of the SJVN is-3 which reflects that the culture of SJVN supports the innovation to the moderate level but SJVN needs to fix some elements of building blocks of innovation to take it to a great extent.
2. SJVN has sound techniques to deal with the problems but we need to innovate to grab opportunities.
3. Leadership presents right behaviors to inspire innovation but there is need of provide enough time, space and tools to employees to instill initiative taking in employees.
4. Further, the analysis establishes our initial assumption that organizational culture has deep impact on innovation; as a result of its enabling culture SJVN has shown moderate innovation even when there is no defined approach towards innovation.

Hence, finding says that SJVN doesn't need a wholesome transformation in its approach towards innovation but yes, we do need some incremental steps to ramp up. The need is to continuously re-invent our HR practices to proactively meet business challenges.

## 6. Reinventing HR: Taking HR in SJVN to the next level to meet business challenges

### 6.1 Alignment of employees of SJVN with vision and goals of the organization.

Solution: Clear-cut vision statements and constant communication of goals.

a. Vision Statements:

To be best in class Indian power company globally admired for developing affordable clean power and sustainable value to all stake holders.

VISION	CORRESPONDING FACTORS
BEST IN CLASS	<p><b>LEADERSHIP:</b> We have clear vision of where we are going and we are all leaders in our area of responsibility, with a deep commitment to deliver leadership results.</p> <p><b>PEOPLE:</b> We act on the strong conviction that employees of SJVN are our most important assets and we build organization from within by recognizing, promoting and rewarding people.</p>
GLOBALLY ADMIRERED	<p><b>INTEGRITY:</b> We uphold values &amp; principles of SJVN in every action and spirit and operate within letter &amp; spirit of law.</p> <p><b>TRUST:</b> We have confidence in each other's capabilities &amp; intensions and we believe that people work best when there is foundation of trust.</p>
DEVELOPING AFFORDABLE CLEAN POWER	<p><b>CURIOSITY:</b> We are go od as asking questions and have healthy dissatisfaction with the <i>status-quo</i>.</p> <p><b>INNOVATION:</b> We encourage new ways of thinking which help us to improve our systems &amp; efficacy, and hence output.</p>
SUSTAINABLE VALUE TO ALL STAKEHOLDERS	<p><b>OWNERSHIP:</b> We accept personal accountability to meet the business needs, act like owners, treating the company's assets as our own and behaving with company's long-term success.</p> <p><b>SOCIAL RESPONSIBILITY:</b> We make conscious efforts to enhance the quality of life and environmental sustainability through CSR and Sustainability Programs.</p>

Table 1- Expansion of vision statement

- b. Performance chart of top executives visible to employees: The internal portal shall all the time show the objective achievement charts of all the Directors and Unit Heads so that employees can relate themselves in achieving overall performance of the company.

### **6.2 Assimilation of new recruits as the company is expanding and diversifying.**

Solution: Implementing innovative and effective orientation techniques.

SJVN has a very well designed induction program in which all-round company knowledge, trainings necessary to take-up routine jobs and mentorship is provided for 1 year. Though this is already a robust program, team suggest following innovative improvements in induction program which shall help the person assimilate better in SJVN culture.

- a. Inviting family at Joining: It will be great gesture when new recruit joins SJVN. He/she may be allowed to bring family to witness an important stage of life. SJVN should make arrangements of stay of family for at-least 6 days.
- b. Story-telling during Induction: During induction, new joinee may be told the stories whereby employees have displayed strong connection with the values of the company. And management rewarded the behaviors desired that suffice underlying values. These stories will give a clear view of what's right and what's wrong in the organization.
- c. Mentor-mentee Program: This program is already in place in SJVN. However, we suggest following additions:
  - i. All identified mentors shall be given sensitivity training especially about the issues young generation is facing and how to deal with them;
  - ii. Secondly, physically accessible mentors may be allotted.

### **6.3 Making data based people decisions for better decision making.**

Solution: Use of different HR metrics

The connection between the people in organizations and the success of the business are so intertwined that it's hard to believe that the two were ever separated. But even with powerful data readily available, what is most important is the use of applicable information to the advantage of the

organization. This will be helpful in improving the grey areas identified in the process block.

- a. ERP: To make data based decisions on people management, a database system whereby all information regarding employee is easily accessible and which may ease analysis of available information by providing management with different kind of reports is essential. Religious use of ERP is essential not just for simplification of work but also for further analysis of data.
- b. Engagement scores: Employee engagement is almost become a buzz phrase in the HR world, but that's because it matters. Engaged employees produce great work, tend to be happier and they stay. High engagement should be taught and required as a success metric. Low engagement on a team should be addressed with the leader and a remediation plan should be put into place. It's costing the business money and change needs to happen.

#### **6.4 Capturing ideas along with experiences of human capital**

Solution: Leveraging technology for knowledge sharing and management.

- a. Knowledge Management Portal
- b. Chat rooms: To be created to discuss various issues related to work.
- c. Suggestion boxes: Suggestion review committee shall not out-rightly discard ideas because of its ambiguity. Implementation feasibility of each idea shall be determined before filtering out impracticable ideas. These can help improve upon the low scoring elements in the Resource Block.

#### **6.5 Creating a rewarding and fulfilling environment.**

Solution: Rewards/ recognitions for professional achievements and assistance in improving personal life.

This will be help in improving decision making and individual satisfaction towards efforts in the cause of innovation which scored low in the success block.

- a. Rewards for innovation: Rewards for team success for innovation, recognition to employees for generating creative ideas and recognizing efforts even in an event of failure.
- b. Facilitation to improve family life: Parenting/relationship counseling, child care facilities, child psychology workshops help in building a bond with families of employees.
- c. Giving back to society: Every person feels good when he gives something back to the society he is part of and organizations can enable this by innovative CSR policies which engage employees.

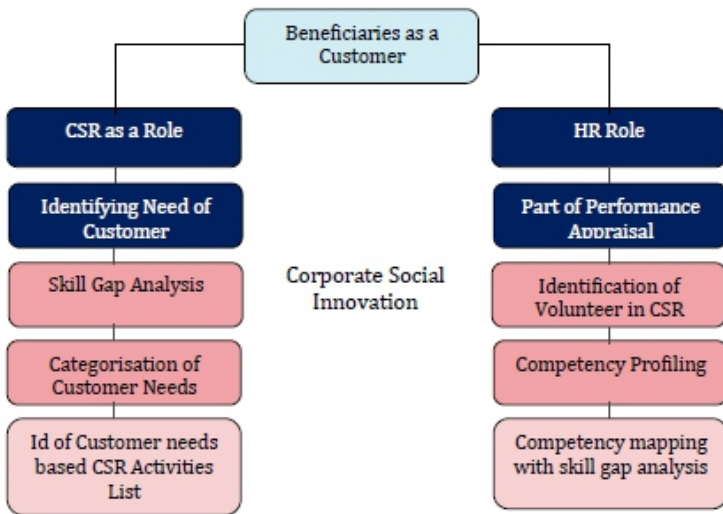


Figure 9- Innovative HR Model

## 7. Conclusion

To increase innovation in the organizations, leaders must work together with HR towards the delivery of innovative business and people strategies. HR's role in organizational design provides huge potential for enabling innovation. Team have shared few examples of HR levers that provide the function with a unique opportunity to be a key driver of the innovation agenda, delivering sustainable competitive advantage and becoming a true strategic partner. HR leaders can translate organization's business strategies into cohesive and efficient people strategies. They can be the link between the leaders and the business enablers – people.

Every company's culture is inherently different. So when HR cultivating innovation, they are cultivating a unique system. This means HR have to be thoughtful about approach and whatever HR do, it should align with the values and goals of the company. HR has to make it easy and reward the people whose efforts influence the company's environment and cultivate an innovative culture.

**“BOTTOM LINE: No Rubberstamps, develop your own tools”**

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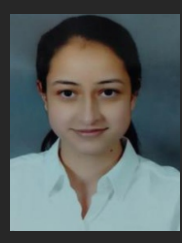
## 8. Annexure

### A. Details of team members from SJVN (JHAKRI and RAMPUR)



**AMBIKA CHOUDHARY**  
(ASSTT.MANAGER-HR)

She graduated in B.Tech (CSE) from Himachal Pradesh University, Shimla, and, post graduate in Human Resource Management from Central University, Dharamshala.



**NAVKIRAN KATOCH**  
(ASSTT.MANAGER-HR)

She graduated in BCA from UCBS Himachal Pradesh University and post graduate in Human Resource Management from HP-UBS, HP University, Shimla



**MALKIAT SINGH**  
(ASSTT.MANAGER-HR)

He is B.Tech graduate from Haryana College of Tech & Mgmt, kurukshetra, Haryana and completed post-graduation in Human resource management from university business school, chandigarh, Punjab.

## B. Primary Research-Survey

The overall average of the six building Blocks is calculated to determine the innovation quotient on the following Scale:

1 = Not at all; 2= To a small extent ; 3=To a moderate extent; 4= To a great extent; 5=To a very great extent.

### I. Value

1. We have a healthy appetite and tolerance for ambiguity when pursuing new opportunities.
2. We encourage new ways of thinking and solutions from diverse perspectives.
3. Our workplace provides us the freedom to pursue new opportunities.
4. We are good at asking questions in the pursuit of the unknown
5. We are not afraid to fail, and we treat failure as a learning opportunity.

### II. Behavior

1. Our leaders inspire us with a vision for the future and articulation of opportunities for the organization.
2. Our leaders devote time to coach and provide feedback in our innovation efforts.
3. In our organization, people at all levels proactively take initiative to innovate.
4. Our leaders use appropriate influence strategies to help us navigate around organizational obstacles.
5. Our leaders are able to modify and change course of action when needed.

### III. Climate

1. We work well together in teams to capture opportunities.
2. We question decisions and actions that are inconsistent with our values.
3. We are able to freely voice our opinions, even about unconventional or controversial ideas.
4. We minimize rules, policies, bureaucracy and rigidity to simplify our workplace.
5. Our people know exactly how to get started and move initiatives through the organization.

**IV. Resources**

1. We have access to innovation experts who can support our projects.
2. We have the internal talent to succeed in our innovation projects.
3. We have the right recruiting and hiring systems in place to support a culture of innovation.
4. We have good collaboration tools to support our innovation efforts.
5. We have dedicated physical and/or virtual space to pursue new opportunities.




**V. Processes**


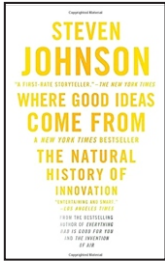
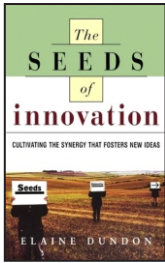
1. We systematically generate ideas from a vast and diverse set of sources.
2. We methodically filter and refine ideas to identify the most promising opportunities.
3. We move promising opportunities quickly into prototyping.
4. We rapidly allocate resources to scale initiative.
5. Our processes are tailored to be flexible and context-based rather than control- and bureaucracy-based.

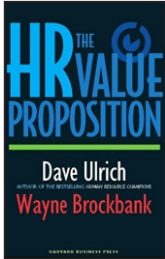
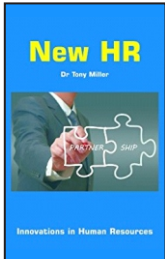
**VI. Success**

1. Our innovation efforts have led us to better financial performance than others in our industry.
2. We treat innovation as a long-term strategy rather than a short-term fix.
3. We have a deliberate, comprehensive and disciplined approach to innovation.
4. I am satisfied with my level of participation in our innovation initiatives.
5. We reward people for participating in potentially risky opportunities, irrespective of the outcome.

## Additional Reading References

S.No.	Book	Author & Publisher	Why to read	₹ (INR)
1.		<p>Rishikesh T. Krishnan, Vinay Dabholkar (Author)</p> <p><b>Publisher:</b> Collins India (20 February 2013)</p>	<p>8 Steps to Innovation explains how innovation can take place by building a series of idea and appropriate implementation the ideas within the given circumstances.</p> <p>Authors explain three elements of Innovation: an idea, implementation and impact and all 8 step travel around these three element. Further these steps analyse how innovation can be designed to enhance the performance and maximize the overall quality of human resource.</p>	<p>₹259.00</p> <p>320 Pages</p>
2.		<p>Sanjiv Narang (Author)</p> <p><b>Publisher:</b> Vitasta Publishing (2016)</p>	<p>Author Sanjiv Narang exhibits that innovation is not a sudden process. New ideas generation and ability to think beyond the boundaries of existing knowledge is the base of Innovation. The book Innovation, Why, What and How, contains practical tools of innovation and the process of analysing and synthesising the innovation development processes.</p> <p>Author has work exposer across the industries. He clubbed his experience and knowledge in the book in the form of new tools, processes, competency and models of Innovation.</p>	<p>₹299.00</p> <p>172 Pages</p>
3.		<p>Ravi Arora (Author)</p> <p><b>Publisher:</b> Portfolio (October 2015)</p>	<p>This book aims to nudge companies into innovating by showing how they can have a cultural transplant along the way, discovering as well that innovation is not a synonym for invention.</p> <p>Author, Ravi Arora who brought the new era of innovation in Tata Group ensure that an organization does not lose sight of innovation opportunities, whether big or small and how every organization can take simple steps to become much more innovative.</p>	<p>₹345.00</p> <p>287 Pages</p>

S.No.	Book	Author & Publisher	Why to read	₹ (INR)
4.	 <p><b>DIFFUSION OF INNOVATIONS</b> FIFTH EDITION EVERETT M. ROGERS</p>	<p>Everett M. Rogers (Author) <b>Publisher:</b> Free Press; (August 2003)</p>	<p>This book identified five stage process for innovation and explain how an individual decides to adopt a new innovation.</p> <p>Five stages are as follows :</p> <ul style="list-style-type: none"> <li>• Knowledge of the innovation</li> <li>• Persuasion</li> <li>• A Decision (to accept or reject)</li> <li>• Implementation of the innovation</li> <li>• Confirmation</li> </ul>	<p>₹657.00 518 Pages</p>
5.	 <p><b>STEVEN JOHNSON</b> <b>WHERE GOOD IDEAS COME FROM</b> THE NATURAL HISTORY OF INNOVATION</p>	<p>Steven Johnson (Author) <b>Publisher:</b> Riverhead Books (October 2011)</p>	<p>“Where good ideas come from and how a good idea has to be identified. Author says, most of the new innovative ideas are born as a result of explorations and errors and has identified 7 patterns of innovation. These are:</p> <ul style="list-style-type: none"> <li>• Exploring adjacent possibilities</li> <li>• Cultivating liquid networks</li> <li>• Building on slow hunch</li> <li>• Embracing serendipity</li> <li>• Committing and learning from errors</li> <li>• Allowing exaptation</li> <li>• Fostering platforms</li> </ul>	<p>₹675.00 344 Pages</p>
6.	 <p><i>The</i> <b>SEEDS</b> <i>of</i> <b>innovation</b> CULTIVATING THE SYNERGY THAT FOSTERS NEW IDEAS ELAINE DUNDON</p>	<p>Elaine Dundon (Author) <b>Publisher:</b> American Management Association; (July 2002)</p>	<p>Author, Elaine Dundon shows how companies analyze the challenges and use the opportunities to foster the growth in today's economy.</p> <p>It represents necessary components of innovation - creative, strategic, and transformational thinking. The book also provides essential guidance for dealing with change while adding value on a sustainable basis and demonstrated how real innovation can and does work!</p>	<p>₹878.00 240 Pages</p>

S.No.	Book	Author & Publisher	Why to read	₹ (INR)
7.		<p>Dave Ulrich (Author)</p> <p><b>Publisher:</b> Harvard Business (June 2005)</p>	<p>Author, Dave Ulrich provide practical tools and worksheets for leveraging this knowledge to create HR practices, build organizational capabilities, design HR strategy, and marshal resources that create value for customers, investors, executives, and employees.</p> <p>The book charts the path for HR professionals who can create values to their organizations into the future.</p>	<p>₹1090.00</p> <p>336 Pages</p>
8.		<p>Dr Tony Miller (Author)</p> <p><b>Publisher:</b> Graphic Impressions (August 2012)</p>	<p>This book is intended to provide practical guidance to HR as it is necessary to get a competitive edge in fast moving environment.</p> <p>Author explains the role of New HR have formed into three major areas and all require speciality. These areas are :</p> <p>HRM (Human Resource Management) HRD (Human Resource Development) HRP (Human Resource Planning)</p> <p>Book also cover new challenges and innovative solution on: Personnel administration; recruiting; selection; distance learning; performance management; compensation.</p>	<p>₹1372.00</p> <p>142 Pages</p>







## Best Young Presenter [Female]: NSPCL- Bhilai



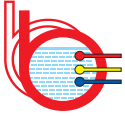
**Ms. Rashmi, receiving Award from  
Sh. A.G. West Kharkongor,  
CMD- NEEPCO & Patron – Forum.**

## Best Young Presenter [Male]: DVC



**Sh. Nishant Pilania, Dy. Director (HR),  
receiving Award from  
Sh. A.G. West Kharkongor,  
CMD, NEEPCO & Patron – Forum.**

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