

# NGC's HR Creates Engaged, Collaborative Workplace

The focus on human resources has become ever-more imperative to the achievement of business goals and organisational sustainability especially in the face of the current slew of world challenges.

It means companies have had to innovate, adapt, and make changes to create a more competitive advantage needed for long-term survival. NGC's Human Resources (HR) Division had to quickly acclimate to environmental changes including repercussions of lower energy prices without compromising pivotal operations.

**NGC's HR – critical time; critical support**  
NGC HR is responsible for 629 NGC staff members and provides services to subsidiary companies, National Energy Corporation of Trinidad and Tobago, Phoenix Park Gas Processors Limited and NGC CNG Company Limited. In support of the responsibility thrust upon it, NGC's HR team overhauled its systems and processes while strengthening its skillset in terms of business intelligence, enabling it to interpret the current operating environment, discern critical skills and narrow leadership gaps and transform employees into a responsive workforce to achieve organisational goals.

Mindful of the Group's international expansion plans, HR is constantly reviewing and improving to enhance technical and leadership skills on par with world-class practice. Carol Sylvester- London, Manager, HR noted as with other organisations facing multiple challenges, NGC HR had to review how performance and talent were managed, especially the issues of recruitment and the core and critical skills required for NGC's future. "What we have at NGC is a multi-dimensional HR team and what has emerged from their on-going work is an employee body of engaged and adaptive employees operating in a collaborative work environment" she added.

## Supporting transformation through talent management

Given its mandate to build a coherent strategy and reframe the relationship between workforce and company, NGC HR adopted a hybrid performance management system to create a cultural transformation that encourages innovation and change while equipping and empowering the employees for a nimble work environment.

The HR team works to ensure that talent management of its current employees – a critical area of competitive advantage internationally – can deliver superior work performance and can quickly respond to unpredictable and complex environmental challenges and changes. NGC's organisational agility has, in fact, emerged as a significant competitive tool among the local energy companies with low worker turnover and professional progression of all eligible employees.

Through its Organisation Development and Performance and Employee Development and Training Departments, training, and development programmes were created in line with its objectives for investments in its human capital for growth and advancement. The introduction of statistical analysis of performance data to measure the impact of changes in real time was implemented. NGC HR realigned performance results by reviewing the performance rating scale, clearly defining performance standards and by providing training and awareness sessions to staff on the revised performance management system. The result was performance management with a view to not just achieving goals, but allowing for improved performance, identifying areas for improvement and for the identification and retention of top talent.

Understanding that the performance of employees can have a key role in growing the organisation, NGC initiated a competency, knowledge and skills development exercise to manage talent, and map and bridge gaps to ensure that the organisation had the requisite competence, skills and mind-set to achieve operational goals. Presently, 111 persons have been interviewed and records validated from Operations and Commercial Groups to ensure the employees are competent regarding skills required to achieve strategic goals. This major success has allowed NGC to create a cadre of employees who are not just fit for purpose locally but are able to work in any best in class energy company locally, regionally, and internationally.



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In 2019, 478 persons received 9,400 hours of in-house training. From January to June 2020, 131 persons received training: 43 of these while on Work From Home.

## Recruitment

Through a rigorous recruitment process, NGC HR also assures that new employees not only possess the requisite skills and competencies but have the mindset to join its high-performance workforce. New hires undergo a six-month period of onboarding and the hope is to create a stellar group of high-performing individuals who will contribute to the Company's long-term goals. HR has also recently introduced an assessment centre methodology for all levels of hire to enhance the selection process and to ensure recruitment that is laser focused on the Company's objectives.

## Succession planning

Succession planning is an indispensable part of sustainability and continuity of the NGC Group. In 2019, the NGC group formally signed a succession planning policy which is focused on building the right talent that can take the organisation forward. The Group's aim is to maintain a 3:1 ratio in terms of candidates preparing themselves for core and critical roles to ensure the Company's continuity. The succession planning policy has also brought a deeper interest and commitment of employees as it opens opportunities for them to map out their career trajectories.

## Employee engagement

An important factor in creating the cultural transformation and collaborative workplace is a high level of employee engagement which can impact performance and commitment. An important aspect of the engagement and fostering cultural change takes place at the level of leadership

and executives. They are attuned to the strategic direction of the Company and foster change, innovation, and creativity with their teams through HR-initiated interventions, for example, team building and employee involvement activities. Information-focused 'Knowledge Cafés' are being utilised to share knowledge across the NGC Group. In partnership with Corporate Communications, other vehicles such as the internal newsletter, podcasts and videos are used to give NGC employees critical information on policies and HR-related elements. The NGC Group also supports employees to pursue higher education and professional development programmes that are aligned to their jobs to deepen knowledge and enhance their skills. Through scholarship programmes, vacation internships and graduate trainee programmes, NGC ensures that it provides the right platforms to develop a cadre of future employees.

NGC recognises that its employees are one of the key drivers for its success. To encourage a productive, highly engaged, motivated, and healthy workforce, NGC continues to provide its employees with the tools for maintaining healthy lifestyles. Traditional wellness approaches such as onsite fitness classes and competitions, onsite gym facilities, annual preventative medical screenings and health education yield considerable positive results in the short-term. NGC's vision for wellness is to inspire a transformation in the mindset of its employees, enabling them to maintain behaviours that promote a better quality of life, and which will redound to NGC's success.

## Workforce readiness

NGC has transitioned from traditional to strategic human resource management. The result? A paradigm shift underscored by extensive transformation. A group of employees prepared for the challenges ahead with the capability to operate within turbulent, volatile, and evolving external environments is the goal. NGC's HR is committed to developing and sustaining the Company's workforce readiness, ensuring business continuity and sustainable competitive advantage amidst environmental challenges.

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