

Context

As the power sector began to be deregulated, the National Thermal Power Corporation (NTPC) felt that they must gear up to face the competition. A sure requirement was to build the competency of their employees in the following areas:

Develop a positive attitude to enable better working relationships among employees

Understand the importance of internal customers for higher productivity

Foster effective teamwork at the senior management level

Enable employees to internalise and implement core values

Target Audience

All levels of NTPC employees

NIS Sparta's Solution

NIS Sparta proposed a comprehensive solution that covered all of the identified concerns. The solution included customised as well as off-the-shelf programs. The entire solution was implemented in multiple phases

Implementation Details

The project was conducted in following four phases:

Phase I

3500 executives of 14 NTPC plants were trained by the year 2001 on the attitudinal program "Adventures in Attitude®". The program helped develop a positive attitude at workplace and better work relationships.

Phase II

From 2000 – 2002, NIS Sparta partnered with NTPC to deploy the core values "COMIT". NIS Sparta created customized, vernacular content for the interventions, enabling shop floor workers and supervisors to imbibe and live the core values.

Phase III

In 2001, NIS conducted a detailed diagnostic study to review the effectiveness of teams and identify blocks to team functioning so as to enable top management develop synergy among teams for greater effectiveness and efficiency. Post the diagnostic study, NIS conducted a “team effectiveness” workshop for the top management at each plant.

Phase IV

Post 2003, NIS Sparta implemented a programme for sustaining the campaign. Sustainability champions were identified and oriented at each NTPC plant for ensuring that the learning is not lost. These sustainability champions had the responsibility of coaching and mentoring peers/subordinates at workplace, so that they are able to apply the skills developed during the training programs in real situations.

PMS-NTPC

Overview

NTPC desired to reform its PMS and thus got a new appraisal system designed by a leading Consultancy to do it. This was sometime in 2005/6. They desired to make the appraisal process as Objective as possible.

This was done over a period of more than a year and then rolled out across the organisation and its projects spread Pan India. The initiative was under the Name PACE-performance Appraisal and Competency Enhancement.

The implementation found some challenges in terms of acceptance, objective evaluation, oral and written Feedback as well as coaching for competency enhancement. This was to be linked later to R &R and future assignments. But owing to the challenges being faced NTPC decided to facilitate the challenges across their organisation by conducting training workshops for their leaders (level 4 and above—SMs/AGMs/GMs etc).

Solution

A program was designed and conducted by NIS Sparta and rolled out for SMs and above (appraising officer level). A probable number of more than 60 programs were conducted Pan India covering about 2000 senior level managers. The intervention took about more than a year to get executed. It was repeated next year for the staff recently promoted to senior positions.

NTPC took Feedback about the complete initiative internally and the client was very satisfied.

GAIL

Overview

It is a Maharatna PSU and growing very fast in the area of petrochemicals. It's a natural gas transmission company, has seven gas processing plants production of LPG and other liquid hydrocarbons and a large capacity Petrochemical Plant. It has very skilled manpower and is executive cadre oriented owing to the technical nature of its work,

NIS Association

Nis Sparta has been conducting Behaviour related soft skills program including Leadership programmes for GAIL.

Our association with this esteemed client goes back to more than 14 years. The client is very focussed on building competencies and regularly conducting both technical and non technical programmes for up skilling it's Human Resources. They have a GTI – training Institute at NOIDA for its executives as well as in Jaipur for its non executives. NIS has been actively involved at both these places. We have also conducted workshops at their PATA petrochemical Plant.