CHAPTER III

PROFILE OF NATIONAL THERMAL

POWER CORPORATION
CHAPTER - III

PROFILE OF NTPC

PROFILE OF NTPC

National Thermal Power Corporation Limited is the largest thermal power generating company of India. A public sector company, wholly owned by Government of India, it was incorporated in the year 1975 to accelerate power development in the country. Within a span of 28 years, NTPC has emerged as a truly national power company, with power generating facilities in all the major regions of the country. Based on 1998 data, carried out by Data Monitor UK NTPC is the 6th largest in terms of thermal power generation, and the second most efficient in terms of capacity utilization amongst the thermal utilities in the world. The vision, core values, mission and objectives of the company are as given under.

Vision

To be one of the world's largest and best power utilities, powering India's growth.

Core values

- Customer Focus
- Organizational Respect and Trust
- Initiative and Speed
- Total Quality

Mission

- Make available reliable and quality power in increasingly large quantities at competitive prices and ensure timely realization of revenues.
- Adopt a broad based capacity portfolio including hydro- power, LNG, nuclear power, and non-conventional and eco-friendly fuels.
• Plan and speedily implement power projects using state of the art technologies.
• Be an integrated utility by implementing strategic diversifications in areas such as power trading, distribution, transmission, coal mining, coal beneficiation etc.
• Develop a strong portfolio of profitable businesses in overseas markets including technical services, generation assets etc.
• Continuously attract and develop competent and committed human resources to match world standards.
• Lead fundamental and applied research for adoption of state-of-the-art technologies, breakthrough efficiency improvements and new fuels.
• Lead developmental efforts in the Indian power sector including assisting state utility reform, policy advocacy etc.
• Be a socially responsible corporate entity with thrust on environment protection, ash utilization, community development and energy.

Objectives

• To add generating capacity, within the prescribed time and cost.
• To operate and maintain power stations at high ensuring minimum cost of generation.
• To maintain the financial soundness of the company by managing the financial operations in accordance with good commercial utility practices.
• To develop appropriate commercial policies leading to remunerative tariffs and minimum receivables.
• To function as a responsible Corporate Citizen and discharge social responsibility in respect of environment protection and rehabilitation. The company will strive to utilize the ash produced at its stations to the maximum extent possible through production of ash bricks and cement building materials, etc.
• To adopt appropriate human resource development policies leading to creation of a team of motivated and competent power professionals.

• To introduce, assimilate and attain self-sufficiency in technology, acquire expertise in utility management practices and to disseminate knowledge essentially as a contribution to other constituents of the power in the country.

• To develop Research & Development (R & D) for achieving improved plant reliability.

• To expand the consultancy operations and to participate in ventures abroad.

Growth

National Thermal Power Corporation has been the power behind India’s sustainable power development since November 1975. Contributing 26% of the country’s entire power generation, NTPC today lights up every fourth bulb in the country. With ambitious growth plans to become a 56,000 MW power company by 2017, NTPC the largest power utility of India has already diversified into hydro sector. Further Initiatives for greater organizational transformation have been approved Under PROJECT DISHA. Excellence in Power Generation, with a commendable performance in the areas of operation and maintenance, NTPC once again surpassed all MOU targets for the year 2002-2003 in the excellent category. NTPC stations recorded the highest ever PLF of 83.6% since inception of the Corporation. Some highlights of excellence are:

• Turn over of Rs. 19984.58 crore and Net Profit after tax Rs. 3607.57 crore

• With 19% of the country’s installed capacity. NTPC contributed 26% of electricity

• Generated 140.85 Billion Units (Bu), an increase of 5.76% over previous year’s generations of 133.19 Bu. This is besides the generations of NTPC SAIL JV

Companies
• Achieved all MoU targets in the excellent rating during the year 2006-2007 for 21 consecutive year.

• Returned on Capital Employed (ROCE) and Return on Net Worth (RONW) 10.88% and 12.13% respectively.

• 1000MW capacity added during 2005-2006. The fourth 500 MW unit at Talcher-Kaniha has also been synchronized in Oct 2003.

• Capacity addition of over 9370 MW planned for Xth plan and about 11210 MW for XIth plan. Projects totaling 5300 MW capacity under various stages of construction.

**Powering Ahead with Hydro-power**

• NTPC executing 800 MW koldam 11 hydro Power Project in Himachal Pradesh.

• FR/DPR preparation for Loharinag Pala (520 MW) and Tapovan Vishnugad (360 MW) hydro projects.

**Surging Ahead with Diversification & Joint Ventures**

• NTPC Vidyut Vypar Nigam (NVVN) incorporated to tap potential of Power Trading for optimization of capacity utilization.

• NTPC Electric Supply Company Ltd. Formed to take up power distribution activities.

• Joint Venture Companies with SAIL are operating and maintaining Captive Power Plants at Durgapur Rourkela and Bilai.

• A subsidiary company, NTPC Hydro Ltd formed for development of small and medium scale hydro power projects MoU with Uttarakhal for allotment of Lata-Tapaovan Hydro Electric Project (108 MW) to NTPC Hydro Ltd.
• A JV Company with 49% equity participation by NTPC and 51% by Railways will be incorporated to set up a 1000 MW Power plant at Nabinagar in Bihar.

• NTPC Tamil Nadu Energy Company Limited has been incorporated to set up a coal based power station of 1000 MW at Ennore with Tamil Nadu Electricity Board.

• Utility Power Tech, a NTPC JV with BSEO, is constructing, erecting and supervising assignments in power and other sectors-both locally and globally.

• MoU with BHEL to take up EPC jobs, operation, maintenance and peripheral activities in India and abroad.

• As a part of its globalization efforts, NTPC is pursuing business opportunities in Oman, Saudi Arabia, Iran and UK. It has been invited by a prospective investment in UK to do due diligence of two coal-based power stations by undertaking O&M activities.

Over the last three decades, NTPC has spearheaded development of thermal power generation in the Indian power sector. In this process, it has built a strong portfolio of coal and gas/liquid fuel based generation capacities. The company has made initial forays in the area of hydropower development and plans to have a significant share of hydro power in its future generation portfolio. Although NTPC is also offering technical services, both in domestic and international markets, through its Consultancy Wing, the generation business would continue to be the single largest revenue generator for NTPC.

The Indian power sector is witnessing several changes in the business and regulatory environment. The legal and policy framework has changed substantially with the enactment of the Electricity Act 2003. In the foreseeable future, India faces formidable challenges in meeting its energy needs. Recently, a draft integrated energy policy has been issued, which addresses all aspects including energy security, access, availability, affordability, pricing, efficiency and environment. To meet the twin objectives of ensuring availability of electricity
to consumers at competitive rates, as well as attract large private investments in the sector, a new Tariff policy has also been issued. The power sector thus offers a mixed bag of challenges and opportunities to players and NTPC would continue to review its business strategy and portfolio in light of these changes.

Growth of the Generation Business

Developing and operating world-class power stations is NTPC’s core competence. Its scale of operation, financial strength and large experience serve to provide an advantage over competitors. To meet the objective of making available reliable and quality power at competitive prices, NTPC would continue to speedily implement projects and introduce state-of-art technologies.

Total capacity portfolio

India’s generation capacity can be expected to grow from the current levels of about 120 GW to about 225-250 GW by 2017. NTPC currently accounts for about 20% of the country’s installed capacity and almost 60% of the total installed capacity in the Central sector in the country. Going forward, in its target to remain the largest generating utility of India, NTPC would endeavour to maintain or improve its share of India’s generating capacity. Towards this end, NTPC would target to build an overall capacity portfolio of over 66,000 MW by 2017.

Fuel / Energy mix for capacity addition

Currently, coal has a dominant share in the power generation capacities in India. This is also reflected in the high share of coal-based capacities in NTPC’s current portfolio. With high uncertainties involved in Domestic gas/ LNG, both in terms of availability and prices, NTPC
would continue to set up large pit-head coal based projects, including few integrated coal cum power projects. To reduce the dependence on fossil fuels, there is a need to push for renewable sources of power in the sector. NTPC would avail of opportunities to add hydropower to its portfolio subject to competitive tariffs. A first step in this direction has already been taken with the investment in Koldam Hydro Power Project. NTPC would continue to closely monitor developments on nuclear front also and be open to setting up around 2000 MW of Nuclear power generation capacity, possibly through a Joint Venture. As a leader in power generation, NTPC would also consider other energy sources such as biomass, cogeneration, fuel cells, etc for future development thereby reducing the dependence on thermal fuels.

While a decision on the fuel/energy mix for NTPC in the future would be largely governed by their relative tariff-competitiveness, the fuel mix in 2017 may be different from the existing portfolio, though not very significantly.

**Diversification along the Value Chain**

NTPC has achieved the distinction of being the largest thermal generating company in India. In the past, this focus was adequate as the industry was highly regulated with limited diversification opportunities. Over last few years, the country has been facing acute shortages, both in coal and gas, severely affecting optimum utilisation of its power stations and these shortages are likely to continue in future as well. This is in spite of the fact that India is one of the largest producers of coal in the World. To safeguard its competitive advantage in power generation business, NTPC has moved ahead in diversifying its portfolio to emerge as an integrated power major, with presence across the entire energy value chain. In fact, to symbolise this change, NTPC has taken on a new identity and a new name “NTPC Limited”.
NTPC has recently diversified into coal mining business primarily to secure its fuel requirements and support its aggressive capacity addition program. In addition, NTPC is also giving thrust on diversification in the areas of power trading and distribution. Diversification would also allow NTPC to offer new growth opportunities to its employees while leveraging their skills to capitalise on new opportunities in the sector.

**Establishing a Global Presence**

To become a truly global company serving global markets, it is essential for NTPC to establish its brand equity in overseas markets. NTPC would continue to focus on offering Engineering & Project Management Services, Operations & Maintenance services, and Renovation & Modernization services in the international market. Establishing a successful services brand, would be a precursor to taking higher investment decisions in different markets. Going forward, NTPC would continue to evaluate various options for strengthening its presence in global markets, including setting up power generation capacity, acquisition of gas blocks etc.

**Circa 2017: NTPC's corporate profile**

By the year 2017, NTPC would have successfully diversified its generation mix, diversified across the power value chain and entered overseas markets. As a result NTPC would have altered its profile significantly. Elements of the revised profile that NTPC would seek to achieve are:

- Amongst top five market capitalisation in the Indian market
- An Indian MNC with presence in many countries
- Diversified utility with multiple businesses
• Setting benchmarks in project construction and plant availability & efficiency
• Preferred employer
• Have a strong research and technology base
• Loyal customer base in both bulk and retail supply
• A leading corporate citizen with a keen focus on executing its social responsibility

In a remarkable achievement, the conducted Business Today-Hewitt Associate Best Employers Survey 2003 ranked NTPC the third best among 220 major companies in India. NTPC takes immense pride in its highly motivated and trained Human resource. The corporation continuous efforts to augment its installed capacity and improve manpower utilization have seen its Man-MW ratio improve consistently. Great importance is attached to training and development using both pre and post employment training schemes.

Distinctions and awards

For Productivity

• Meritorious Productivity Award of the Government of India to 12 Stations
• Prime Minister’s Shram Award for the 17th year, including two SHRAM RATNA
• Vishwakarma Award by Ministry of Labour Government of India
• Climate Technology Initiative Award
• M U Excellence Award of Government of India
• CII Award for Excellence in Infrastructure
• Greentech Environment Excellence Award

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• CII Award for Excellence in Infrastructure

• Green tech Environment Excellence Award

Model Employer

• National Safety Award 2002 instituted by the British Safety Council, to seven NTPC stations

• Best HR Practices Award 2002 instituted by Indian Society of Training & Development

• World HRD Congress Award instituted by World HRD Congress

  Golden Peacock National Training Award 2003 instituted by Institute of Directors to PMI

• Shell Helen Keller Award 2002 for promoting employment opportunities to disabled people

• Best Employer National Award for the welfare of physically challenged people

• Business Today-Hedwitt Best Employers Award
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TOTAL 15,480
For Social responsibility

- Plants Global Energy Award 2002 for Commitment to community development
- CORE-BCSD Corporate Social Responsibility Award 2001-2002 instituted by TERI
- ICC-UNEP World Summit Business Award for Sustainable Development Partnership

Environment friendliness

NTPC stations and the NTPC managed Badarpur Station have been accredited with ISO 14001 for sound environment management systems and practices. NTPC has planted more than 15 million trees in and around its projects to protect the environment.

NTPC's Centre for Power Efficiency and environmental Protection (CENEEP)- a resource center for development and disseminating latest technologies on Environment Management, received the Climate Protection award 2003, instituted by the US Environmental Protection Agency

Training at NTPC

NTPC is a dominant player in the Indian power sector. All India total capacity is 109,000 MW ard NTPC's share is 19.7% (21,749 MW). The financial performance of the unit is encouraging. The turnover rose to Rs 25184 crores in 2003-04 and profiles touched Rs 4905 crores. Its generation of internal resources was to the tune of Rs 6910 crores. The productivity (generation (MUS) / employees) rose from 3.55 in 1992-93 to 7.1 to 2003-04. At the same time, the attrition rate fell to 0.17 in 2003-04 from a significant 2.31 in 1995-96. From this, it is obvious that the performance of NTPC is commendable.

The training infrastructure of NTPC include:

Power management institute
• 13 training centers at power static’s

• Simulator training facilities

• Residential and recreational facilities

**Power Management Institute (PMI)**

The vision of PMI is: *To be a global institute of excellence for developing world class power professionals.* PMI was set up by NTPC in recognition of the vital role that management development has to play in the context of the challenges associated with the growth of the Indian power sector.

The cornerstone of NTPC’s learning infrastructure has the primary responsibility to enhance and upgrade the intellectual capital that exists in the organization. The institute is responsible for training and development interventions of entire executive cadre of the corporation and non-executive fraternity of the corporate center apart from providing constant support and assistance in to all employee development centers and projects.

**Location**

PMI is located on outer NOIDA road (near film city) in sector 16-A, NOIDA and faces the green belt along the Yamuna bandh. NOIDA is suburb of New Delhi, situated in Uttar Pradesh. The PMI campus is merely 2 kms away from Delhi, New Delhi and Hazarat Nizamuddin stations. The Airport is Delhi. Taxis ply up to the campus. With the opening of DND flyway, PMI is barely ten minutes drive from Lajpat Nagar, New Delhi

**Training philosophy**

The training philosophy is embodied in the goal of “Opportunity for every employee to be trained for at least seven days in a year”. Its training activity is mainly focused on:
- Competency development
- Commitment building
- Cultural transformation
- Comprehensive training systems
- Continuous learning
- Creative management practices

Training Philosophy can be crystallized in the following terms:

- To keep the organization up to date by keeping the knowledge and skills of its employees at par with the world standards.
- To enrich human resources on an ongoing basis at all levels
- To provide individuals learning opportunities and create a learning organization.

The philosophy is translated into action by the following approaches

- Aligning training to organizational objectives
- Devising systems to attain these objectives
- Monitoring training systems.

Apart from this ambitious mandate, PMI has been able to attract other power and allied sector organizations in their training and development interventions. The institute has also undertaken several research and development initiatives in line with the organizational and sectoral needs and many training programs conducted at the institute are driven by the research findings of these projects.
Infrastructure

The impressive infrastructure capable of conducting eight programs concurrently is being expanded further. An ambitious target of conducting over 175 programs based on diverse themes has been set for the academic year 2002-03. PMI infrastructure includes:

- Total area – 10 Acres

- Built up Area – 21,000 sqm

- Total Rooms for Training.
  - Prog. Rooms – 4 (cap-31)
  - Conference Room-1 (cap-35)
  - Lecture Halls -2 (cap-70/40)
  - Auditorium -1 (cap – 210)

- Residential Facilities – 509- rooms & 20- suites, and 88 Exec. Hostel rooms

- Recreational Facilities

All the lecture rooms, conference and seminar rooms are equipped with the latest teaching aids and complemented by syndicate rooms for small group activities. Power Management Institute has an elegantly designed auditorium with a seating capacity of 210 persons.

Residential facilities include 50 double seated AC rooms and 20 Suites. The recreational and sporting facilities include Swimming Pool, Physical Fitness Centre, Gymnasium, Tennis Court, Badminton Court and also the facilities of Table Tennis and Billiards. The STD booth in the premises is the latest facility added.
Computer center

The academic and computing needs of the Institute are met through a campus wide Local Area Network which supports and integrates all the computing facilities, two computer labs and administrative offices. The centralized computer labs are equipped with Compaq servers and have the capacity to train about fifty participants simultaneously, catering to both high end as well as low end user needs on Windows NT, Novell Netware and UNIX platforms. Internet connectivity is extended through a dedicated radio link. The Training Resource unit has the facilities for design and production of courseware. The significant features are:

- 30 node network
- Plans for connecting all the computers through the network
- Novell netware & Windows NT Connectivity
- VSNL lease line connectivity
- Email server for mail connectivity
- Internet connectivity through proxy server
- OLC facility for self paced learning through learner centre approach

Library

The Learning Resource Centre has an impressive collection of the latest books, data bank and information services in print as well as in electronic media. The Learning Resource Centre also has a Computer based referencing facility, Electronic Information Products (CD-ROM) and on-line access to international database.

- 8000 titles
- 80 Journals
• CD-ROM databases

• Network with DOE's computer on internet

• Plans to develop as National Information Centre on Power.

**Faculty Resource**

• Core PMI Faculty

• NTPC Expert Faculty Resource

• A Network of Eminent External Faculty

**Training strategy**

Training strategy of PMI is characterized by the following:

• Need based

• Systems approach

• Customer orientation

• Focus on product Quality

• Provide for seven days training to every employee annually

**Programs: An Overview**

The program portfolio includes:

• Management development

• Technical upgradation

• Information Systems and Technology

• Induction level Training

• Programs on Sectoral Issues

• Customized programs
Power Management Institute’s Portfolio of programs and activities is shaped by sectoral needs and organizational imperatives. Critical issues and key concerns at the sectoral and organizational level have played a major role in determining the agenda for the training programmes. A systematic assessment of training needs has also provided the basis for the institute’s activities.

In the category of Managing the Organization’s new initiative which has been planned is ‘Takeover of power stations’—which is designed to take into account the entire gamut of activities involved in takeover process, drawing on NTPC’s own rich experience in this area. The programs of Executive Directors and Business Unit Heads will continue to focus on the facets of leadership, team building, core values and strategic management issues aiming to give a strategic orientation to business in the turbulent global and domestic business environment.

In the area of ‘Developing General Managerial Competence’ programmes such as ‘Capsule Course of General Management and Enhancing Managerial Competence’, the aim is to develop role related competencies. Some of the new ventures in this area are “Economic Value Added and ‘Workshop on New Accounting Standards’, ‘Developing Lead Assessors’ comprising quality initiatives and program on ‘ Receivable Management’ taking into account the current organizational reality and sectoral challenges. The new initiatives in the category of ‘Enhancing technical Expertise’ consists of ‘Program on Water harvesting’ – which reflects sensitivity to an entirely new dimension of environment concern, ”Design and Construction of Steel Structures : Awareness of IS-456” and ‘Operation and Maintenance of Hydro power Plants’. The fountain head of change today, information technology has permeated every aspect of our lives and will no doubt continue to be a major driver of change. The institute is organizing a wide array of programs on IT, ranging from ‘E-commerce. Network Security’
"Internet and Intranet for Business Application" to Java programming" and "Web publishing" etc.

In the sphere of institution building and development, with a view to strengthening the faculty profile, PMI has created the resource of Adjunct Faculty. The Adjunct faculty of PMI, consisting of eminent academicians and professionals will be invited on a need basis.

Apart from training programs, PMI also offers the following services:

- Long duration programs for executive trainees.
- To conduct various departmental examinations, dramatics and other fine arts.
- M. Tech in power generation technology in association with IIT, Delhi.
- B.S program in power engineering in association with BITS, Pilani.
- Professional update sessions where in discussions are held after screening of management and technical films.
- Open Learning Services.

**Training approach**

Training is linked to employee development and performance. It involves four major steps.

- Training needs assessment
- Training plan
- Course design & implementation
- Evaluation
3.1 NTPC Approach to Training

- Conduct Training Needs Analysis
- Priorities training areas
- Training Design and Delivery
- Training Plan Monitoring

3.2 Planned Interventions

- Executive Development
  - Foundation course
  - Capsule course
- AMP with Global Leadership
- Enhancing Managerial Competency
- Advanced Management
- Career Progression

Competency

Executive E1
Dy. Manager
Manager
Sr. Manager
OM/EE
DGM/AGM
The training needs identification process is, as such based on two sources.

(i) **Organizational needs**
- Organizational change initiatives
- Business diversifications
- System improvement initiatives
- Performance management system
- Employee development needs.

(ii) **Career needs**

Based on evaluation of individual needs identified by appraisals, by development centers, 360 degrees feedback, and psychometric tools also as inputs.

**Methodologies**

PMI is adopting innovative training methodologies. They include: Experiential learning, study and outbound training.

The pedagogical tools include:

- Management games
- Role plays, exercises and case studies
- Study syndicate exercises
- Project work research
- Compulsory
- Self learning through e-learning courses
- Quizzes
• Rotational on – the job training for new recruits

• Skills development through simulators and CBT

• Theatre workshop for personality development

• Corporate social responsibility – one week experiential learning in villages

• Social etiquette training

• Specialized training for Physically Challenged

The organization development initiatives are:

• Team building

• Culture and attitudinal change

• Leadership development

• Communication

• Performance counseling

**Evaluation**

The training function and programs are evaluated based on the following methods:

- Participant’s feed back

- Pre and post tests in select programs

- Annual survey of customer satisfaction

- Periodic training impact assessments for role linked planned interventions

- Bench marking with other institutions.

The customer index rating was 8.2 out of 10 and program rating was 3.40 to 3.95, on a 4 point scale. A selection of participants feed back statements is:
• Improved my understanding and acceptance of change
• Very well planned and coordinated programs
• Learnt how to develop positive attitude
• Understood many concepts & techniques & enhanced managerial skills
• New Technical inputs
• Broadened my views & way of looking at things Innovative initiatives in Training & Development

The PMI activities are made innovative by the following initiatives.

• PMI Advisory Council
• e-Enabled on-line training need assessment
• Employee wise nomination for programmes done in advance for the whole year
• Participants' alumni networking - e-mails & follow-up programmes
• Faculty Development Initiatives - Tenure posting of faculty
• Integrated Family development Programmes.

Achievements

PMI received ISO-9001 quality management accreditation of T&D and NTPC received golden peacock a ward in 2003 for T&D. The total training investment of NTPC is Rs 45 crores. The training investment as percentage of employee cost is about 4.5%.

The clients of PMI include the following.

• Nuclear power Corporation
• Power Finance Corporation
• ABB
• Siemens
• Reliance
• Grasim
• APGENCO
• Punjab State Electricity Board
• GIPCL
• Other organizations in the power sector

PROGRAMME CONDUCTED BY NTPC

1 ENHANCING GENERAL MANAGERIAL COMPETENCE AND SKILLS

a) Interpersonal Effectiveness & Team Building
b) Training of Trainers
c) Building Leadership Excellence
d) Change Management in Power Distribution (DRUM Programme)
e) Service Marketing
f) Developing Resilience Thru Positive Attitudes
g) Effective Communication & Presentation Skills for Managerial Effectiveness
h) Managerial Effectiveness
i) Managing the Training Function
j) Enhancing Self & Interpersonal Effectiveness Through MBTI
k) International Conference on Management Cases in Power and Energy Sector
l) Sharpening Business Competence through NLP
m) Developing Appreciative Enquiry Skills
n) Changing Paradigms of Leadership-The Global Perspective
o) Utility Change Management: International Experiences

p) International conference on Corporate Governance in PSUs: Global Practices

II UPGRAADING FUNCTIONAL SKILLS

a) Cost Optimization and Productivity Enhancement Through Value Analysis

b) Virtual Programme on Finance for IT Executives

c) Prioritizing quality Initiatives Through “Cost of Poor Quality”

d) Stress Management and Enhanced Productivity

e) Emotional Intelligence for Self Effectiveness-Experiential Learning Through Outbound

f) Financing Power Projects

g) Quality Tools for Problem Solving and Decision Making

h) Making Effective Presentations

i) Strategic Cost Management


k) Integrated Contracts Management

l) Workshop on Research Methodology

III CAREER-LINKED PLANNED INTERVENTIONS

a) Enhancing Managerial Competence

b) Advance Management Programme

c) Finance Management Programme

d) Employee Development Programme
IV ENHANCING TECHNICAL EXPERTISE

a) Electro and Hydro Mechanical Equipments for Hydroelectric and Pump Storage Projects

b) A Seminar on Coal Mining and Coal Washeries

c) Turbine Governing Systems

d) Nano Technology Development and its Applications

e) Workshop on EHV Switchyard Equipment and Systems

f) Regulation of Distribution Business (DRUM Programme)

g) Track and Bridge Maintenance

h) Welding Technology and Non-Destructive Testing

i) Hospital Management

j) Best Practices in Distribution Loss Reduction (DRUM Programme)

k) Mining Engineering and Emerging Technologies

l) Chemistry HODs Workshop

m) Workshop on Boiler Performance Optimization

n) Super Critical Technology

o) Metallurgical Aspects in Power Plants

p) Testing and Adjustment of Pipe and Hangers

q) Electrostatic Precipitator-New Developments and Performance Optimisation

r) Workshop on Knowledge Based Maintenance

s) Digital Distributed Controls and System Integration

t) Turbine Balancing

u) Silt Assessment and Removal Techniques
v) Workshop on Major Overhauling of Gas Turbine

w) Maintenance of Locomotives and Wagons

x) Certification Programme for Vibration Analyst Level-3

y) Relay Protection and Switchyard Equipments

z) Latest Techniques and Methodology in Concrete Technology
   i) Maintenance Strategy – Innovative Approaches
   ii) Environment Management
   iii) Regulatory Framework of Power Sector
   iv) Distributed Generation for Rural Electrification
   v) Advance Course on Super Critical Technology
   vi) Familiarisation Programme on Coal Mining and Coal Washeries
   vii) Technological Developments in Electrical Drives
   viii) Coal Quality & Boiler Performance
   ix) Rock Mechanics
   x) Workshop on Coal Handling Plant
   xi) Installation and O&M of High Capacity D.G.Sets
   xii) Power Trading
   xiii) Geographical Information System

V INFORMATION TECHNOLOGY PROGRAMMES

a) Auto CAD 2004 Upgrade Training

b) Primavera

c) Visual Basic 6.0 – Fundamentals

d) Microsoft Excel Proficiency
e) Application Development using Excel and VBA
f) Fundamentals of MS Access
g) Oracle 9i DBA
h) Application Development using Access and VBA
i) PC Trouble Shooting and Maintenance
j) Object Oriented Programming using C++

VI EMPLOYEE DEVELOPMENT PROGRAMME

a) Take on the Challenge (Differently Abled Employees)
b) Computer Operation Training for the Visually Challenged
c) Communicating in Sign Language
d) Reservation Policy
e) Finance Function for Orthopaedically Challenged Employees
f) Computer Operation Training for the Visually Challenged
g) Simulation Exercise for Disability Awareness & Sensitization
h) Scaling the Peak of Professional Excellence

VII LONG DURATION PROGRAMMES

a) Executive Trainees’ Programme
   i) Engineering (Electrical, Mechanical, Civil, Information Technology, Instrumentation, Geology & Mining).
   ii) Human Resource.
   iii) Finance.
b) M. Tech. Programme
c) PGDBM Programme
PMI PROGRAMME INFORMATION

Chart 3.3 PROGRAMME CONDUCTED

Chart 3.4 NO OF PARTICIPANTS
Chart 3.5 PROGRAMME DAYS

Chart 3.6 MAN DAYS