

RAJENDER KUMAR GAUR

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Senior Level | Power Plant - Operations & Maintenance | Process Excellence & Cost Innovation

EXECUTIVE SUMMARY

- ❑ A dedicated **engineering professional** with **4 decades** of rich experience in **power plant operations & maintenance, project execution, contract management, purchase management, erection & commissioning, team management, and compliance & safety management.**
- ❑ **PG Certificate Course in Rehabilitation & Re-settlement**, possess **Diplomas in Materials Management and Project Planning, Evaluation & Control** and **Bachelors Degree in Electrical Engineering.**
- ❑ Associated with **UB Engineering Ltd (Electrical Division), Delhi** as **Execution Head** for last 5 years.
- ❑ Proven success in **providing direction & structure for operating units** and participating in **developing policy & strategic plans.**
- ❑ Adept at **effective planning, directing & controlling operations** of **all Engineering Departments** within the company.
- ❑ Expertise in **identifying & resolving problems** and **ramping up project activities** with **on time deliverables** with **focus on maximising efficiency.**
- ❑ Deft in **enhancing systems** to bring **greater efficiency levels, cost-conscious**; implement **timesaving measures** to **maximise operations.**
- ❑ Exposure to **managing operations of equipments** and **reducing downtime & enhancing operational effectiveness.**
- ❑ **Enterprising Team Leader** with the ability of handling **large task force in a disciplined & organized environment** and **managing talent, mentoring and motivating team** in **optimizing performance level.**
- ❑ **Enhancement of staff skills through well-structured training programmes.**
- ❑ Adept in
 - Team Management
 - Quality Management
 - Operations Management
 - Value Engineering
 - Conflict Resolution
 - Process Mapping
 - Preventive Maintenance
 - Stakeholder/Client Interaction
 - Analytical & Problem Solving
 - Quality Systems - 5S, Six Sigma, Kaizen
 - Process Improvement
 - Maintenance Planning
 - Utilization of Resources
 - Cost & Quality Control
 - Safety & Compliance

CAREER GROWTH

UB Engineering Ltd (Electrical Division)

Dec 2011 – Dec 2016

Execution Head

NTPC Ltd

May 1979 – Jun 2011

General Manager - Corporate Business Excellence

: Apr 2011 – Jun 2011

Managing Director - Deputation from NTPC

: Jan 2008 – Mar 2011

(Indraprastha Power Generation Co. Ltd - IPGCL and Pragati Power Corp. Ltd - PPCL)

General Manager (BUH)

: Nov 2005 – Jan 2008

(Singrauli Super Thermal Power Station, NTPC - 5x200 MW + 2x500MW at Shaktinagar, Sonbhadra, Uttar Pradesh)

Deputy General Manager - Maintenance and Additional

: Jun 2001 – Oct 2005

General Manager - O&M

(National Capital Power Station NTPC at Dadri - 4x210 MW)

Deputy General Manager - Maintenance and Electrical

: May 1982 – Jun 2001

Maintenance Department

(Badarpur Thermal Power Station – NTPC, New Delhi in different areas of 720 MW Thermal Power Plant)

Erection, Testing & Commissioning of Electrical Equipments

: May 1979 – May 1982

(210 MW, Unit No. 5 - NTPC Badarpur, New Delhi)

Renusagar Power Company

Oct 1975 – May 1979

Electrical Maintenance Department - 2x67.5 MW Captive Power Plant of Hindalco Industries Ltd

Entrepreneurial Initiative

Jul 1973 – Jul 1975

Forging Workshop - An ancillary unit to CIMMCO Ltd

HIGHLIGHTS/CONTRIBUTIONS

UB Engineering Ltd (Electrical Division)

- ❑ Complete responsibility of driving execution of all ongoing projects of Electric Division including:
 - Man & material planning of projects to ensure its timely completion within budgeted costs.
 - Closely liaising with clients/stakeholders mainly State Distribution & Transmission Utilities, Railways, NTPC, etc.
 - Planning and maintaining the cash flows of the division by ensuring timely collections from clients.
 - Coordinating with materials departments in Vendor Development and Vendor Approval activities.

- Assisted Business Development (BD) cell in preparing bids for new jobs by providing inputs relating to cost associated with different aspects of execution.
- Assisted legal department by providing critical technical inputs for preparing arbitration cases and to attend the on going arbitration proceedings.

NTPC Ltd

- ❑ On deputation from NTPC with Indraprastha Power Generation Co. Ltd (IPGCL) & Pragati Power Corp. Ltd (PPCL), the two Generating Companies under the Government of NCT of Delhi.
- ❑ Companies operating 3 Power Generating Stations in Delhi, one based on coal & two based on Gas with a total capacity of 735 MW.
- ❑ Achieved turnaround of IPGCL which was running into losses by making the operations of IPGCL profitable. Attained sustained improvements in various plant parameters resulting in maximizing generation, improving productivity and reliability in machine availability both at GTPS and Rajghat Power House.
- ❑ Made the operations of PPCL more reliable which is a profit earning company since beginning through continuous improvement in terms of availability of machines, improved PLF and reduction in plant trippings. This company has been paying regular dividends to Government of Delhi for the last over seven years.
- ❑ Inspired and led the teams at IPGCL & PPCL towards implementing ERP-SAP in these Companies successfully in 2009. All the 3 running Stations were guided to go for ISO Certification on the line of NTPC Stations and as on date all the 3 Stations are ISO-9001:2008, ISO-14001:2004 and OHSAS – 18001:2007 compliant.
- ❑ PPCL is also putting up a 1500MW (2x750MW), Gas Based Combined Cycle Power Plant at Bawana in North West Delhi. The first two 250 MW Gas Turbines have already been commissioned and first module of two Gas Turbines and One Steam Turbine commissioned in 2011.
- ❑ PPCL planned to put another 750 MW, Combined Cycle Gas Based Power Plant at Bamnauti in South West Delhi. Obtained all necessary clearances and placed orders on BHEL for EPC of this project in 2011.
- ❑ Worked as working as Chairman when IPGCL was in the process of developing a Coal Mine – MARA II MAHAN – allotted to Government of Delhi and Haryana Power Generation Co. Ltd (HPGCL) jointly in Madhya Pradesh under the name Yamuna Coal Company Ltd.
- ❑ Worked at Singrauli Super Thermal Power Station, NTPC (5x200 MW + 2x500 MW) at Shaktinagar, Sonbhadra, UP.
- ❑ Attained for the Station all round improvement in its O&M activities and won the coveted CII - Exim Award (Level-I) in its maiden attempt in 2007.
- ❑ Prepared a Blue Print to take up the R&M activities for these 25 years old Plant was during this period.
- ❑ Initiated steps like exploring the possibility of putting up a 500 MW (Phase-III) expansion project and an 8 MW Micro Hydel Station at CW Discharge.
- ❑ Worked at National Capital Power Station, NTPC at Dadri (4x210 MW).
- ❑ Under my leadership the period was quite eventful as the Station won CII – Exim Awards (Level I & II) during 2003 & 2005 respectively.
- ❑ This Station was also declared No. 1 Station of NTPC in terms of highest power generation by any Station in NTPC in the Year 2004 - 2005.
- ❑ Worked at Badarpur Thermal Power Station (NTPC) New Delhi in various areas of 720 MW Thermal Power Plant.
- ❑ Looked after complete maintenance activities of a 705 MW coal based Station. This was the most critical and vibrant time at BTPS as the story of its turnaround was being written down at this Station.
- ❑ The PLF at the Station went beyond 80% from a low of around 25% at the time of takeover of the Plant by NTPC. There was considerable improvement in other plant parameters like specific oil consumption, auxiliary power, number of trippings and substantial reduction in overhauling periods.
- ❑ As a middle level Management Executive, had the opportunity of watching this process closely and contributing towards the stabilization of availability of various power plant equipments during this phase of turn around.

KEY PERFORMANCE AREAS

Strategic Planning

- ❑ Setting up and managing entire plant operations with a view to achieve business objectives and ensure top line and bottom line profitability.
- ❑ Formulating corporate goals, short term/long term budgets and developing business plans for their achievement.
- ❑ Liaising with various government departments and authorities for obtaining various approvals and clearances for seamless plant operations.
- ❑ Developing new process concepts for performance optimization and develop guidelines for the sequencing of generation activities.
- ❑ Monitoring the operations as per the norms set by ISO 9001: 2000 and relevant standards including close monitoring with respect to environment norms.
- ❑ Foreseeing performance bottlenecks and taking corrective measures to avoid the same.

Plant Maintenance

- ❑ Planning & implementing the preventive, predictive & systematic maintenance schedules for improving the overall reliability and safety of plant, personnel and production processes.
- ❑ Implementing effective techniques to bring efficiency in plant operations to improve quality standards & achieve maximum cost savings.

Maintenance Planning

- ❑ Planning for effective, predictive & preventive maintenance schedules for various machines and equipments to increase machine availability time and equipment reliability.
- ❑ Implementing maintenance schedules for instruments and control loops by carrying out periodic checks to ensure performance of various equipments and maintenance requisite documents for same.

- ❑ Proactively identifying areas of obstruction/breakdowns and taking steps to rectify the equipments through application of trouble shooting tools.

Erection & Commissioning

- ❑ Anchoring on-site erection & commissioning activities and ensuring completion of project within the time & cost parameters and effective resource utilization to maximize the output
- ❑ Installing and commissioning of the heavy equipments as well as conducting tests & inspections to ensure operational effectiveness of plant & utilities
- ❑ Developing construction & commissioning protocol documents, providing as built drawings & foot print data to owner.

Process Enhancement

- ❑ Identifying scope for:
 - Planning, implementing & monitoring of technological changes to Enhance productivity.
 - Modifications in equipments, process flow, working practices, consumables, power etc. for controlling & reducing conversion cost per unit produced.
- ❑ Implementing techniques for cycle time reduction, entailing identification of opportunities, energy audits, analysis of data, conduction of tests, cost benefit analysis, implementation & post audits.
- ❑ Executing cost saving techniques / measures and modifications to achieve substantial reduction in O&M expenditures and work within the budget.

Commercial & Regulatory Affairs

- ❑ Optimizing the various functions of power generation so that the whole exercise makes a commercial sense.
- ❑ Planning and executing various cost cutting initiatives, to keep the cost of generation under check in order to get a preferential treatment even under Merit Order Generation Schedule.
- ❑ Being in close touch with various Regulatory changes / modifications being introduced by Central Electricity Regulatory Commission and other State Regulating Commissions. Have been contributing by commenting on various draft proposals posted in public domain for comments by Regulatory Agencies.

Human Resource Management/Training

- ❑ Overseeing smooth implementation of HR policies for manpower planning, performance management system, recruitment, selection, induction, orientation and development of new employees in the organization through career and succession planning.
- ❑ Determining training needs and conducting programmes to enhance efficiency in operations towards accomplishment of corporate objectives.
- ❑ Conducting performance reviews of members and providing feedback on areas of improvements.
- ❑ Identifying potential areas for grooming executives through regular assessments & mentoring to develop appropriate modules.

Team/People Management

- ❑ Directing, leading and motivating workforce; imparting continuous on job training for accomplishing greater operational effectiveness/efficiency.
- ❑ Working on succession planning of the workforce, shift management activities, appraising the member's performance and providing feedback.
- ❑ Resolving interpersonal issues & working towards a harmonious work environment / culture in the Company.

SKILLS ENHNCEMENT

- ❑ Advance Management Programme (AMP) at Administrative Staff College of India, Hyderabad for 4 weeks, 2004.
- ❑ O&M practices being followed at Tennessee Valley Authority (TVA) run power plants in USA for 4 weeks, 2001.
- ❑ Power Station Management – Power Management Institute, NTPC Ltd, New Delhi for 6 weeks, 1997.
- ❑ Power Station Maintenance Management at CEGB (UK) for 10 weeks, 1986.
- ❑ Attended number of other programmes on subjects like Kaizen, 5S, Six Sigma, Balance Score Card, Development Centres, Mentoring, Benchmarking, etc conducted by leading HRD Consultants while working with NTPC Ltd.

AFFILIATION

- ❑ Member - All India Management Association (AIMA) New Delhi.

EDUCATION

INDIAN LAW INSTITUTE (ILI), New Delhi

PG Diploma - Alternative Dispute Resolution (ADR): 2018

INDIRA GANDHI NATIONAL OPEN UNIVERSITY (IGNOU), New Delhi

PG Certificate Course (PGCMRR) - Rehabilitation & Re-settlement: 2004

PUNJABI UNIVERSITY, Patiala

Diploma - Materials Management: 1983

PUNJABI UNIVERSITY, Patiala

Diploma - Project Planning, Evaluation & Control: 1981

REFERENCES

- ❑ Available on request.