



BSES
Powering Delhi,
Empowering Consumers

HR Strategic Transformation in the Power Distribution Sector

Building Tomorrow's Energy Workforce Today

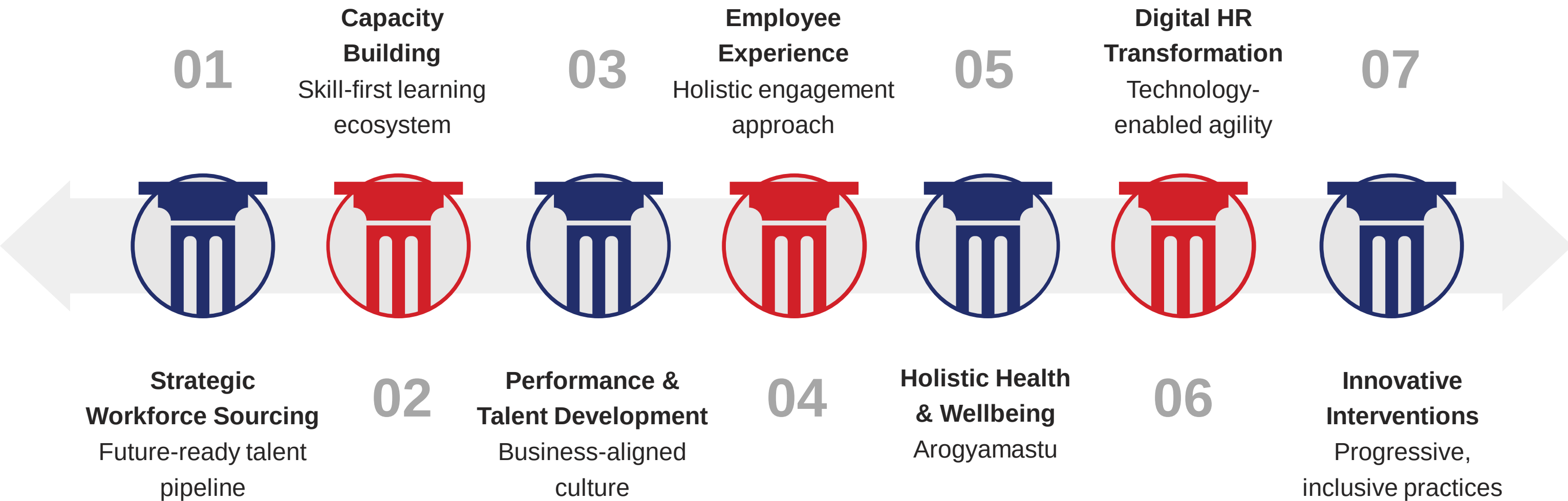
Abhishek Ranjan

CEO, BSES Rajdhani, New Delhi

23 Sep 2025

Seven Strategic HR Pillars

A comprehensive framework designed to position energy companies as talent destinations while navigating the sector's rapid transformation toward renewables and digital grid technologies.



Strategic Workforce Sourcing & Deployment

Objective :To build a future-ready talent pipeline aligned with the fast-transforming power distribution landscape(Renewable energy, EV, BESS, digital grids). With superannuation challenges and changing skills demand, the aim is to **infuse talent through multiple channels**—ensuring the right people are deployed at the right roles and right time.

Multi-Channel Talent Strategy

- Campus hiring across GETs, DETs, MTs with structured induction & outbound learning.
- Lateral hiring for critical roles with niche skillsets.
- Internal mobility & role rotations to strengthen 'One BSES' pool.
- Partnerships with skill councils (PSSC, NPTI) & industry bodies.
- Robust trainee-to-confirmation pipeline to address superannuation gaps

Capacity Building: Skill-First Learning

Objective: Create a skill-centric learning ecosystem to keep pace with rapid technology and regulatory shifts

Digital & Analytics

Advanced data capabilities for smart grid operations and predictive maintenance MDP on Business Intelligence, Data Visualization and Data Mining (Power BI & Tableau)

Renewable Technologies

EV charging infrastructure, battery storage systems, and solar rooftop expertise

Safety & Compliance

Regulatory certifications aligned with national standards & industry requirements

Cohort-based programs and partnerships with premier institutes ensure workforce readiness for rapid technology shifts in the energy sector.

Sr. No	Initiative / Project	Objective / Outcome	Job Roles to be covered
1	Project SETU (Service Excellence Through Understanding)	Building empathetic communication, proactive service mindset, and stronger customer relationship management.	Telephone Operator Commercial Officers Recovery Officers Executive - KCC billing , Recovery, 11 KV P&C EHV & 11kV
2	Project DRISHTI (Data-Driven Insights & Solutions for High-Impact Transformation Initiative)	Developing structured thinking, data interpretation, and root-cause analysis for effective decision-making.	SD Engineers LR engineers Executive – Grid Maintenance, 11kV Power Restoration, EHV Protection
3	Project NAYAN (Nurturing Agile and Yield-Oriented Action in Navigators)	Strengthening people leadership, team collaboration, motivation, and performance management capabilities.	SDO AMPS DH & DCs
4	Project NAYAK (Nurturing Accountability in You And the Karmayogi)	Instilling ownership, ethical conduct, and a results-driven attitude across all roles and functions.	Store Keeper Cashier Executive Store
5	PSSC Certification	Up-Skilling Compliance CEA guidelines	Linemen
6	Urja Yodhdha (Refresher Training) in collaboration with NPTI	Enhancing linemen's safety, technical proficiency, and workplace conduct through refresher sessions on operational best practices, regulatory compliance, and POSH awareness	Linemen, Assistant Linemen & Supervisor Numbers Covered as of Jul'25 – 2122 Total to be covered 3757
7	Digital Dexterity (AI & Prompt Mastery)	To empower employees with practical skills in prompt engineering and AI tool usage, enabling faster problem-solving, smarter decision-making, and improved productivity through effective digital fluency.	Across the organization Senior Leadership & Dept wise interventions
8	Privacy First – DPDP Leadership Workshop	To equip BSES top management with a comprehensive understanding of the Digital Personal Data Protection Act, 2023, their specific obligations under it, and the strategic implications for power utilities.	Senior Leadership

Capability Building initiatives

1

Urja Yodha Program for Linemen

(Flagship | First in Power Discom Sector)

In collaboration with NPTI – 3-Day Workshop for 3,500 Linemen

A 3-day workshop driving safety, SOP adherence, technology mastery, and brand excellence.

Focus Areas:

- Safety Protocols
- SOP Adherence
- Technology Mastery & Productivity
- Brand Excellence
- Integrity & Ethics



Capability Building initiatives

**2**

UDAAN

A continuous learning journey for future leaders

Personalized Pathways, Group Connect & Real-Time Feedback

Upskilling High Performers & High Potentials

Focus Areas:

- **Advanced Managerial Skills** – Strategic thinking, decision-making & problem-solving
- **Communication & Presentation** – Clarity, confidence & impactful storytelling
- **Team Management & Collaboration** – Team dynamics, EI, motivation & engagement



Capability Building initiatives

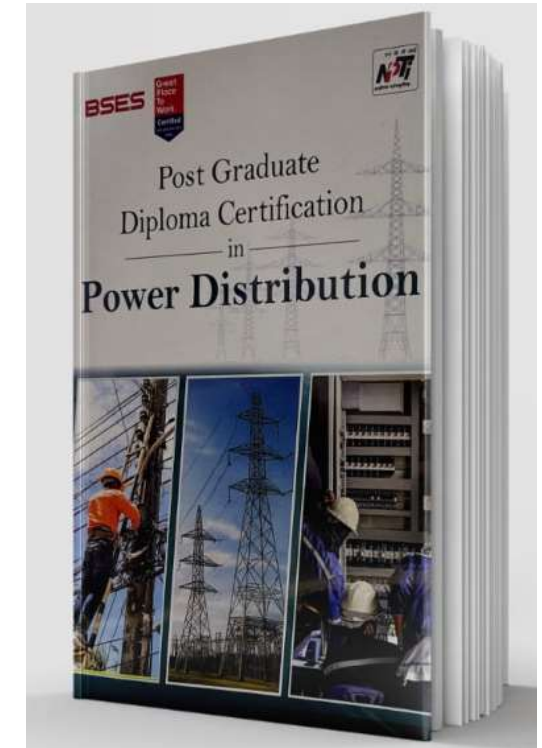
3 Post Graduate Diploma in Power Distribution & Emerging Technology

First-of-its-kind flagship program to create skilled power professionals

Designed to blend comprehensive theoretical knowledge with hands-on practical training

Focus Areas:

- **Strategic Partnership with NPTI** – Expertise & pilot batch launch
- **Blended Learning Journey** – 6 Months Classroom + 6 Months On-the-Job
- **Technical Excellence** – Fundamentals, emerging technologies & real-world application
- **Industry-Ready Skills** – Operations, maintenance & innovation in power distribution



BRPL : AR VR Training

- Pre-VR Session: 2D Video Experience to familiarize with VR content.
- Purpose: Provides an initial overview and sets expectations for VR training.
- **Content:**
 - Demonstrates **equipment operation** and **procedures** in a real-world context.
 - **Step-by-step guide** of tasks to be performed in the VR module.
- **Benefits:**
 - Helps to understand **how to operate VR gear** and interact with virtual equipment.
 - Reduces **learning curve** for VR training by providing a visual reference.
 - Prepares trainees mentally and builds confidence before engaging in immersive VR experience.



VR based LT-ACB Operation

VR based Training

- Virtual Reality Modules: Provide equipment simulations and a safe learning environment to practice tasks without risks.
- 3D Equipment Models: Simulated models of Air Circuit Breaker (ACB), Ring Main Unit (RMU), and Protection Relay (PR) for training.
- Training Process:
 - Trainees wear **Oculus VR Gear** and use hand controllers to interact with virtual equipment models.
 - **Live Stream Feedback:** Trainee actions are cast on screen for real-time operation review and feedback.
- Key Benefits:
 - Virtual experience of substation environment for realistic training.
 - Enhances workmen skills and improves performance.
 - Reduces incidents, equipment failures and outages.
 - Improves overall operational and maintenance efficiency.



AR based Training

- Augmented Reality Training: Displays virtual equipment in the real environment for interactive learning.
- Mobile Accessibility: Training modules and equipment information available anytime, anywhere.
- Training Features:
 - **Interactive Equipment Parts:** View detailed equipment parts and their functions.
 - **Training Videos:** Access operation training videos for self-paced learning.
- Advantages Over Traditional Training:
 - Eliminates the need for physical location and equipment setups.
 - Provides an **immersive and engaging** learning experience.
 - **Cost-effective:** No additional costs for repeated use.

Performance Management & Talent Development

Transforming legacy organizations through modern talent development while preserving institutional knowledge.

**1**

Business Alignment

- KPIs linked directly to operational targets and scorecards for measurable impact
- Role based KRAs have defined for critical O&M Roles

2

Talent Pipeline

- Systematic succession planning through hi potential talent assessment and leadership development programs

3

Individual Growth

- Personalized development plans ensuring continuous capability enhancement

Employee Experience

- Deliver holistic experience by extending workplace engagement to employees' families.
- Strengthen belonging, motivation, and pride through recognition, family programs, and last-mile connect
- Enhanced **employee engagement** through digital campaigns, quizzes, and knowledge-sharing on iSMART.

Recognition Programs (RACE)



- Diversified Workforce Coverage (from Lineman to Housekeeping to Executive, Regular + contractual staff)
- Reached the Last Mile
- 15% Workforce Awarded (Industry Benchmark 10–15%)
- Tremendous Boost in Workforce Motivation
- Platform for Field Teams to Connect & Share
- Quarterly Performance Showcased
- Felicitations Led by Functional Heads & HR Representatives

Family Integration



- Educational programs, and festive celebrations strengthen the employee- organization bond beyond the workplace
- Accessible Healthcare Anytime, Anywhere
- Medha Samman Awards for Employee Meritorious Students
- Teleconsultation and preventive health programs

Platforms for best practice sharing



ABM (Annual Business Meet)

- BSES-Level Event
- Platform to Share Best Practices
- Recognition & Celebration of Excellence
- Cross-Company Learning & Collaboration

Digital HR Transformation

Technology as strategic enabler for agile, data-driven decision-making in energy sector HR.

1

Process Automation

HRMS expansion covering attendance, learning, and performance management workflows
Automated talent acquisition, induction, onboarding workflows.

2

Analytics Integration

Analytics dashboards for workforce, attrition trends & training ROI
Laying foundation for predictive insights in workforce planning

3

Self-Service Excellence

Employee and manager self-service capabilities reducing administrative overhead