(An ISO 9001:2015, ISO 14001:2015 & ISO 50001:2011 Certified Company)

संदर्भ सं: CIL/C5A (PC)/Talent Mgmt/३९९   दिनांक: 20.03.2020

कार्यालय ज्ञापन

विषय: CIL Talent Management Policy

CIL Board in its 347th meeting held on 25.09.2017 approved "CIL Talent Management Policy" in principle for identification and grooming of talent pool of Executives to develop a leadership pipeline at different levels across the Organization.

Subsequently, CIL Board in its 400th meeting held on 12.03.2020 approved the Operational guidelines for implementation of CIL Talent Management Policy. A copy of the approved Policy and the Operational guidelines is enclosed for implementation.

As per the direction of the Nomination & Remuneration Committee and CIL Board, the Talent Management Policy is dovetailed with CIL Executive Learning & Development Policy.

The Policy and Operational guidelines shall come into force with immediate effect. This is for information and compliance by all concerned.

(पी.वी.के.आर.एम. राव)
महाप्रबंधक (कार्मिक/नीति)

ई-मेल के माध्यम से वितरण:

1. D(T)/ D (P&IR)/ D (F)/ D(M), CIL
2. CMD, BCCL/ CCL/ CMPDIL/ ECL/ MCL/ NCL/ SECL/ WCL
3. CVO, CIL
4. D(P)/D(F), BCCL/ CCL/ ECL/ MCL/ NCL/ SECL/ WCL
5. D(T/ES), CMPDIL
6. CVO, BCCL/ CCL/ CMPDIL/ ECL/ MCL/ NCL/ SECL/ WCL
7. GM/TS to Chairman, CIL
8. GM/ HoD (P/EE), CIL/ BCCL/ CCL/ CMPDIL/ ECL/ MCL/ NCL/ SECL/ WCL
9. GM/ HoD (Finance), CIL/ BCCL/ CCL/ CMPDIL/ ECL/ MCL/ NCL/ SECL/ WCL
10. GM/ HoD (HRD), CIL/ BCCL/ CCL/ CMPDIL/ ECL/ MCL/ NCL/ SECL/ WCL
11. Company Secretary, CIL – this is issued in reference to letter No. CIL/XI(D)/04112/2020/24954 dated 18.03.2020.
12. GM, NEC
13. GM, NDLO
14. GM/ HoD, IICM
15. DGM/TS to D(P&IR), CIL
16. HoD (System), CIL – with a request to please upload the same in CIL website for information and compliance by all concerned.

CIL Talent Management Policy

1. Title and commencement

This policy will be called the 'CIL Talent Management Policy'. This policy will come into effect with immediate effect.

2. Scope and applicability

Talent Management plan will be done for all critical positions in the company, identified from time to time. It is a grooming intervention and not linked to Promotion Policy.

3. Talent Management philosophy

CIL will develop talent management plans for all critical positions within the organization to ensure that the positions that are critical to the core activities of a function are occupied by Executives ready for it and thereby a leadership pipeline is created through accelerated development process.

4. Key objectives

The following are the specific objectives of the talent management:

a) To identify a pool of high performing and high potential Executives and to groom them for occupying critical positions.

b) To ensure that an Executive is ready to assume the responsibilities of the next higher level critical role.

c) To groom the next set of leaders occupying critical positions, especially given the significant number of retirements slated in the immediate future, through a process of accelerated development interventions.

d) To put in place a systematic development plan to provide comprehensive leadership development opportunities to Executives.

e) To put in place a continuous monitoring and development tracking mechanisms to realize time bound results.

f) To develop a leadership pipeline for all levels across the organization.

5. Critical positions

'Critical positions' are those positions which are:

a) leadership roles critical for the operations of a department/ unit/ team etc.

b) have a direct impact on the top and bottom line.

c) are of strategic value to the organization and core to the function.

6. Creation of success profiles

The success profiles of the identified critical positions would include:

a) A list of business/ functional responsibilities, typically the KRAs, key success factors and KPIs of the role.

b) A dictionary of behaviours that the incumbent is supposed to display in that position.

7. Talent Management process

Planning would be done and coordinated by the HR team at the subsidiary/ CIL corporate office through different Talent Management Committees and will involve:

7.1 Identification of Critical Positions/ Roles

The critical positions/ roles in the organization have been identified through value chain analysis and based on the criticality of the roles/ positions to the core functions. A list of critical positions and their success profile are provided in **Annexure I**. The company would review the list from time to time for addition/ deletion depending on the business imperatives.

7.2 Creation of Talent Pool

A talent pool will be identified for the critical positions as follows:

a) All Executives upto the promotion of E5 level shall be given equal opportunity for grooming initiatives under this Scheme as a talent pool.

b) A pool of high performing and high potential Executives from among E5 & above will be selected from all disciplines for accelerated grooming as defined in para (c) below.

c) The selection of Executives of E5 & above grade would be done, by applying the following norms, from among Executives who acquired a minimum average of 75% marks in the preceding 4 years' PMS rating with at least two 'Outstanding' ratings.

Candidate assessment criteria for Talent Management			
Elements of assessment	E5 & E6	E7 & E8	E8-A
PMS rating for 4 years	40	40	35
Field Experience	20	15	15
Corporate Experience	NA	5	10
Additional qualification (Post appointment)	5	5	5
Potential assessment	25	30	30
Trainings undergone in the preceding 4 years	10	5	5
Total	100	100	100

i. **PMS rating:** While computing the PMS rating, an aggregate of last 4 years PRIDE/ PAR rating would be considered.

Example

If the ratings for the last 4 years are 4.6, 4.5, 3.8, 3.6

The aggregate score = 4.6 + 4.5 + 3.8 + 3.6 = 16.5 out of 20

Percentage = (16.5/20) * 100 = 82.5 %

PMS rating score out of 40 = 82.5 % of 40 = 33.0

ii. **Field/ Corporate Experience:** For computing field/ corporate experience, 1 mark will be awarded for every completed six months of service in the field/ corporate HQs. In any case the marks awarded on this account will not exceed maximum marks as per the table above. Any lesser period is to be ignored.

The 'Corporate Experience' means working experience of an Executive in Corporate Hd. Qtrs. of CIL and/or Subsidiaries or other establishments directly attached to such Hd. Qtrs. as defined by the Subsidiaries.

'Field experience' means working experience in Field other than the Corporate offices as defined above.

iii. **Additional Qualification** is a recognized qualification (degree/ diploma or short term courses of duration not less than three months) acquired by an Executive, post appointment, either in his own field or cross functional qualification. They can be acquired from any registered body, either through full time, part time, correspondence, virtual classes etc. A degree will carry full marks, a diploma course 4 marks and a short term course 3 marks.

iv. **Potential Assessment**: Potential Assessment shall be done through 360 degree method internally and through Assessment Development Centers through external agency/ resource persons once in four years. 40% weightage will be given for internal score and 60% weightage for the external score. The aggregate score shall be valid for 4 years. Till the time potential assessment is done through an external agency, the talent management may be conducted on the basis of the internal assessment. The Competency framework for potential assessment is provided at **Annexure II.**

v. **Trainings undergone in the preceding 4 years:** An Executive is expected to complete 90 training hours in a training cycle of 4 years. The score on training undergone in a training cycle would be as below:

Training hours	Score %
90 hours	100
75 to 89 hours	80
50 to 74 hours	50
25 to 49 hours	30
Less than 25 hours	20

8. Development interventions

The Executives selected for the talent pool will be put through rigorous development process for accelerating their learning. Some of the development interventions are as below:

a) **Training**

The Executives in the talent pool would be subjected to accelerated development program under the 4 tier learning and development as defined in CIL Leadership Competencies and CIL Strategic Capabilities as provided in **Annexure III.**

b) **Junior Boards**

They would be given wider exposure on the functioning of higher roles through the development intervention described under the head "Junior Boards" as provided in **Annexure IV.**

c) Cross-Functional Exposure

Opportunities for cross-functional experience would be provided to the selected pool by deploying them in cross functional areas for a duration up to 1 year. Applications may be invited from the pool for deployment in cross functional areas such as HR, Finance, Material Management, Community Development/ CSR, Environment & Forest, Marketing & Sales and Public Relations, Project Planning Dept., IED, IICM, Contract Management Cell, Corporate Planning cell, etc. Such deployment will be preceded by a class room training of appropriate duration.

d) Individual Development Plan

Individual Development Plan (IDP) would be created for all the selected pool of Executives. An IDP would contain the Key Success Factors; KRAs; Competencies; Areas of strength, Improvement areas and Areas of weakness (as identified through Assessment/ Development centre); Training plan etc.

e) Exposure to Innovative Projects

They would be assigned or allowed to undertake projects in the new initiatives in the company, case development, R&D projects etc.

f) Mentoring

Where ever needed, they would be allowed to have a Mentor in the organization under the Mentoring scheme of the company.

9. Selection of Candidates for Critical Roles

For critical positions, selection of candidates will be done through Talent Management Committees as below:

Sl. No	Grade	Chairman of Committee	Members	Level
1	For E8 & E8A (Subsidiary)	CMD of Subsidiary or Director nominated by him	a) One Independent Director of Subsidiary Board. b) Concerned Functional Director of Subsidiary. c) External Expert	Subsidiary level
2	For E8 & E8A (CIL Hq)	Concerned Functional Director	a) One Independent Director of CIL Board. b) Two Functional Directors c) External Expert	CIL level

3	For E5-E7 (Subsidiary)	Concerned Functional Director	a) Two Functional Directors of Subsidiary of other disciplines b) External Expert	Subsidiary level
4	For E5-E7 (CIL (Hq)	Concerned Functional Director	a) Two Functional Directors of Subsidiary of other disciplines b) External Expert	CIL level

All the nominations of members to the Committees are to be made by the Chairman, CIL in case of CIL (Hq) and in case of Subsidiaries by CMD, Subsidiary.

Assessment of Executives for critical positions shall be done objectively by the Talent Management Committee on the basis of parameters such as PMS, Technical Competencies, Managerial Competencies, and Behavioural Competencies using internal and external resource persons through interviews.

10. Talent Management plan and its validity period

A Talent Management plan for a critical role would consist of a pool of Executives selected and proposed development plan for each or group of candidates. This plan will remain valid for a period of 4 years.

11. Interpretation

Interpretation of the provisions of this policy will be reserved with the Chairman, CIL and he is empowered to make minor modifications in the policy for operational requirements.

12. Savings

CIL reserves the right to relax, alter, amend or withdraw partly or fully any of the provisions of this policy at its discretion without assigning any reasons thereof.

Leadership levels in CIL and their success profile

Critical roles	Key success profile	
	Key result area	Key success factors
Shift In-charges/ unit functional heads/ Area level functional associates/ corporate functional associates etc. *(Generally executives in E1 to E 4 level)*	a) Enhance production b) Improving machine availability/ productivity c) Improving Power factor d) Improving yield e) Reduction in accident rate f) Improving Ventilation coefficient g) Improving manpower productivity h) Executing new initiatives i) Quality improvement j) Enhance out put k) Improve system	a) Technical and professional skills b) Result orientation c) Planning and organizing ability d) Execution excellence e) Ability to set clear standards of performance f) Understanding of cost/ revenue impact of decisions g) Ability to collaborate with others
Colliery managers/ Sub area level functional heads *(Generally executives in E5 to E 7 level)*	a) Profit/ loss variance b) Coal production c) Man productivity d) Cost per tonne e) Cycle time reduction f) Manpower availability on job g) Skill development h) Mine environment management i) Machine availability j) Safety improvement	a) Ability to make others productive b) Ability to motivate c) Project management skills d) Ability to drive results e) Ability to anticipate and avoid problems/risk f) Ability to implement changes g) Demonstrate execution excellence

Project officers/ Area level functional heads *(Generally Executives in E7/ E8 level)*	a) FSA compliance level b) Production/ Off take c) Customer grievance handling d) General & administrative/ overhead expenses e) Project expansion/ commissioning f) Industrial relations Initiatives g) Material availability h) Up-skilling & engaging i) Land acquisition/R & R j) Environment/ forest clearances	a) Ability to set own team goals and metrics b) Financially intelligent c) Ability to bring improvements to processes, operations, systems etc. d) Ability to demonstrate Execution excellence e) Ability to contribute to the business planning process f) Ability to develop high performing teams g) Ability to retain and develop talent
Subsidiary level functional heads/ CIL level functional heads *(Generally Executives in E8 level)*	a) Contract award for OB removal, Coal and mine development, Transportation etc. b) Infrastructure development c) Forest/ environment clearances d) Strategic Planning e) Risk management plan monitoring f) Budget utilization g) Resource acquisition h) Land acquisition/ R& R i) Automation of processes/ service deliveries	a) Ability to create business aligned functional strategies b) Ability to work collaboratively with line managers c) Ability to develop organizational capabilities d) Promoting innovative practices e) Ability to build leadership pipeline and succession f) Ability to foster creativity and change g) Financial intelligence

Area general managers/ Executive Directors/ Heads of washeries, central workshops/ GM, NEC/ GM, DCC/ Regional Directors of RIs *(Generally Executives in E8/ E8-A/ E9)*	a) Coal production b) Off take c) Value added per employee d) CSR expenditure e) Profit/ loss variance f) Capital investment g) E-auction of coal h) Infrastructure development i) Operating profit margin j) System improvement/ automation k) Strategic Planning	a) Proficient at developing strategic business planning (3-5 years) b) Cross functional thinking c) Ability to make hard decisions d) Ability to anticipate problems and avoid risk e) Ability to think in terms of profitability and sustainability f) Business intelligence g) Risk management ability

Managerial and Behavioural Competency framework of the CIL (to be used in Online 360 degree appraisal)

Proficiency levels / Competencies	Level 1	Level 2	Level 3	Level 4	Level 5
Communication Skill *[Communicates articulately and assertively to influence critical stakeholders and strives to achieve a win-win solution]*	People normally receives the messages accurately what he/she communicates but does minimum required of the message. Able to understand the message which is conveyed.	Able to share information effectively through various modes of communication. Able to accurately grasp the meaning of written/ verbal information.	Able to receive and convey the message accurately in an easily understandable manner. Able to use different techniques of communication and create a personal interest in a way that, with the received message, people take initiatives and achieve desired results.	Able to convey the message convincingly and energize people so that they act towards the goal passionately.	Able to inspire and motivate people so that they make extra efforts to act on the message to generate extraordinary outcome beyond expected level.
Strategic Orientation *[Demonstrates comprehensive business and environment awareness including related laws and rules; develops/aligns self and team to the long term business strategy and overall organizational vision]*	Able to understand the organisation's strategies and knows objectives of the functional area. Able to achieve departmental goals.	Able to relate the work with the strategies of the organisation. Able to translate plans into actions.	Able to understand and analyze the business environment, organisational objectives and link the short term goals of the department with long term strategic plan.	Able to come out with concrete plans based on the strategic plan involving all stakeholders. Able to manage risks considering contingency factors for business advantages.	Able to formulate functional strategies in line with Vision, Mission and values of the organisation. Able to anticipate .changes, take advance actions and build organizational capabilities for sustainable and profitable operations.

Decision Making *[Considering multiple factors able to generate alternative choices. Demonstrates ability to choose the appropriate option from the alternatives keeping in mind the term organization impact.]*	Able to make timely decisions based on organizational policies, rules and guidelines.	Able to take decisions in difficult or complex situations, in a timely manner considering the consequences and risks involved.	Able to decide based on evaluated alternatives and accepted criteria keeping in mind the long term interest of the organization.	Able to come out with alternatives and possible solutions based on root- cause analysis and similar techniques. Involves stakeholders while taking decisions.	Able to take decisions on complex issues even with limited information and also to develop organizational systems for decision making. Able to design and develop checks and balances to determine right decisions.
Problem Solving *[Demonstrates the ability to focus on the present with the context of the past identifying the elements and relationships of a problem in a systematic way and provide an amicable solution that creates value for all the stakeholders.]*	Able to encourage employees to resolve problems on their own through various techniques. Able to analyse situations, identify key issues and solve problems that arise out of work.	Able to assess problem accurately and arrive at a solution. Able to take initiative to resolve problems with minimal assistance from others.	Able to identify problems, use problem solving tools and techniques to solve the problems and prevent the chances of reoccurrence.	Able to take proactive measures to identify potential areas of problems and initiate measures to address them by taking into consideration all stakeholders.	Able to develop and implement innovative problem solving mechanisms through systems and processes and build capabilities among the employees to solve problems at their respective levels. Able to anticipate problems & take proactive measures.
Analytical Ability *[Demonstrates capability to collate and process data using appropriate tools and techniques to derive meanings and logical links to relationship, work and business.]*	Able to identify critical information, interpret and use information to draw sound conclusions based upon a analysis. Able to develop conceptual frameworks.	Able to tackle a problem by using a logical and systematic approach. Able to identify connections & patterns in information/ data and underlying issues in complex situation.	Able to use data analysis tools and techniques; Collate data and convert them into useful information. Able to see meaning in the existing data and interpret them for organizational use.	Able to derive insights and creative ideas & solutions from the available data and is also able to derive conclusions even with limited data.	Able to generate multiple scenarios for the organization from the way it has existed in the past. Able to arrive at innovative solutions from the existing database management system [MIS].

Team Leadership *[Provides direction and support, encourages team work, inspires and motivates team and manages conflict to accomplish group objectives while focusing on capability enhancement of the team]*	Able to lead people towards meeting the organization's vision, mission, and goals.	Able to motivate and bring about high results from the subordinates. Able to provide clear directions and priorities to teams.	Able to influence, develop and keep the team members motivated to perform and self-development.	Able to define team goals, inspire subordinates to achieve them and bring about high results. Able to reach out and achieve exceptional results involving related stakeholders in the organization.	Able to design and implement empowering systems and processes to develop organisational capabilities. Able to build leadership capabilities among team members to sustain outstanding performance and prepare them to take up key roles in future.
Collaboration and Coordination *[Builds collaborative partnerships with internal and external stakeholders and leverages relations through networking to meet organizational objectives]*	Able to work cooperatively with others as a team. Able to initiate collaboration with others and assists others in the delivery of their work. Able to contribute positively towards the achievement of team objectives.	Able to coordinate within organization to determine required resources to support goals. Able to build relationships with people whose assistance, cooperation and support may be needed. Able to support constructive resolution of conflicts.	Able to collaborate and mobilize resources aligning with the elements of work required for accomplishing the goal. Able to identify the key persons who can deliver respective parts of the job and if required, is able to chip in and perform the job.	Able to build collaborative partnerships with stakeholders and leverages relationship to meet organizational objectives. Able to foresee potential pitfalls and devise alternative plans to mitigate the same for timely achievements of milestones.	Able to institutionalize empowering systems and processes whereby people in the organization develop collaboration and coordination capabilities to execute complex tasks and implement projects.
Innovation *[Generates ideas and implement them at work improving operational efficiency and organizational effectiveness]*	Able to find newer and efficient ways to accomplish the day to day tasks.	Able to develop a new method, procedure or approach. Able to develop better, faster, or less expensive ways to do things.	Able to look at the routine work processes & systems and find ways of improving the same. Able to re-engineer the existing practices and remove non-value adding practices. Able to create new	Able to design and implement innovative work practices using new methods and benchmarking the same. Able to leverage the technology & techniques and embrace them for continuous improvement.	Able to design programmes through which innovative work practices are identified, encouraged and adopted across the organization. Able to involve expert agencies to undertake

			concepts and come up with innovative ideas		projects that can lead to innovation. Able to implement mechanisms in the organization wherein employees can experiment, learn and contribute.
Change Orientation *[Demonstrates a desire for better future and takes initiatives to achieve the same by managing and championing change and learning processes]*	Able to make employees develop a clear understanding of what they will need to do differently, as a result of changes in the organization. Able to rapidly adapt to new information or changing conditions.	Able to handle resistance to change, remove barriers and get the necessary resources to implement change. Able to establish processes to ensure the orderly implementation of change.	Able to question the status quo with the view to move towards desired direction. Able to accept changes willingly.	Able to understand change requirements and support others in their change initiatives. Able to periodically scan the environment and explore the new, taking into consideration changes required in the organization.	Able to advocate changes from time to time to meet the business challenges and organizational sustainability. Able to champion changes by involving change agents within and outside the organization.
Planning *[Able to see the big picture and devise mechanisms to achieve the short term targets leading to the end goal with cost benefit advantages within certain limits.*	Able to create work schedules, prioritises works, prepare in advance and sets realistic timescales to achieve goals.	Able to identify and gather necessary information. Able to develop specific, measurable steps leading toward the accomplishment of the organization's long-term goals.	Able to see the 'Big Picture' of the work in the organizational context. Able to concretize the work in the context of the organizational strategies. Able to see clearly the short term goals keeping in pace with the time.	Able to devise tools and mechanisms by which long term plan of the organization is translated into work related plans. Able to take trade off decisions to derive a plan that is workable and bringing cost benefit advantages.	Able to demonstrate the links with the achieved goals in line with the organizational strategy/plan. Able to come out with alternative plans to meet the contingency requirements of the business.

Organizing [Demonstrates ability to prioritize and handle routine and contingencies to meet set goals and objectives within defined timelines to achieve operational efficiency.]	Able to use all the available resources efficiently and effectively. Able to review and monitor the progress and adapts necessary changes to ensure effective meeting of the goals.	Able to identify key persons who can deliver outcomes in time. Able to effectively assign appropriate resources to meet goals.	Able to understand the 'whole' and factors that leads to it and unite the interdependent parts. Able to group activities, prioritize and focus on critical activities that have maximum impact on the end goal. Able to use techniques like CPM, PERT, etc.	Able to review and monitor the progress and adapt necessary changes to ensure goals are achieved efficiently. Able to mobilize and optimize the use of resources keeping in mind the cost benefit analysis.	Able to build capabilities in members to improve and sustain similar performance in future. Able to develop mechanisms and systems through which execution excellence is institutionalized in the organization.
Result Orientation [Demonstrates drive for results and ensure that operating practices and performance results adhere to high standards of efficiency and excellence.]	Able to achieve the goals within the scheduled time. Able to assign clear goals and responsibilities to employees.	Able to focus on the desired result and strive to consistently achieve excellence in all tasks and goals. Able to support employees in their efforts to achieve goals.	Able to understand the processes involved in achieving results at various stages. Able to set clear standards of performance, identify non value adding processes and re- engineer the same to obtain the desired outcome.	Able to bring improvement in business processes that can create and add value to the outcome. Values synergy and bring out excellent outcome with collaboration and handholding.	Able to build a performance driven culture by recognizing and rewarding people those who contribute at various levels. Able to institutionalize a culture of result orientation by putting in place systems and processes that are suitable from time to time. Able to establish clear targets and measures to track progress against the goals.

Business Accumen [Understands the tie between revenue and expenses; utilizes financial data and information to make sound business decisions that promote cost consciousness, profitability, revenue and growth]	Able to understand the market in which the business operates. Knows the basics of the market and business context.	Able to spot trends in the market, anticipate changes and capitalize so as to benefit the organisation. Able to understand and keep up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.	Able to use existing resources and bring in additional revenues. Able to generate additional revenue by reducing cost of operation. Able to identify and tinker on variables that can factor in for higher efficiency leading to profitability.	Able to negotiate with stakeholders to derive maximum advantage to the organization. Able to take calculated risks to capitalize the best from the available situation.	Able to sense and seize business opportunities and take advantage of the same. Able to lead the competition by bringing in appropriate mechanisms that can sense market scenario, understand financial impact and positioning accordingly.
Technical Expertise [Demonstrates knowledge of rules and laws, systems and processes, functional domain and IT applications in order to carry out the assigned role with conviction.]	Able to take steps to develop skills needed for effectiveness in the job. Able to demonstrate depth of knowledge and skill in technical area. Able to share expertise with others.	Able to apply technical knowledge to work situations. Able to provide advice or solutions in his/her technical area.	Able to remain current with knowledge and use of latest technology. Updates oneself with the skills required for the latest technology.	Able to solve operational problems innovatively using appropriate knowledge. Makes effort to bring in latest technology into one's area of operation.	Able to realign the processes and systems in line with the professional advancement. Creating an environment where new knowledge can flourish and adopted.
Customer/ Service Orientation [Demonstrates passion and willingness to meet the expectations of internal and external customers even when expectations may	Able to demonstrate concern for satisfying customers/ stakeholders. Able to quickly and effectively solve customer/ stakeholders problems and deliver on service commitments.	Able to serve and build value-added relationships with customers/ stakeholders.	Able to identify key customers/ stakeholder and take initiative to provide them with value added services. Takes feedback from the customers/ stakeholder and	Able to deliver on the promises made to the customer/ stakeholder resulting into customer/ stakeholder delight. Able to make the customer/ stakeholder, a part of the team and receive	Able to establish systems and processes through which customer/ service orientation becomes a culture in the organization and institutionalize stakeholder/