

TRAINING POLICY FOR DIRECTORS OF NTPC

1.0 Objective and Eligibility:

The Training Policy aims at providing Orientation & Training programs to be offered to the Board of Directors NTPC. It aims at building leadership qualities and providing a platform to share the knowledge, skills and experience gained to and by the Directors.

The process owner for implementation of the Policy will be Power Management Institute of NTPC. The process owner shall be responsible for implementation and adherence to all policy guidelines.

2.0 Programme Coverage, Frequency, Duration and Framework

2.1 For New Board Members – The endeavour will be to provide training (within India) within three months of the appointment of the new Director for a minimum period of three days.

2.1.1 For Independent Directors, endeavour will be to provide familiarisation training within 3 months of the appointment, by visit to one of the NTPC stations, for 3 days with PMI Faculty.

S.No.	PROGRAMME MODULE
1.	Power Sector Scenario & Applicable Acts and Laws Company Information Module <ul style="list-style-type: none">- Details of Existing and on-going projects- Details of JVs and Subsidiary Companies- Organisation Structure- Vision, Mission, Objectives, Processes, Systems (DOP)- Strategy/Business Plan – MoU Targets- Current Issues and Challenges- Commercial Issues – fixation of tariff by CERC- Risk Management- Code of Conduct- Code for Prevention of Insider Trading-
2.	Plant visit (for familiarisation with Gas, Thermal and Ash Business)/Hydro
3.	Corporate Governance Module (Role, Responsibilities and duties of Functional, Independent and Government Nominee Directors)

2.2 For Existing Board Members: The endeavour will be to provide training (within India) for a minimum period of three days once in every two years.

2.2.1 All Functional Directors have to be given the opportunity to attend foreign training programmes (of upto 2 weeks duration) at the globally acknowledged centres of learning located in reputed international universities/institutes.

After attending such a foreign training programme (of upto 2 weeks duration), a Director will be required to complete a cooling-off period of one (01) year before they can be considered for another foreign training programme.

- 2.2.2 Top Team Retreat for Functional Directors to be conducted once a year, for 3 days, with External/PMI Faculty.

S.No.	PROGRAMME MODULE
Core Areas	
1.	Applicable Acts and Laws
2.	Enterprise Risk Management
3.	Sustainability Issues
4.	Corporate Governance & Ethics
5.	Role of Directors in guiding various functions of the Company
6.	Industry update and changes in various regulations and laws
7.	Greater oversight and higher level of financial and accounting expertise
8.	Changes in Economic scenario of India vis-a-vis global trends
Other Areas	
1.	Emotional Intelligence in management and Leadership
2.	Meeting investor expectations for improved financial reporting and disclosure
3.	Handling Difficult People and Situations – Resolving conflicts
4.	Networking and representing the organisation
5.	Strategic planning and thinking – turning the Vision into reality
6.	Leadership Ability
7.	Yoga and Meditation
8.	The Art of Living

2.3 Frequency of Training Programmes

- 2.3.1 It will be endeavoured to conduct the above mentioned programmes, through training (within India), after the appointment of new director for a minimum period of three days after appointment to the Board and for existing director, once on two years or as may be suited to the Directors
- 2.3.2 In order to let the Company benefit from the investment in the training/ learning of Directors, endeavour has to be made to ensure that they are sent for training before they enter into the last year of their stint as Director.

2.4 Framework

Industry experts and experts from reputed consulting agencies/ persons shall guide the Directors on strategy, Business plan, challenges before the power sector and company.

Company Information shall be provided by Senior Executives of NTPC.

3.0 Partners of Training

- 3.1 Reputed Consultants, Top ranked Institutes and SCOPE will be our Training partners for the purpose of conducting such Programmes.
- 3.2 In case the number of Directors to be trained is such that an exclusive Programme is not feasible, such Directors will be deputed to training programmes conducted by SCOPE, or any of the other training partners mentioned above.
- 3.3 For managing and directing the activities of a Maharatna organisation, it is necessary for the Functional Directors to get exposed to the global strategies, best practices and management techniques so as to steer the company towards reaching and sustaining globally comparable levels of excellence in its various aspects. Therefore, Functional Directors have to be given the opportunity to attend foreign training programmes (of upto 2 weeks duration) at the globally acknowledged centres of learning located in reputed international universities/institutes. After attending such a foreign training programme (of upto 2 weeks duration), a Director will be required to complete a cooling-off period of one (1) year before they can be considered for another foreign training programme.
- 3.4 For Independent Directors, endeavour will be to provide familiarisation training within 3 months of the appointment, by visit to one of the NTPC stations, for 3 days with PMI Faculties.
- 3.5 Top Team Retreat for Functional Directors to be conducted once a year, for 3 days with External/ PMI Faculty.

4.0 Budget

All expenditure incurred on Training Programme for Board Members with respect to faculty honorarium, transport, boarding and lodging, course material, hospitality and venue will be borne by PMI.

5.0 TA/DA

Independent Directors will be eligible for TA/DA for attending training programmes at par with TA/DA admissible for attending Board Meetings.
