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## NTPC Job Rotation Policy – “Samarth”

### 1.0 Title and Commencement

This Policy shall be called the ‘NTPC Job Rotation Policy-Samarth’. The Policy shall come into force with immediate effect.

### 2.0 Job Rotation Policy Philosophy

NTPC shall endeavor to provide diverse on-the-job learning opportunities to executives to enable continuous capability building as well as equip them with the requisite knowledge and skills for assuming higher responsibilities in future and in turn drive career growth.

### 3.0 Job Rotation Policy Objective

Job Rotation shall be defined as the placement of executives in functions/ sub-functions with the following objectives:

- i. To meet organizational requirement of executives having multi-function exposure
- ii. To provide executives access to a career path that is aligned to the business needs and identified competencies
- iii. To enable planned movement of employees from one job/station to another to meet operational and/or administrative requirement of the Organization from time to time.
- iv. To enable employees acquire multi-dimensional knowledge and skills for self-development, to shoulder higher managerial responsibilities through structural job rotations profile and exposure to diversified geographic and operational environment.
- v. To provide job rotation to such executives who have worked in one role for a long period of time or who’s job has repetitive or stressful elements.
- vi. To groom executives for leadership positions to be able to successfully manage cross-functional interactions and effectively resolve cross-functional issues.

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#### 4.0 Job Rotation Policy Applicability

The job rotation policy shall only be applicable to all regular executives’ upto E8 (AGM) level, on the rolls of the Company as well as those who are on secondment to subsidiaries/ joint venture companies of NTPC. In case of deputationists to other organizations, the period of deputation shall not be considered as job rotation.

#### 5.0 Job Rotation Criteria

- First job-rotation after joining of an executive may be done on completion of three years but not later than six years in the same function /sub-function.
- An executive shall compulsorily be job rotated at the time of consideration for next promotion in case of continuous working of six years or more in same function/sub-function.

#### 6.0 Selection Criteria

- Eligible executives shall be selected for job rotation based on Performance, Tenure in location, Seniority, Aptitude and working in different work environments.
- Keeping in view the organizational requirement a percentage shall be decided by Management for job rotation with promotion and other than promotion, on year to year basis.

#### 7.0 General Conditions

- The illustrative list of main functions , sub-function clusters and sub-functions is given as **Annexure A**.
- Job rotation movement shall take place across the Main functions/sub-function clusters / sub – functions
- Every job rotation should be preceded by compulsorily going through relevant modules before embarking on the new role. Such trainings shall be coordinated by PMI/RLI/ EDC at CC/Region / Unit respectively.

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- In the event of a promotion being accompanied by job rotation, the promotion shall be effective only if the recommended rotation is accepted by the executive.
- Job Rotation shall be done on completion of specified period of 3 to 5 years at Sensitive Posts
- Executives who are due to superannuate within 5 years shall be exempt from Job Rotation.
- The list of functions which are excluded from the provision of job rotation are as under –

<ul style="list-style-type: none"> <li>○ Medical</li> <li>○ Legal</li> <li>○ Company Secretary</li> <li>○ NETRA (Scientists only)</li> <li>○ Geology</li> <li>○ Chemistry</li> <li>○ Mining (Recruited specifically for Mining)</li> <li>○ Safety (Qualified safety officers)</li> <li>○ PMI (Recruited as Faculty only)</li> <li>○ Corporate Communication/ Public Relations</li> <li>○ Rajbhasha</li> <li>○ IT (Recruited specifically for ERP/Basis/ABAP)</li> <li>○ Hydro (Recruited specifically for Hydro)</li> </ul>
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- Such executives who are found to be non-performing / not aligned in the existing function can also be rotated to other function with an objective to give a chance to do better and in such cases rotation may be done even before the minimum mandatory period.
- The procedural guidelines for policy administration are enclosed at **Annexure-B**
- Modification/ cancellation/ addition/ amendment to the list of Main functions; Sub-function clusters and Sub-functions shall be done by Corporate HR department with approval of Director (HR).

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## 8.0 Delegation of Power

- Power for job rotations in Project/Station/Office shall be as under:

<b>DOP at</b>	<b>Upto</b>	<b>Full Powers to</b>
• Project/Station	E8 (AGM)	BUH
• Region	E8 (AGM)	RED
• CC	E8 (AGM)	Functional ED

- Powers to amend, modify, relax in the rules are vested with Director (HR).

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## ANNEXURE-A

### Main Functions, Sub Function Clusters & Sub-Functions for Job Rotation

Corporate Centre			
Main Function	Sub Function Clusters	Sub Functions	
Engineering	PE-Mech.	Water System	
		SG	
		CCT	
		System	
		TG	
		Piping	
		Layout	
		Material Handling	
		Station Engg.	
		Mine Planning & Design	
		PE-C&I	Boiler integral control system
			Boiler side Station C&I
			Process Engg.
			Hydro Projects
			Gas Projects
	Station C&I Control System		
	Offsite		
	HMI for entire plant		
	Simulator		
	PADO		
	TG integral control system		
	TG Side Station C&I		
	Process Engineering		
	IGCC		
	PE-Elect		Protection & Control
		System Engineering. & Evacuation System	
		Main Plant	
		Transformers	
		Switchyard	
		Switchgear	
Off-site			
Layout			
Electrical Equipment Package			



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	PE-Civil	Architecture
		Geo-Tech. Investigations Foundation
		Ash Dyke
		Reservoir
		New Projects & Off-site Structure
		Switchyard
	PE-Hydro	Survey, Geology, Geo-Tech Investigations
		Hydrology & Hydraulics
		Tunnelling & underground work
		DAM, Spillway & apparatus work
		Power house & switchyard
		Hydro-Mechanical
		Electro-Mechanical
		Infrastructure & Aux. buildings
		Penstock, Pressure Shaft, Surge Shaft
		Desilting & power intake
	R&M	Technology
		Project Engineering
	Task Force	Task Force
	Nuclear	Nuclear
	PE-Solar	PE-Solar
	PE-Wind	PE-Wind
	P&S	P&S
	Sustainable Development	Sustainable Development
	Engineering Services	Env. Engg.
		Cost Engg.
		New Proj. Group
		Lib & Doc
QA & I	QA-Electrical	Generators
		Motors
		DG set
		Transformers
		Switchyards Cables
		Switchgears
		Battery
	QA- Mechanical	SG & Auxiliaries
		ESP
		PCP



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		STG & Auxiliaries
		H2 Plant
		Hydro Projects
		CW Pumps
		FOHP
		Station piping
		Air-conditioning
		CHP
		AHP
		MRS
		DM
		PT
		CPU
		Loco.
		Wagons
		EOT cranes
		CT
		MUW System
	QA-C&I	QA-C&I
	QA-Civil	QA-Civil
	QA-SPECIALIST GROUP	QA-SPECIALIST GROUP
	INSPECTION	INSPECTION
OS	Operation	Operation
		MIS
		Technical Audit
	Boiler	Boiler
		Technical Audit
	Steam Turbine	Steam Turbine
		Technical Audit
	Gas Turbine	Gas Turbine
		Non-conventional Energy Systems
		Technical Audit
	Electrical	Electrical
		Technical Audit
	C&I	C&I
		Technical Audit
	Commissioning	Commissioning & Testing
		Formulation of Commissioning Procedures

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	Chemistry	Chemistry
	Balance of Plant (BOP)	Balance of Plant (BOP)
		Technical Audit
	SASS	SASS
	R&M	Boiler
		Turbine
		C & I
		Electrical
		Offsite
	CEETEM	CEETEM
	Planning & System Management (PSM)	Planning & System Management (PSM)
	MMSD	MMSD
		Technical Audit
	Hydro	Power House Commissioning
		Hydro Mechanical Gates
		Dam Impounding
		Reservoir Operation
		Turbine & Aux
		Generator @ Aux
		PG test & Review of Specs
	CenPEEP	Efficiency Gap Assessment, Analysis & Action Planning
		Maintenance Strategy & Diagnostics
		Efficiency Management & Analytics & Policy Support like PAT etc.
		Training & Dissemination of Efficiency & Reliability Functions
		SMART Catch (Performance Monitoring)
PP&M		PMC
		CEG
		R&M
		Project Management Audit
		Project Monitoring
Corporate Planning		MOU-Performance Management
		Corporate Affairs
		Strategic Planning
		WEC-IMC Secretariat
		RTI

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		Government & Parliamentary Affairs
CC&M		Contract Services
		Procurement
		P&S
		Corporate Materials
Fuel Security	Fuel Management - Coal	Domestic Coal
		FSA
		e-Auction
		Coal Pricing
		Policy
		Market Intelligence
		Coal Coordination & MIS
		Import Coal
		Waterways
		Mine Acquisition
		New Projects Coal allocation
		Other domestic sourcing
	Gas Sourcing	Gas Sourcing
	Gas Exploration	Gas Exploration
Fuel Transportation		Fuel Transportation
Coal Mining		MDO
		Mining
		Geology
		Engg. & Infra. Cord.
		P&S
Commercial		P&S
		Regulatory Affairs
		Commercial-Region/JV
		MIS
		CRM/PMD
Business Development		Business Development
Business Excellence		Business Excellence
REDG & Nuclear		Renewal Energy
		Distributed Generation
		Nuclear
Consultancy		Design
		O&M
		Erection



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		Marketing
Infrastructure Development		Planning & Design of Township & Special Projects
		Renovation & Upgradation of existing buildings
		Development of Land records & its use
Envt. Mgmt & Ash Mgmt.		Environment Management
		Ash Management
CSR/ R&R/LA/NTPC Foundation		CSR
		R&R
		Land Acquisition
		NTPC Foundation
Security & Coordination		Security & Coordination
Safety		Safety
NETRA	R&D	Analytical Lab
		Coal
		Corrosion
		Design
		Elect.
		Oil
		Pollution Lab/ESG
		Mech.
		Metal
		NDT
		Water Chem.
		Vibration
IT /Communication/ERP	IT Services	IT- Hardware
		IT- Software
		Infrastructure Planning
		DR-Site
		ABAP
		BASIS
		BI/BW
	IT-Communication	IT-Communication
	ERP	HCM
		FIN
		MM / SRM
		SD

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		O&M
		QA
		TS
		PM
		PS
		BW
		Commercial
		C&M
		Engineering
HR		HR- EB
		HR-ES
		HR-ER
		HR-EW
		HR-ED
		Promotions/SC-ST cell
		Recruitment
		Policy and wages
		HR-IE
F&A		Accounts
		Fin. Coml.
		Treasury
		Taxation
		Concurrence
		PF & Gratuity
		Int. Audit
		Establishment
		Int. Fin
		ISD & Bonds
		Budget

RHQ		
Function	Sub Function Clusters	Sub Functions
OS	RCC	
	Efficiency Mgmt	
	CENPEEP	
	Fuel Mgmt	Fuel Coordination
		Fuel Transportation
	Envt. Mgmt & Ash	
	Mgmt.	Environment Management
		Ash Management

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Commercial		Commercial Coordination
		Reg. Comml. Offices
PE&M	P&S/ PM/ PC	
	Reg. Engg	PE-Civil/ Infrastructure
		PE-Elect
		PE-Mech
		PE-C&I
		NPG
	R&M	
F&A		Book/accounts
		Establishment
		Fin- Commercial
LA/ R&R/ CSR		
RIO		
CEG		
IT/ ERP		Disaster Recovery Centre
		IT/ Commn.
		IT/ ERP
C&M		Contracts
		Materials
HR		EB
		ED
		ES
		IE
		PR
		Law
		Hindi

Station		
Function	Sub function cluster	Sub functions
Operations		Main Plant Operations
		Housekeeping/ Plant Betterment
		Offsite
		Commissioning & Testing
		EEMG
Chemistry		Water Treatment Plant
		Water/ Steam Chemistry
		Central/Express Lab
		Stack Emissions/Effluents/Environment



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		Fuel - Coal/ Oil
Mechanical Maintenance	Turbine Maintenance	Turbine & Auxiliaries
		Pumps/ Pipelines & Valves
		Condenser
		Heater
		Compressors & Compressed Air System
		Air Conditioning & Ventilation
	Boiler Maintenance	Pressure Parts
		Burners & Valves
		Duct & Dampers
		Fuel Oil Pump House
		Rotating Machines : Fans
		Rotating Machines : APHs
		Rotating Machines : Mills & Feeders
	AHP Maintenance	ESP
		Ash Handling Plant
		Ash Dyke Mntc.
		DAETP & Transport Ash Compressor Mntc.
		Fire Fighting Equipment/Fire Protection System
	Offsite Maintenance	System
		Cooling Tower & Cooling Water
		Raw Water & Other Pump House
		DM Plant/ Water Treatment Plant
		ETP/LWTP
		Drinking Water System
		Fuel Handling System
	Mech. Maint. (other areas)	HRSG Maintenance
		Specialty Repair Facility
		Workshop
		Autobase
		Mech. Maint. Store
Electrical Maintenance	Main Plant Elect Maint	HT/LT Motors
		HT/LT Switchgears
		Transformers
		Exct & Prot, Heavy Elect Equipmt
		Lighting & Illumination
		Hydrogen Plant, A/C & Ref



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		132/440 KV Equipment, Testing, Relays & PLCC
		PA System
		Shift Maintenance
		Switchyard
		ESP, Battery charger, Soot Blower
		Electrical Store
		DM Plant Equipment
	CHP Elect Maint	CHP Elect. Mtc.
		Workshop
C&I Maintenance		Boiler & Auxiliaries
		Turbine & Auxiliaries
		SCADA
		MMI/HMI
		Offsite
		Shift Maintenance
		DAS/ ACS/ DDCMS
		Lab
Plant Civil Maintenance		Civil Maintenance
		Ash Dyke & Ash Pond
Fuel Management	Fuel Handling/CHP	Mechanical Maintenance
		Electrical Maintenance
		Operations
	Fuel Transportation/MGR	Mechanical Maintenance
		Electrical Maintenance
		Operations
Envt. Mgmt & Ash Mgmt.		Environment Management
		Ash Management
MTP		Short Term Planning
		Long Term Planning
		Condition Monitoring
		Spare Part Development
R&M		Mech
		Civil
		Elect
		C&I
Simulator Training		Simulator Training
Business Excellence		Business Excellence
Technical Services		P&S

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		FES
		FQA
IT & Communication		IT
		Communication
Safety		Safety
F&A		Books/Accounts
		Bills
		Fuel Payments
		Concurrence
		Establishment
C&M		Contracts
		Purchase
		Stores
HR		EB
		ER
		ED
		ES
		Emp Welfare
		CSR / R&R
		Rajbhasha
		Recruitment
		Public Relations
		IE
		EDC
Township Administration		Civil Maint.
		Elect. Maint.
		Water Supply
		Horticulture

Greenfield		
Function	Sub Function Clusters	Sub Functions
Civil Construction	Main Plant Foundation	Boiler
		TG & TG Hall
		AHP Civil
		Switch yard
		Fabrication & Steel Structure
		Chimney
		Ash Dyke
		CW System
		CHP



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	Cooling Towers	
	MGR	
	DM Plant & Water Treatment Plant	
	Township Construction FOPH, FWPH, CWPH	
Mechanical Erection	Boiler	Pressure Parts
		Duct & Dampers
		ESP
		Rotary Parts & fans
		Milling System
	Water System	PT+DM+CPU
		LP+FP
		CW+CT
	Coal Systems	CHP
		AHP + Ash Water Circulation
		AC & Ventilation
	TG	TG
		BFP
		PCP
		H&D
		CEP
Electrical Erection		Cabling & Station Lighting
		HT/LT Switchgear
		Switchyard
		Transformers
		GCB+11 KV+DG Set + DC batteries
		Offsite & Township
C&I Erection		Boiler & Auxiliaries
		Turbine & Auxiliaries
		Offsite
		MMI/ HMI
F&A		Books/Accounts
		Bills
		Fuel Payments
		Concurrence
		Establishment
C&M		Contracts
		Purchase

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		Stores
HR		EB
		ER
		ED
		ES
		Emp Welfare
		R&R
		Rajbhasha
		Recruitment
		Public Relations
		IE
		Land Acquisition

Mining		
Function	Sub Function Clusters	Sub Functions
Land Acquisition/ R&R/CSR	CBA	
	LA	
	R&R	
Envt. & Forest Project Execution		
	Elect. Erection	
	Mech. Erection	
	Civil Erection	
Mining Operation	Mining	MDO
		Statutory Clearances
		Exploration
		Survey
		Forest Diversion
CHP Geology	Elect.	
	Mech.	
	Civil	
	Mining	

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Hydro			
Function	Sub Function Clusters	Sub Functions	
Civil Construction	Barrage Construction		
	HRT Construction		
	Power House		
	Tunneling		
	Main Dam		Power Intake/ Spillway/ Spillway chute Concreting
			Flib Bucket
			Plunge Pool
			Excavation
			Main Dam
			Quartzite Quarry
			Clay Brown Area
			Gallery Grouting
			Bottom Outlet
			Desilting
	Penstock		
Infrastructure			
Township			
Ropeway			
Mechanical Erection	Hydro-Mechanical Package	Draft tube gates & gantry	
		Bottom Outlet Works	
		Spillway gate	
	Electro-Mechanical Package		Power intake liner & gate
			Turbine, Generator & Auxiliaries
			Balance of Plant
			Decanting Trash rack
		Power House- Penstock	
	Heavy Equip. & Machines		
Electrical Erection	Township		
	Construction Power		
	Main Plant		
	Offsite/Switchyard area		
	Tunnel		
	Lighting & Illumination		
C&I Erection	Dam & Spillway		



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	Powerhouse	
Envt. Mgmt	Envt. Mgmt.	
	Catchment Area	
	Treatment	
Operation	Power House	
	Switchyard + O/p Support	
	DAM	
	Chemistry	Water-Silt
		Lub & Insulating Oil
		Drinking Water
	EEMG	Efficiency Testing
		Commercial
		Energy Conservation
	MTP	Short Term Planning
		Long Term Planning
		Condition Monitoring
		Spare Part Development
Business Excellence		
Mechanical Maintenance	TG & Governors	
	Gates, Penstock & Aux.	
Electrical Maintenance	Generator	
	Excitation	
	Motors	
	Switchyard	
	Switchgears	
	Transformers & Protection	
C&I Maintenance	SCADA	
	Turbine & Auxiliaries	
	MMI	
	CCTV & Interlocks	
	Systems	
Civil Maintenance	DAM	
	Galleries	
	Roads	
	Estate Mntc.	
Technical Services	FES	

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## ANNEXURE-B

### ***Job Rotation Policy Administration***

The following activity steps shall be undertaken for the administration of the job rotation policy for enabling executive movement across main functions and sub-functions. The process shall be implemented through on line mode to ensure compliance, monitoring & transparency etc. The process owner for such activities shall be HR in Project/Stations/Regional Hqrs./CC. HR shall act as an enabler for Job Rotation and the concerned HOD /HOP shall be responsible for Job Rotation as per policy-

#### **Step 1: Collection & Updation of data in SAP**

The concerned HR department shall ensure updation of main function/ sub-function cluster / sub function as well as data pertaining to relevant work area details for identification of eligible executives for job rotation.

#### **Step 2: Identification of eligible executives**

The concerned HOD shall compile the list of all such executives who meet the eligibility requirements in their department in terms of the criteria mentioned for job rotation with inputs from HR department and send the same to HR department for preparing the list of eligible executives.

#### **Step 3: Job rotation plan**

- i. All job rotation with promotion cases, the job rotation plan will be finalized by the Promotion Committee during the promotion process.
- ii. In all consequential cases (not considered for promotion/ non-due), the job rotation plan will be finalized by the respective HoD and BUH in consultation and inputs from respective HR.
- iii. All job rotations shall be approved by the Competent Authority on the basis of selection criteria mentioned.
- iv. The job rotation in other than promotion cases, shall be done twice on standard dates 1<sup>st</sup> April & 1<sup>st</sup> October.

#### **Step 4: Issuance of Job Rotation Order for approved cases**

Orders for job-rotations approved by the Competent Authority shall be issued by the concerned HR at site/region/corporate respectively.

 <p><b>एनटीपीसी</b> <b>NTPC</b> A Maharatna Company</p>	<p>NTPC Limited Corporate Human Resources Division <b>HR Policy Manual</b> NTPC Job Rotation Policy – “Samarth”</p>	<p>Section:0404 Issue No: III Rev.No.0 Issue Date: 25.03.2019 Updated as on: 15.03.2019 Page: 21 of 22</p>
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### **Step 5: Report to Corporate HR**

The details of all job rotations to be forwarded to Corporate HR.

### **Step 6: Training Input in new function**

All job rotations should be preceded by On the Job Training/ Simulation Training / Theoretical Training in the area where the executive is being rotated. The responsibility center for the training shall be RHOHR / HOHR.

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### RECORD OF REVISIONS

Section-Clause No.	Revision No.	Revision Date	Amendment Details
0404-Record of Revisions	0	15.03.2019	HR Policy Manual Updation

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