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NTPC CAREER DEVELOPMENT & SUCCESSION PLANNING POLICY

1.0 Title and Commencement

This Policy shall be called the 'NTPC Career Development & Succession Planning Policy'. The Policy shall come into force with immediate effect.


2.0 Career Development & Succession Planning Philosophy

The Career Development System shall focus on equipping executives with knowledge, skills and experience to face changing business realities and build competencies within the organization to take it to the next level of growth. The CDS shall aim to meet business as well as individual needs in order to facilitate mutual growth. NTPC's Career Development System is envisioned as a partnership between the organization and the executives to enable them to develop and grow in order to achieve strategic organizational objectives. The organization shall offer cross-functional exposure, career advancement opportunities and strategic placement to all eligible executives in an integrated, effective and systematic manner through the CDS. The Succession Planning is aimed to develop leadership pipeline and assign executives at senior positions in the organization in a clearly defined, transparent and objective manner that gives requisite credit to the executive's past performance as well as future potential. The organization shall strive to ideally identify suitable executives from within NTPC for filling up senior-level vacancies.

3.0 Career Development & Succession Planning Policy Objective

The policy shall aim to meet the following objectives:

- i. Align individuals' career aspirations with the organization's business needs
- ii. Adopt an objective, fair and transparent approach for growth and development of executives
- iii. Implement systems and processes to build a high performance

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culture.


- iv. Enhance executive morale, compliance and engagement levels
- v. Provide learning, skill building and knowledge enhancing opportunities through exposure to different functions and build competencies required for each position.
- vi. Enable in-depth understanding of the business value chain
- vii. To define clear-cut guidelines that enables the Leadership development and succession planning at senior-level positions in the organization in a transparent and fair manner.
- viii. Creating a pool of talented employees to build leadership pipeline
- ix. Groom executives for leadership positions

4.0 Career Development & Succession Planning Policy Applicability

- 4.1 The Career Development & Succession Planning policy shall only be applicable to all regular executives below Board Level on the rolls of the Company as well as those who are on secondment or deputation to subsidiaries/ joint venture companies of NTPC or organizations other than NTPC.
- 4.2 The Career Development & Succession Planning policy shall only be prospective and shall be applicable to executives upto E5 level as on the date of issue of the policy (i.e. 30.09.2017).
- 4.3 In case of existing executives in E6 & above grades necessary relaxations shall be considered keeping in view the profile of eligible executives.

5.0 Salient Features


- i. Executives shall be divided into 4 bands: E0 to E5, E6 & E7, E8 and E9.
- ii. The job-rotation across different groups of functions / sub-functions in each department shall be made to all executives as per Job Rotation Policy for overall exposure and career development of executives.
- iii. The Career Development of an individual shall be linked to diverse job exposure, location exposure, learning input through planned interventions, clearance of online e-learning functional ; cross-

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functional & DOP modules and administration of assessment tools the details of which shall be as under-

Band Change	Job Exposure	Location Exposure	Learning Input / Planned Intervention	Evaluation / Assessment
E5 to E6	Job Rotation – At least one rotation within sub functions / Main Function	-	Foundation Course	Functional / Behavioral / Competency/ Potential Assessment Tools
E6			Young Leaders Program for High Potential Performers	
E7 to E8	Job Rotation – Exposure of at least Two Main Functions except in case of excluded functions in Job Rotation	At least two project locations	Enhancing Managerial Competence	Functional / Behavioral / Competency/ Potential Assessment Tools
E8 (AGM)			Advance Leaders Program for High Potential Performers	
E8(AGM) to E8(GM)	3 yrs as HOD 2 yrs. Cross-functional Exposure through Tenure Postings is desirable	10 yrs at Project locations in two separate Regions	Advanced Management Program	Functional / Behavioral / Competency/ Potential / Leadership Assessment Tools

- iv. The key talent and high potential performers are to be identified at E6 levels and groomed for the leadership pipeline.

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- v. The talent identification is to be done based on Performance, Competencies and Potential of an executive through Talent Identification Matrix.
- vi. These high potential performers shall be given exposure of other functions through specialized training modules.
- vii. The high potential performers in E8 (AGM) grade shall be provided with cross-functional exposure (not related to his main function) through tenure postings before the executive reaches E8 (GM) level. The examples of functions in which tenure postings can be made are Corporate Planning ; Commercial ; PP&M ; Business Excellence ; PMI / RLI ; Energy Conservation ; HR; CSR / R&R ; EMG ; Ash Utilization; APDRP ; JV & Subsidiaries ; Consultancy ; CENPEEP ; Safety ; Vigilance ; New Project Group ; Inspection Office ; Operation Services ; P&S ; FES ; FQA. These executives can also be given tenure postings in JVs/New Ventures to hone their leadership skills.
- viii. The following posts comprise the leadership positions in the organization-

Business Head	FUNCTIONAL HEAD
RED ; HOP/BUH ; CEO/MD	CP ; CC&M ; ENGG ; NETRA ; IT/ERP/COMM ; CONSULTANCY ; OS ; EMG/SAFETY ; FINANCE ; HR ; VIGILANCE ; COMPANY SECRETARY; MINING; COMMERCIAL ; PP&M

6.0 Qualifying Requirement for Leadership Positions


Leadership Position	QR
Regional Executive Director	<ul style="list-style-type: none"> • Exposure of Project /Station for 10 years at min 2 locations in 2 separate regions & • Min 3 yrs as HOP/BUH



	<ul style="list-style-type: none">• Exposure to Corporate Functions / JV in leadership role shall be added advantage
Executive Director (Engineering)	<ul style="list-style-type: none">• Exposure in Engineering for min. 10 years&• Mandatory exposure of min. 2 functions&• Mandatory Project site exposure of at least 3 years• 3 yrs as HOD in concerned functional area is desirable <p>Note- In Engineering the minimum entry level shall be at E4 level.</p>
Executive Director (Coal Mining)	<ul style="list-style-type: none">• Exposure in Coal Mines for min. 10 years at min. two locations&• Min 3 yrs experience as Project Officer&• 1st Class Mines Manager Certificate of Competency&• Mandatory exposure of min. 2 functions



Executive Director (HR/Finance/C&M)	<ul style="list-style-type: none">• Exposure of Project site /Station for 10 years at min 2 locations in 2 separate Regions &• 3 yrs as Group Head / Regional Head of HR/ Fin./ C&M in CC/RHQ OR 5 yrs as Head of HR / Fin. / C&M at Project site / station &• Mandatory exposure of min. 2 functions / sub-functions
Other Functional Executive Directors (OS/ PP&M/ Consultancy/ Safety/ Commercial/ FT/ FM/ BD)	<ul style="list-style-type: none">• Exposure of Project /Station for 10 years at min 2 locations in 2 separate regions &• Mandatory exposure of 5 years in O&M/ Project Construction & Erection• 3 yrs as HOD in concerned functional area is desirable
HOP/BUH/CEO/MD	<ul style="list-style-type: none">• Exposure of Project site /Station for 10 years at min 2 locations in 2 separate regions &• Min 3 yrs experience as Head O&M / Maint./Fuel Mgmt./ TS/ Projects / Others* (in case of CEO/MD of JVs / Subsidiaries having diverse business portfolios)

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	<ul style="list-style-type: none"> Exposure of different functions through tenure postings shall be added advantage <p>Note-For CEO / MD positions in JVs/ Subsidiaries with diverse business portfolios the QR shall be based on the area of operation and shall be notified separately in SOP.</p>
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7.0 Procedure

The detailed Standard Operating Procedure for the scheme shall be circulated in due course of time

8.0 Delegation of Power

- The delegation of Power shall be as per DOP provisions in Section IV of DOP 2018 and Appointment Policy.
- Powers to amend, modify, relax in the rules are vested with CMD

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RECORD OF REVISIONS

Section-Clause No.	Revision No.	Revision Date	Amendment Details
0409-Record of Revisions	0	15.03.2019	HR Policy Manual Update

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