

**Report of the Committee
Constituted for Finalization of the
Proposals on Optimization and
Deployment of Manpower in
Various Departments of the
Corporate Office of KSEB Ltd**

Restructuring of KSEB Ltd Corporate Offices

30.09.2019

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Background

A Committee consisting of eleven members was constituted vide Office Order(CMD) No.759/2019 CE(C&P)/MPC/2019-20)dtd.27/4/2019 for the finalization of the proposals of the Restructuring Committee(RC) on optimization and deployment of manpower in various departments of the Corporate Office of KSEB Ltd.

Methodology

The challenge before the Corporate Office Restructuring Committee (COR committee) was unique in that it had to handle a group of 13 offices with more or less nothing in common. All the other committees had to deal with monolithic functional groups which are compatible to common discussions. Hence the COR Committee was regrouped into three Core groups- Technical, Finance/Audit and Human Resource/Law/Vigilance. Such a regrouping was done for ensuring exhaustive analysis of the disparate functions that various departments of the Corporate Office are vested with and for more effectiveness. The Core groups conducted individual deliberations on optimization of functions delegated to them, formulated draft proposals and presented before the COR Committee. The COR committee held a series of deliberations totaling to 20 separate sittings during the period 3/5/2019 to 20/9/2019 including hectic discussions about the parameters on which the original proposals of restructuring were formulated, in consultation with the Heads of respective offices. The discussion was also held with the Restructuring Committee seeking reasoning behind some of the proposals which required further clarification, and also similar subcommittees in Distribution and Generation before finalization of this report.

General Observations

1. There is no uniformity in assigning designation for all officers in similar level. It is observed that for similar level in some cases Chief General Manager and in other cases Chief Engineer are used interchangeably. As this aspect is applicable to offices considered by other Committees also, the COR Committee decided not to address this nomenclature issue at this stage; a uniform criteria is desirable.
2. Following offices functioning in Corporate Headquarters are not covered in the report of the RC
 - a. The office of Chief Engineer(REES) & Office of the State Nodal Officer, Saura Project - It is expected that the same will be dealt in the report of subcommittee constituted to review the proposals pertaining to Generation Wing.
 - b. Civil Division and Vehicle Monitoring Cell – It is expected to be covered in the report of subcommittee constituted to review the proposals pertaining to Generation Wing.
 - c. The office of the Secretary (Administration) – An alternate proposal is made in this report.
3. An office to carry out the functions of liaison and co-ordination with the Government, including matters related to compilation of LA interpellation, correspondences with the Government, Subject Committee etc is not seen included in the proposal of the RC. It is recommended that an office for General Administration need to be retained for liaison and coordination with Government. This office may act as ARU for all offices in the corporate HQ and also cater to the administrative functions not specifically assigned to any office.
4. The RC proposal does not include the post of the Resident Engineer in New Delhi. This post is found necessary to be retained, considering the liaison required with the various ministries in Government of India including Power, MNRE, MOEF etc and with various authorities including Central Electricity Authority, Bureau of Energy Efficiency etc.

5. In the report of the RC, Master Trust is entirely included as a function of the HRM wing. This will not cater the intention for which the Trust has been formed. The COR committee proposes to have an independent Pension Payment Authority functioning under the Master Trust for pension sanction / authorization and fund management.
6. The functions of Confidential Assistants shall be redefined so as to accommodate suitable persons from cadres like Senior Assistants, Fair copy Assistants etc.
7. The duties and responsibilities are seen detailed only for certain offices. Detailing of duties and responsibilities in Corporate Office can only be done in consultation with Heads of each department, after finalisation of the Restructuring proposals of other Committees also.

Based on the deliberations, the COR committee hereby submits the following proposals/ recommendations on the proposals of the Restructuring Committee.

**Recommendation/Suggestions of the Corporate Office
Restructuring Committee**

1. ***Offices of the Chairman & Managing Director and Other Directors***

The structure proposed by RC in the office of the Chairman & Managing Director, Director(Finance), Director(Gen- Ele) was found to be acceptable as such, as the staff pattern is need based. However modifications are suggested in the offices of following Directors as it was observed that downsizing will affect the smooth functioning of these offices.

Office of the Director (Distribution & IT)

The Corporate arm of the SBU - Distribution cater to the requirements of 4 Regional units comprising of 25 Electrical Circles, 71 Divisions, 211 Sub Divisions and 771 Electrical Sections. The Corporate arm is responsible for formulating policy decisions especially on grey areas in Regulations and Codes, strategic decisions like Ease of Doing Business, interfacing with the Government, etc. The issues referred to Corporate Office often do not have quick fix remedies and require in-depth analyses necessitating spending of much time and energy. On an average, the office handles 12,000 tapals per year. Umpteen numbers of files from other departments like Vigilance, Law etc are also handled on a routine basis. The Corporate Planning wing dealing with Distribution Sector, as proposed by RC, is extremely lean. For such a system to succeed, origination of plans is to be made from the respective functional units and hence appropriate personnel engagement is to be ensured. Also considering the implementation of new Distribution projects viz. Dyuthi 2021, additional post of one each Asst Exe Engineer (Ele), Asst Engineer (Ele) and one Asst Engineer (Civil) are also required over and above the strength proposed by the RC. At present a Deputy Chief Engineer is posted as TA to Director (D&IT) who is assisted by 5 Asst Exe Engineers (Ele) (against a sanctioned strength of 6), 3 Asst Engineers (Ele) and one Asst Engineer (Civil). In addition to this, an Energy Manager is also posted in the Corporate Office (SBU-Distribution), which is a statutory requirement as per Energy Conservation Act, 2001. At present an officer in the Cadre of Asst Exe Engineer is holding this post.

Office of the Director (Transmission & System Operation)

Office of the Director (T&SO) handles all policy level activities of the State Transmission Utility and the State Load Dispatch Centre for Kerala. In addition to this, plan formulation, progress monitoring, material allocation, power position reviews, Load Generation Balance, corridor planning and several other such routine activities are now being carried out in this office. At present an Executive Engineer is posted as TA to Director (T&SO) who is assisted by 4 Asst Exe Engineers (Ele) (against a sanctioned strength of 5), 2 Asst Engineers (Ele) and one Asst Engineer (Civil). Even though a place of Asst Exe Engineer (Civil) is sanctioned, the same is now vacant. The planning wing dealing with Transmission, as proposed by the RC, is extremely lean.

For such a system to succeed, origination of plans is to be made from the respective functional unit and hence appropriate personnel engagement is to be ensured. Trans Grid 2.0, with a total project cost of Rs 10,000 Cr, is one of the major flagship project undertaken by KSEB Ltd as part of Oorjja Kerala Mission. Field level activities of the projects are being carried out by a dedicated team headed by a Chief Engineer. All Corporate Level functions pertaining to that office are being carried out by Office of the Director (T&SO). This necessitates additional manpower engagement here. Functions of the Power System Engineering Wing headed by an Executive Engineer and assisted by 2 Asst Exe Engineers and 2 Asst Engineers, presently attached to this office is proposed to be shifted by RC.

The place of one Asst Exe Engineer (E) and one Asst Engineer (E) are exclusively provided to meet the requirement of Trans Grid 2.0 project. Considering all the aspects above, the proposed staff strength is of one Technical Assistant, 5 Assistant Executive Engineers (Ele), 1 Assistant Engineer (Ele) and 1 Assistant Engineer (Civil).

Office of the Director (Civil)

The O/o the Chief Engineer (Civil -Dam Safety & DRIP) is looking after the works of Monitoring and Maintenance of all dams of KSEB Ltd and is also entrusted with the implementation of World Bank aided Dam Rehabilitation & Improvement Project (DRIP). The work of consultancy wing is also attached with this office and at present 10 Hospital projects of Health Department GoK funded by KIIFB with a cumulative project outlay of Rs 800 crore is entrusted besides other works already in hand. The O/o the Chief Engineer (Civil- Construction) South and O/o the Chief Engineer (Civil- Construction) North are dealing with the implementation of various Hydro Electric Projects in Southern region and Northern region of Kerala respectively. The Office of the Chief Engineer (Civil- Investigation & Construction Central) is looking after the Investigation works for new Hydro Electric Projects all over Kerala and also looking after the implementation of four Hydro Electric Projects in central region of KSEB Ltd viz. Poringalkuthu SHP, Chinnar SHP, Anakkayam SHP, Mankulam HEP and Athirappilly HEP. The implementation of Pallivasal Extension scheme is entrusted with the PM PES with Full powers of Chief Engineer. The Office of the Director (Gen. Civil) is monitoring all activities of above offices and is the authority for giving decisions on various matters reported to this office including those requiring concurrence of FTD / Board of Directors and Government, as the case may be. At present implementation of 10 Hydro Electric projects is in progress. The present staff strength is one Dy. Chief Engineer (Civil) as TA to Director, five Asst. Executive Engineers (Civil), one Sr. Confidential Asst., one Driver and one Office Attendant and the staff pattern may be retained.

It is also suggested that as proposed for the office of CMD, two Office Attendants may be provided in the office of the Directors (Distribution & IT) & (Transmission & SO) also.

The staff structure proposed by the Corporate Office Committee is as under:

Sl. No	Offices	CMD	Dir	TA	FO	AEE (E)	AEE (C)	AE(E)	AE (C)	SS	SA	CA/SA	OA	Total
1	CMD	1		1						1	1	1	2	7
2	Director (Finance)		1		1					1		1	1	5
3	Director (Distrn)		1	1		5		1	1			1	2	12
4	Director (Trans.& SO)		1	1		5		1	1			1	2	12
5	Director (Gen Elec)		1	1		3						1	1	7
6	Director (Civil Projects)		1	1			5					1	1	9
	TOTAL	1	5	5	1	13	5	2	2	2	1	6	9	52

2. ***Office of the Company Secretary***

As per Section 203 of the Companies act 2013 read with Companies (Appointment and Remuneration of Managerial Personnel) Rules 2014, every listed company and every other public company having paid up share capital of Rupees 10 crores or more is required to appoint a Company Secretary. Since KSEBL satisfy the second criteria, it is mandatory to appoint a full time Company Secretary.

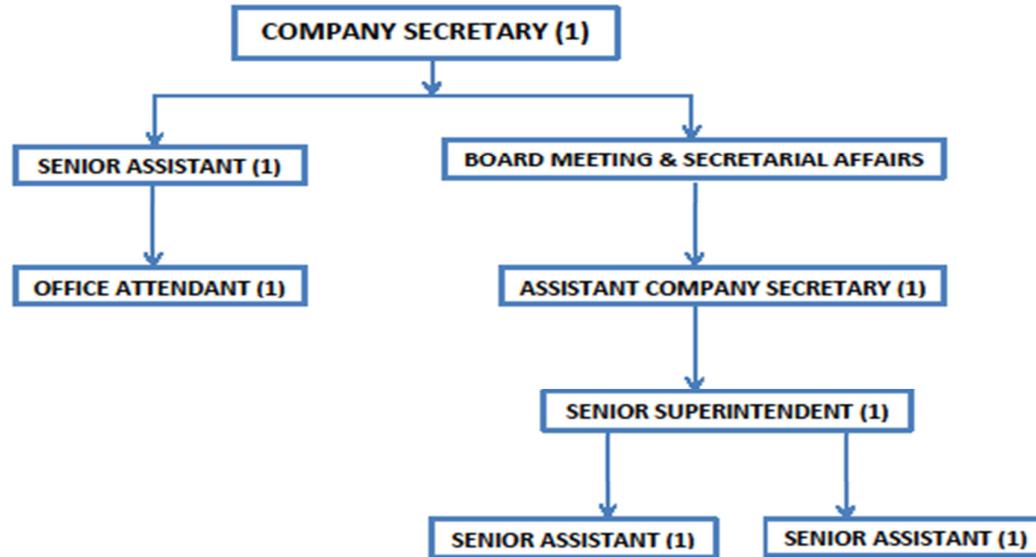
The functions and duties of Company Secretary are spelt out in the provisions of Section 205 of the Companies Act 2013 read with Rule 10 of above rules. The position of Company Secretary has been designated as KMP (Key Managerial person) under section 2(51) of the Companies act 2013. Presently Company Secretary has been designated in the Ranks of the Deputy Chief Engineer and the Assistant Company Secretary, in the rank of Assistant Finance Officer/Assistant Accounts officer.

The COR committee has examined the proposal of RC and the suggestions made by Company Secretary(i/c).The COR Committee recommends that Company Secretary being a Key Managerial personnel, has to be necessarily posted in the rank of Chief Engineer and Assistant Company Secretary in the rank of Deputy Chief Engineer.

The Institute of Company Secretaries has prescribed the mandatory Long term Training (1 year/2years/3 years) for the students pursuing Company Secretary Course. Accordingly it is recommended that KSEB Ltd should utilise the services of CS trainees in the Secretarial Department. Under the existing training structure, the maximum number of CS trainees that can be allowed to a company is 20.

The number of staff proposed by restructuring committee can be agreed to. However the structure may be modified as under.

OFFICE OF THE COMPANY SECRETARY

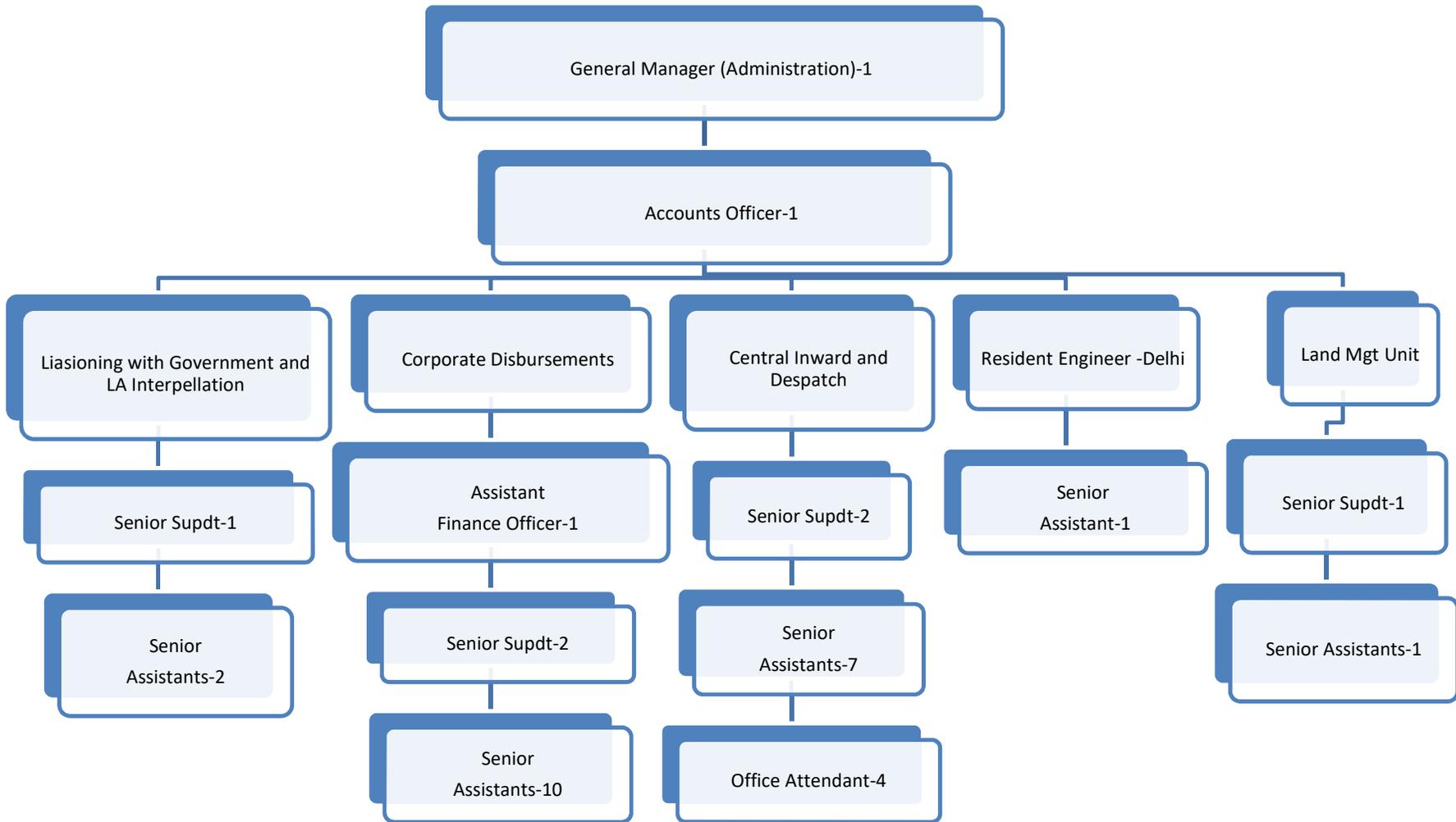


3. Office of the General Manager(Administration)

The COR committee has noted that there would be a functional requirement to have a separate department catering to the following needs in the corporate office, which can be preferably headed by an officer in the cadre of Senior Accounts Officer:-

- a) Liaison and coordination with Government on various high level committee meetings like subject committee etc, & LA Interpellation consolidation
- b) Corporate Disbursements(now proposed with HR wing)-Only one ARU is proposed in Corporate office
- c) Central Inward and Despatch Wing(now proposed with HR wing)-This wing can be functional only after entire computerization and digitalization of documents. Until such time, the existing inward/dispatch at respective offices needs to be continued.
- d) Land Management Unit now proposed with Finance Wing - the existing wing of LMU should be continued as such and the physical as well as digital format of the land records so far collected by the LMU may be kept at the safe custody under GM (Administration) after capturing the details in AASTHI software.
- e) Office of the Resident Engineer, New Delhi - There is routine requirement of liaison with various regulatory authorities like the Central Electricity Authority, the Bureau of Energy Efficiency in addition to appellate forums like the Appellate Tribunal for Electricity and the Appellate Tribunal for Energy Conservation and normal liaison activities with the Ministry of Power, MNRE etc on various issues including central assistances and claims. Considering these requirements which are technical in nature, the COR committee proposes to retain the Office of the Resident Engineer, with the present strength at New Delhi. The Resident Engineer is to act as an Officer on duty on behalf of the Kerala State Electricity Board Ltd in Delhi.

The staff structure proposed is as under:-



This office is recommended to be under the direct control of Director (Finance).

4. ***Corporate Planning***

The presently assigned functions for the Corporate Planning wing can be broadly classified as

- (1) Preparation of Annual Plan, Five Year Plan, Perspective Plan
- (2) Liaison with Government on policies, and corporate matter
- (3) Handling matters related to Central Generating station power allocations, coal block allocation
- (4) Putting up of new plants within the State including renewable plants
- (5) Monitoring of plan progress and reporting
- (6) Submission of various reports to Board of Directors, Government and external agencies and
- (7) Publication of Annual Reports and Power system Statistics.

However, as a matter of convention, functions which are not specifically assigned to any one of the three Strategic Business Units (viz Generation, Transmission or Distribution) is referred to this wing. Some of the miscellaneous functions so handled by the planning wing on routine basis include -

1. Preparing input notes from KSEB Ltd for
 - Budget Speech
 - Governor's address
 - Power Minister's Conference
 - Governors' Conference
 - MPs' Conference
 - Collectors' Conference etc
2. Subsequent Progress & Action Taken Reports on all the above (viz. Budget Speech, Governor's address, Power Minister's Conference, Governors' Conference, MPs' Conference, Collectors' Conference etc),
3. Matters related to Demand for Grant
4. Matters related to Subject Committee
5. Plan Expenditure Review Meetings
6. Matters related to NABARD – RIDF loan for various projects and claiming reimbursement of expenditure incurred on the same

The Government of Kerala had been earmarking funds for promoting innovations related to the energy savings. A provision is made in the State Budget under Innovation fund and ESCOT. In addition, State Budget had provided 20% of the fund for the external aided project DRIP. Planning wing is co-ordinating with the State Government regarding these projects. Submission of project proposals, providing inputs for Working Group & Special Working Groups regarding these project proposals, providing details for obtaining Administrative Sanction from the Government, and subsequent progress monitoring and reporting to Government is the responsibility of planning wing

The wing is now providing reports to State and Central Government, including various agencies like CEA, PFC etc. This includes -

1. Providing inputs to various portals including the following -
 - Plan Space
 - 24x7 Power for All
 - Mega Portal & PRAGATI portal
 - UDAY portal
 - Infrastructure Development projects PPP & Non -PPP etc
2. Details of Free Service connection to BPL consumers
3. Monthly and Quarterly reports on 20 Point Programme
4. Preparation of AT&C loss reports
5. Prepare Monthly Reliability Index of 11 kV feeders and consumers
6. Details for Economic Review to the State Planning Board
7. Details for All India Electricity Statistics
8. State Energy Index
9. Monitoring of Reform indices by Reform Monitoring Unit to CEA
10. Preparation of Monthly & Quarterly Performance Reports to
 - Board of Directors
 - PFC
 - CEA etc

Matters related to Policy formulation and its amendments are also handled in planning wing e.g. Wind policy, Small Hydro Policy, Development of Micro-Hydro Projects, Policy matters related to various projects under Oorjja Kerala Mission etc are assigned to Planning Wing. Amendment proposals in various State and Central Acts, Policies which are having far reaching consequences

etc are referred to Planning for in-depth analysis (e.g. Proposed Amendments in Electricity Act 2003, Central Electricity Policy, Policies related to eMobility implementation etc).

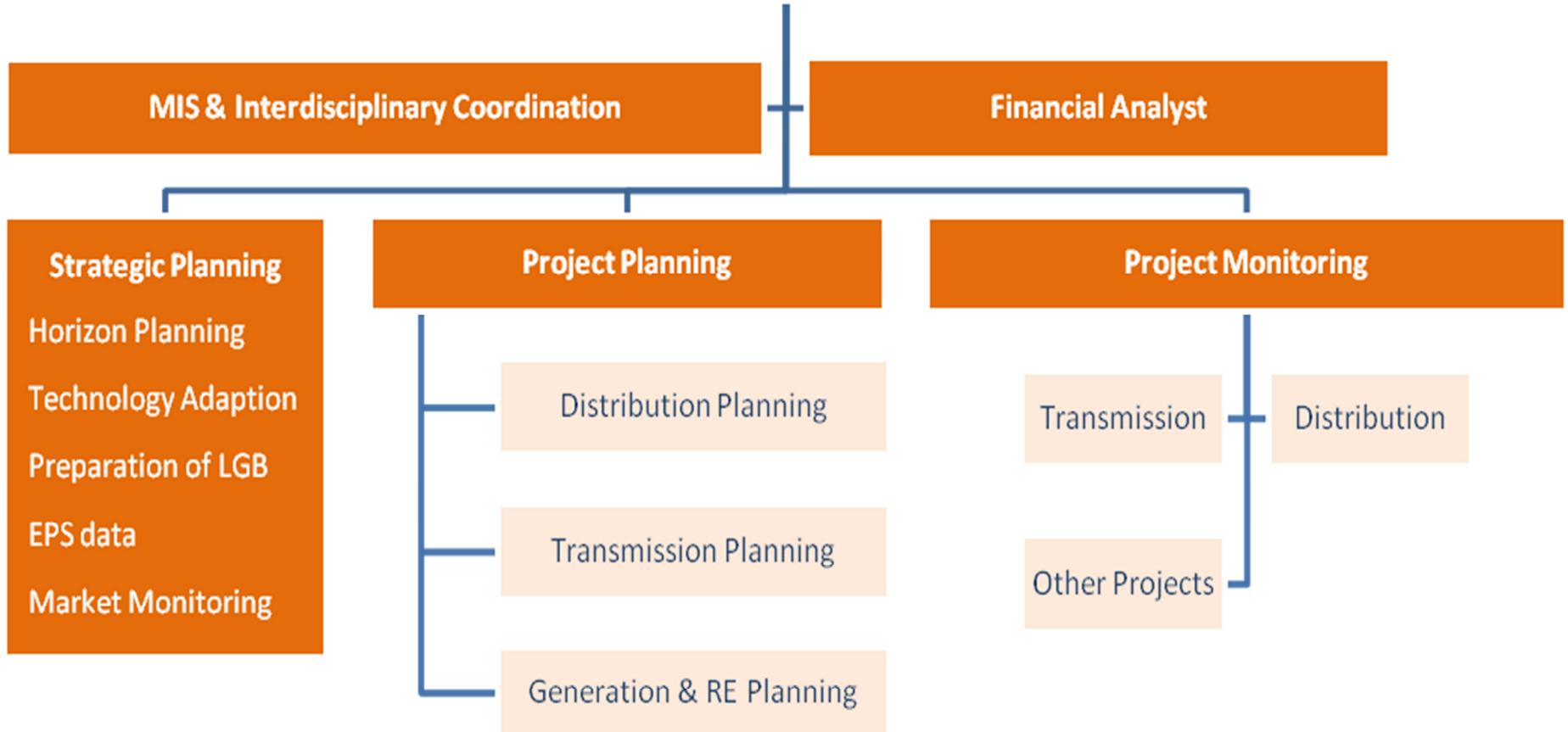
Preparation of Calamity Report, Annual Administration Report to Govt., Compilation of Power System Statistics, matters related to BWCCCL, Electric Power Survey, Delegation of Powers, Matters related to Pooling Station for upcoming wind projects, Formation of Joint Ventures with external agencies, issues raised in Southern Zone council etc are some of the non-routine matters now being referred to planning wing. The Restructuring Committee has not assigned these roles to any other wings, and as such there remains a gap.

At present the wing is headed by an Executive Engineer and supported by 4 Asst Exe Engineer (against sanctioned strength of 7). The Executive Engineer reports to Deputy Chief Engineer (Commercial & Planning) with full powers of Chief Engineer.

The RC proposes an extremely lean structure for this wing, despite having strong opinion that Corporate Planning is an important and vital business process in any organization. The RC is also of the opinion that all future projects to be undertaken in the different wings may be sanctioned by the Board only after the approval of the Corporate Planning & Research Department. Taking this opinion of the RC into account, the existing as well as the proposed staff pattern is grossly insufficient. Considering the functions that the RC proposes to be entrusted to Corporate Planning and taking the ever evolving power sector climate into account a comprehensive remodeling of the wing is warranted. As such, COR Committee proposes a different model as below, in partial reliance of the RC proposal -

- A separate wing for Strategic Planning (Horizon Planning/ Outlook Planning/ Vision Planning) is to be provided. Such an outward looking wing is inevitable in power sector which is facing abrupt changes in the legal and technology horizons.
- The planning wings in Generation, Transmission and Distribution are proposed by RC as extremely lean arms. For such a system to succeed, origination of plans is to be made from field units of the respective functional groups, which is to be structured and streamlined by Planning.
- Power system planning to be detached from Transmission and included in the Corporate Planning department for effective functioning.
- Other activities that are presently handled by the Planning Division may be retained in this wing, till alternate arrangements are made.
- Earth mat design, which is now handled by Power System Engineering wing, may ideally be transferred to Transmission field offices; in such case staff strength of Transmission planning can be reduced accordingly.

Corporate Planning



Category	MIS	Strategic Planning	Project Planning			Project Monitoring	CE's Office	Total Proposed
			Dist	Trans	Gen			
Chief Engineer							1	1
Deputy Chief Engineer		1						1
Executive Engineer	1		1	1		1		4
Asst Exe Engineer (Ele)	3	2	1	2*	1	2	1	10
Asst Exe Engineer(Civil)					1	1		2
Asst Engineer (E)				2*				2
Finance Officer							1	1
Divisional Accounts Officer							1	1
SrAsst /Data Entry Operator	1	1				1	1	4
Office Attendant		1					1	2

* Earth mat design, which is now handled by Power System Engineering wing, may ideally be transferred to Transmission field offices; in such case staff strength of Transmission planning can be reduced accordingly

5. ***Finance & Audit Wing***

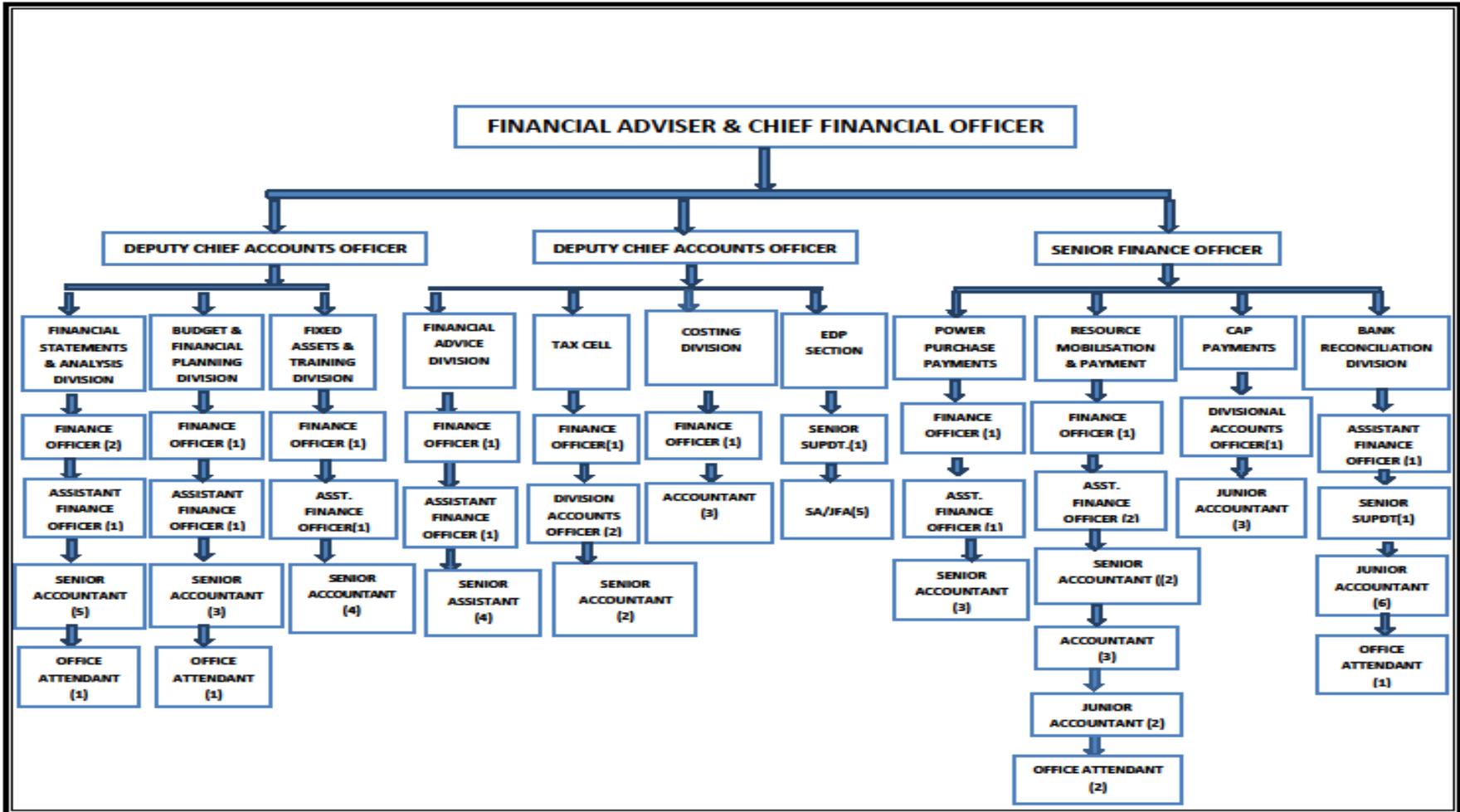
Office of the Financial Adviser & Chief Finance Officer

The Finance Department of the company is now headed by the Financial Adviser. The Finance Department carries out functions like preparation of Annual Accounts of the company, Treasury Management, Budget preparation, Budgetary Control and allied functions, Liaison with Statutory Auditors, Assignment of funds to field units and its monitoring, Power Purchase payments, Tax Audit, Centralized payment of Central Government Aided Projects, Financial Advisory functions, Tax Cell etc. The Restructuring Committee has suggested a vast structure of Finance Department headed by a Chief Financial Officer after incorporating the additional functions of HT/EHT billing and allied matters, arrear monitoring, Land Management Unit etc to the existing functions in the office of the Financial Adviser. In his remarks on the proposal of RC, the FA has made a narration on the various functions of the Finance Wing as well as the practical difficulties in implementation of the proposal put forth by RC. The COR committee has gone through the two documents and is of the view that observation made by the Financial Adviser in his remarks seems to be relevant from the practical point of view.

In the case of LMU, it is observed by the COR committee that only numerical details of land records are required to be captured in the AASTHI software. It is also observed that task assigned to LMU has not been completed and in order to complete this, the COR Committee feels that the existing wing of LMU should be continue as such. COR Committee suggest that the land records, in physical as well as digital format, collected by the LMU may be kept at the safe custody in the proposed Office of the General Manager (Administration) after capturing the details in AASTHI software.

In view of the above, the COR Committee endorses the suggestion of the Financial Adviser on the organizational structure for finance wing at corporate office with slight variations as proposed below

- a. The COR committee observed that below the head of finance wing, three officers of equal category would be sufficient. Hence the place of Chief Accounts Officer is changed as Dy CAO.
- b. The Costing Department can be brought under the control of Deputy Chief Accounts Officer-II.
- c. One post of FO in Tax cell may be shifted to the Financial Statements Division for financial analysis and for providing financial reports to stakeholders and Board for various purposes.
- d. The word 'CAS Monitoring' may be changed as 'Fixed Assets & Accounts Training Division'



Master Trust

Master Trust was created to handle the terminal benefit payments and allied activities to the members of the Trust i.e. the employees and pensioners including family pensioners who are eligible for statutory pension as per the terms and conditions of Tripartite Agreement signed between Employee and Officers Unions of KSEB, KSEB Ltd and Government of Kerala during re-organization of KSEB. Even though master trust has been registered as a separate legal entity, full fledged organizational structure as well as its duties and functions have not been proposed by the Restructuring Committee in their report. RC has proposed Master Trust as a section under HRM wing. The COR Committee after detailed discussion has noted the following points with regard to functioning of Master Trust.

- Master Trust is entrusted with the task of providing pension to existing and future pensioners who are eligible for statutory pension from its own resources in future.
- Since the fund managed by the Master Trust is huge, it requires dedicated staff who has expertise in finance, investment and portfolio management.
- At present, the activities related to pension sanction, pension authorization and allied documentation are being done from the office of CE (HRM) and fund management and accounts preparation of Master Trust is being managed from the office of the FA which is not a correct practice. The dual role of Treasurer of the Trust and Chief Financial Officer of KSEB Ltd by Financial Adviser of KSEB Ltd may lead to legal complications in fund raising, investment of funds, audit objections etc hampering independent functioning of Master Trust. Being an independent legal entity, ideally the Master Trust should function as separate wing.

In view of the above, the COR Committee proposes the following -

- a) Considering the legal status of the Master Trust, it should function as separate wing similar to Employee Welfare Fund of KSEB Ltd.
- b) Master Trust should be headed by a person in the cadre of Chief Accounts Officer having expertise in finance, investment and portfolio management.
- c) Master Trust should have an independent organizational structure with sufficient staffs deputed from KSEB Ltd. The Head Office of the Master Trust shall be at Corporate Office and pension payment offices of KSEB Ltd shall be brought under the control of the Trust to look after the affairs of the pensioners spread across the State. In future, centralized pension payment through ERP system is also proposed for smooth functioning of the Master Trust.

- d) All the documents of the statutory pensioners shall be managed by the Trust. Periodic pension revision as well as payment of dearness relief in line with the pay revision and dearness allowance of the employees shall be managed by the Trust.
- e) Actuarial valuation of the fund as well as issuance of required bonds and financial management of funds and its investment shall be done by Master Trust.
- f) As per terms and conditions of the Tripartite Agreement, KSEB Ltd as well as the State Government shall provide necessary financial assistance to ensure smooth functioning of Master Trust.
- g) The existing staff engaged in the pension related matters under the office of CE (HRM) and other wings of KSEB Ltd may be deputed to Master Trust and suitable organizational structure based on the requirement shall be put up before the Master Trust for approval.

Office of the Chief Internal Auditor

Internal Audit is an independent appraisal function within an organization for review of the system of control and quality of performance as a service to the management. Apart from the mandatory requirement for internal audit function, the Companies Act 2013 requires Audit Committee or Board to formulate the scope, functioning, periodicity and methodology for conducting the audit. The effectiveness of internal audit function depends on – internal audit team competencies, independence of internal audit functions, and scope of activities subjected to audit. The staffing of personnel having proper qualification skills and experience in the internal audit wing is highly essential for improving effectiveness of audit. In the digital environment there has been a paradigm shift in the audit methodology which need to move towards system based audit.

Internal Audit Wing in KSEB Limited is headed by the Chief Internal Auditor. It performs post audit, pre-audit and pre-check functions by the teams in the Corporate Office and 23 Regional Audit Offices. Pre-check of bills related to Capital Expenditure and Repairs and Maintenance bills of Transmission, System Operation, IT and Civil Wing are carried out by the RCA Office headed by an officer on deputation from the Office of the Accountant General in Head quarters. There are three pre-check units at Kothamangalam, Kozhikode and Thrissur under the RCA Office.

Audit Sections at the Head Office are

- i. Work Audit Section for audit of work bills and Power Purchase
- ii. Establishment Audit Section for audit of establishment bills
- iii. Pension Audit and Pay-fixation Section for audit of pension and Pay Fixation
- iv. GPF Section for maintenance of GPF Accounts

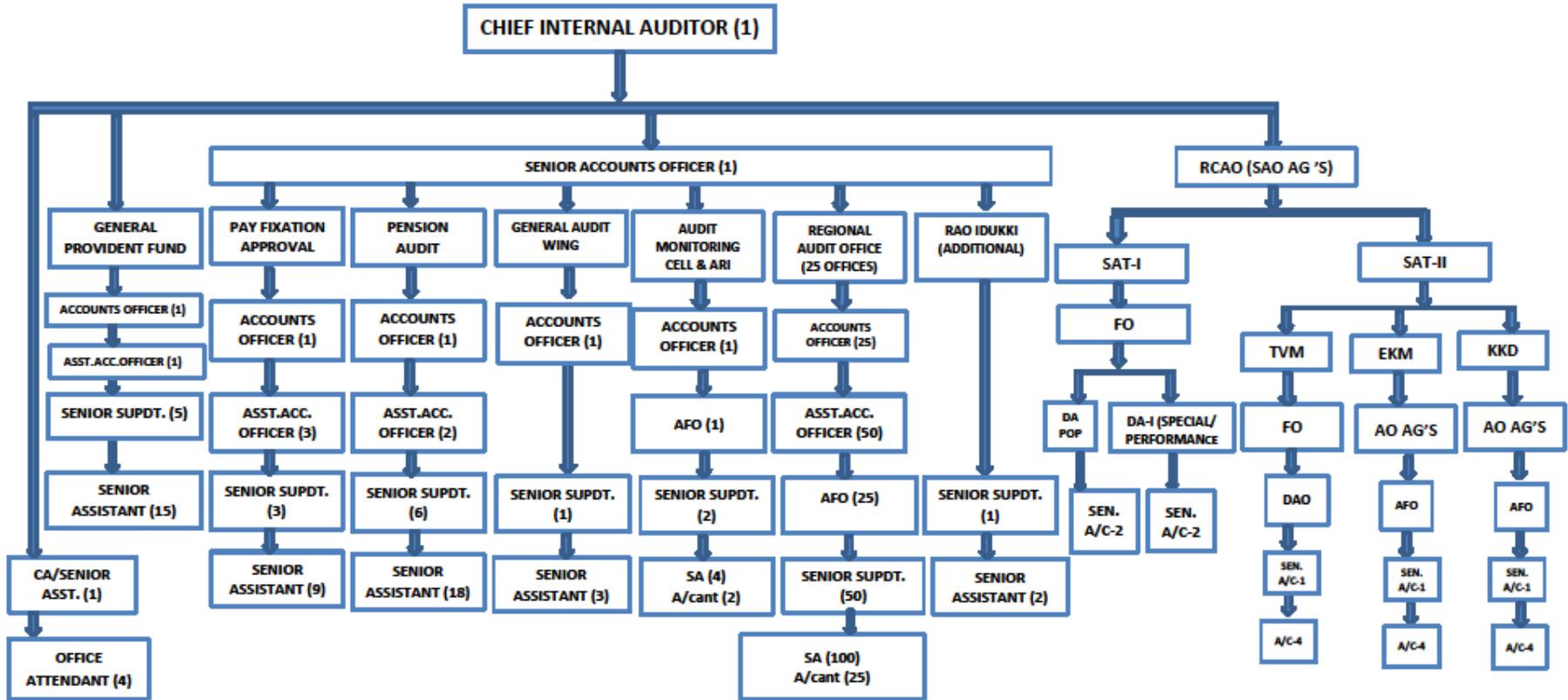
- v. Audit Report Interface Section to liaise with Accountant General/Government
- vi. RAO Monitoring Cell for review and follow up of audit reports of Regional Audit Offices and
- vii. Arrear Clearance Cell for preparation & clearance of arrears of consumers and monitoring of OTS Scheme.

It is observed that in respect of internal audit wing the major changes proposed by RC are restructuring the RCA wing by widening the scope of duties, abolishing of Establishment and Work Audit Wing, and shifting the Arrear Clearance cell to Office of Chief Financial Officer. The COR committee examined the proposal of the RC committee as well as the suggestions by the Chief Internal Auditor and found that the same can be accepted with the following further modifications:-

1. The Restructuring Committee had proposed the staff strength till the computerization of PF Section. Considering the large number of retirements that would take place in the next few years, considerable reduction in staff without computerization would affect the functioning of the section. Till computerization of PF Section, 15 Senior Assistants and 5 Senior Superintendents may be provided.
2. The structure of Special Audit Team may require modification in the Thiruvananthapuram wing to include Finance Officer to head the Special Audit Team II and at Ernakulam and Kozhikode, Assistant Finance Officer may be provided in the place of Divisional Accounts Officer.
3. In order to strengthen the expenditure audit in the field offices it is proposed to provide additional post of Asst Finance Officer instead of Divisional Accounts Officer suggested by the Chief Internal Auditor. Similarly, the Audit Monitoring Cell at the corporate office may be strengthened by including one Asst Finance Officer.
4. Until the settlement of House Building Advance, Vehicle loan are completed, a post of Account Officer need to be provided in General Audit Wing.

The modified organization structure is provided as under

INTERNAL AUDIT DEPARTMENT



6. Commercial & Tariff

The Commercial and Tariff wing deals mainly with purchase of power, tariff and regulatory matters. Commercial Wing assesses the power position for Management Information and manages purchase of power on short, medium and long term basis in coordination with System Operation wing and the State Load Dispatch Centre. Checking and granting admissibility of power purchase bills from Central Generating Stations (Thermal & Nuclear), Independent Power Producers and other power producers under Long / Medium/ Short Term Contracts, bills relating to transmission charges, settlement of contractual issues with RGCCPP, KPCL, BKPL etc, sale of power to utilities outside the State / traders and deals with any other matter relating to power purchase / sale.

Tariff and Regulatory Affairs Cell (TRAC) attached to this office is handling various petitions relating to power purchase before CERC, petitions relating to sales before SERC and the ARR, ERC and Tariff petitions before SERC. All these works involve collection and processing of enormous quantum of data and information relating to various departments of the KSEB Ltd. At present these data are not available online. These data are now manually collected and compiled to the required form. In this regard the Committee noted the following:

- 1) With the advent of IT the consumption/revenue data should be effectively derived from the software itself. With proper integration of power purchase, generation, SO/SLDC, and OrumaNet/SARAS/SCM data, the projection of ARR can be done without much manual intervention. Same is the case with preparation of system particulars, SOP reports, RPO compliance reports, quarterly performance on capital works etc.
- 2) In the case of truing up of accounts also, if the regulatory requirements are properly interlinked with the accounts of KSEB Ltd through existing or newly introduced software, manual intervention can be minimized. Data on accounts have to be made available in the required formats with proper software support.
- 3) Regarding clarifications to field staff on Regulatory affairs, answering petitions forwarded through government, audit replies, LA interpellation, handling RIA questions etc, contesting the ARR and true up petitions of other licensees, filing petitions on fuel surcharge before KSERC, yearly transmission charges before CERC etc, minimum staff can be provided. Same is the case with reports to other agencies such as CEA, credit rating firms, MoP etc.
- 4) Until such advanced software solutions are implemented the following staff pattern is recommended.

Chief Engineer (Commercial and Tariff) - 1	
Executive Engineer – 1	
Senior Assistant – 1	
Office Attendant - 1	
Commercial	TRAC
Dy. Chief Engineer (Commercial) - 1	Dy. Chief Engineer (TRAC) 1
Executive Engineer (Ele) – 2	Executive Engineer (Ele) – 1
Assistant Executive Engineer – 5	Executive Engineer (Civil) - 1
Assistant Finance Officer – 1	Assistant Executive Engineer (Ele) – 6
Senior Assistants – 1	Finance Officer – 1
Office attendant - 1	Divisional Accountant – 1
	Senior Superintendent (Legal)– 1
	Office Attendant – 1

SOR is also proposed to be attached to the Chief Engineer (Commercial & Tariff).

Considering the fact that Office of the Chief Engineer (Commercial & Tariff) is to perform a wide range of function, varying from Power Purchase, Sales, Billing / Bill admission, Regulatory affairs, providing clarification on matters related to various Codes & Regulation and matters related to high value consumers, it is suggested that a Technical Assistant in the cadre of Exe Engineer may be provided to the Chief Engineer. One Senior Assistant & Office Attendant may also be provided in the Chief Engineer’s office.

Office of the Special Officer (Revenue)

In the proposal of the Restructuring committee functions of the Special Officer (Revenue) is seen merged with the office of the Chief Finance Officer. The Financial Advisor has expressed disagreement to the proposal.

The COR Committee was of the unanimous opinion that billing of the EHT consumers, LT consumers covered under centralized billing and Licensees shall be retained in the O/o Special Officer (Revenue) in the Corporate Office. However in respect of HT billing, there have been two views within the committee – (i) to retain the HT billing as such in the Office of the SOR and (ii) to transfer the HT billing to Electrical Section Office. Justification for both views are given below -

First View is that retaining HT billing in the office of Special Officer (Revenue) at Corporate Office is advantageous due to following reasons:

- 1) The office of the SOR handles the entire portfolio of over 6000 HT/EHT consumers of KSEB Ltd along with centralized billing of certain Government Departments who are contributing around 35% of total revenue of the company. HT/EHT consumers, being high value consumers, needs special treatment not only to retain them in our system

under the competitive environment but also to improve the revenue position of the company. There should be dedicated office at Corporate Office to handle such consumers

- 2) There are no concrete and logical reasons put forth by the RC for abolishing the office of SOR which itself proves that the proposal lacks merit.
- 3) The entire activities from billing to collection as well as addressing other grievances of these consumers except technical issues and recording of meter data are being now handled from the office of SOR without any major complaints till date.
- 4) There are so many legal issues pending disposal on various issues related with these consumers at various judicial forum for which decision at Board level as well as uniform approach is required.
- 5) Due to digitalization of Government Departments and other organizations, demand for centralized billing and settlement of dues is rising day by day. As a service provider, we have to equip ourself to address such demands for which a centralized office structure is essential.
- 6) It would be desirable to have second level monitoring for high end consumers
- 7) The suggestion of decentralized billing from each Circles may not be justifiable in the current scenario as it will lead to dispersed collection, non-uniform practices and billing, consumer dissatisfaction, will affect disposal of pending issues, audit, collection efficiency etc.

However it is found that the present setup of the office of SOR needs a major overhaul and should be equipped with such staffs to handle the consumers in a more professional manner. Keeping that in mind, the following suggestions are put forth by them.

- 1) It is suggested that smart meters with GPRS facilities should be installed for each HT/EHT consumers with strict regular monitoring by Dy CEs concerned so that centralized monitoring is possible.
- 2) The software currently used in SOR needs a major overhaul or should be replaced with new one in order to equip with facilities to capture real time data of consumers, facilitate hassle free remittance of current charges, quick on line response to inquiries etc.
- 3) The office shall be headed by a person who is adequately qualified and have the professional skills to handle every issue of HT/EHT consumers (General Manager (Revenue)). The Board may either recruit such person internally or from outside and should be given adequate financial and administrative powers.

The above said view was suggested by Chief Internal Auditor, Deputy Chief Accounts Officer and Senior Superintendent(SOR).

Second View: Preparation and issue of monthly electricity bills to about 6000 High Tension/ Extra High Tension consumers is the most significant function that is vested with the office of the SOR now. In addition to that, preparation and issue of monthly bills to bulk licensees and central payment consumers like Government Departments are also being done from the Office of the Special Officer (Revenue). Monthly electricity meter readings of these consumers are being recorded by concerned field officers in Distribution and Transmission wing. These readings are then communicated to the office of the SOR where bills are generated by entering the data in the desktop billing application 'Energize', in the case of HT, EHT consumers and Licensees. Out of the 1.27 crore electricity consumers in the State, only High Tension and Extra High Tension consumers totaling to just above 5000, which constitute a meager 0.04 % of the customer base, is being billed using the 'Energize' application. The office of the SOR has been continuously voicing concerns about the problems of this billing application and has suggested a major overhaul or replacement of the application. Any improvement in the features and facilities of this application would be difficult as it was developed by an external agency on contract. The only viable option is a suitable replacement.

The 'OrumaNet' application which caters to 99.96 % of the customer base of the KSEB Ltd would be the obvious replacement. The 'OrumaNet' which is developed in house, is a powerful application, free of the troubles that the 'Energize' application is fraught with. It provides facilities for hassle free billing of demand based tariff consumers to which category the High Tension and Extra High Tension consumers belong as well as for trouble free remittance of electricity charges. The OrumaNet application presently prepares bills of close to 20,000 LT demand based tariff consumers; difference from HT/EHT consumers being in tariff rate only. Another attractive feature of the 'OrumaNet' application is that it enables automation in bill generation.

If the entire High Tension consumers are transferred to the 'OrumaNet' database, their bills can be generated at the time of recording the reading itself, using spot billing machines. The Assistant Engineers of Electrical Sections who record High Tension consumer readings can hand over the bills generated by the spot billing machines, to the consumers at site itself. This can be followed by an automated intimation of the detailed bill to the consumers e mail address, the same day itself.

This process has several advantages. It would eliminate chances of errors creeping into readings while it is entered in the Electrical Section Office records, while transferring the reading data to the office of the SOR and while data entry in the billing application at the office

of the SOR. It would ensure prompt issue of the bill to the consumer and possibility of early remittances. Above all, it would bring the High Tension consumers to the billing and collection cycle of the respective Electrical Section, which would ensure prompt disconnection on default and substantially higher collection efficiency.

It is obvious that there is no reason to retain the High Tension consumers in the 'Energize' database, when an internally developed and far superior application 'OrumaNet' with significantly improved features and facilities is at the disposal of the KSEB Ltd. Implementation of the proposal would alleviate the High Tension billing system of all its present handicaps, without any financial commitment along with prospects of better billing and collection efficiencies.

Inclusion of High Tension consumers in the 'OrumaNet' application would also help in better consolidation of data for energy audit processes mandated by the Energy Conservation Act 2001 and its subordinate regulations.

Extra High Tension consumers are extremely small in number and meter readings are presently being taken by the Assistant Executive Engineers of Transmission Wing. For ensuring continuity, these bills can be issued from the office of the SOR itself, albeit through a customized module of the 'OrumaNet', till suitable substitute arrangements are put in place.

The present system of billing of bulk licensees which are also very few in number can be continued in the office of the SOR, with appropriate changes in billing applications as above, till a suitable alternate system is put in place. Centralized billing of Government departments shall also be continued in the office of the SOR.

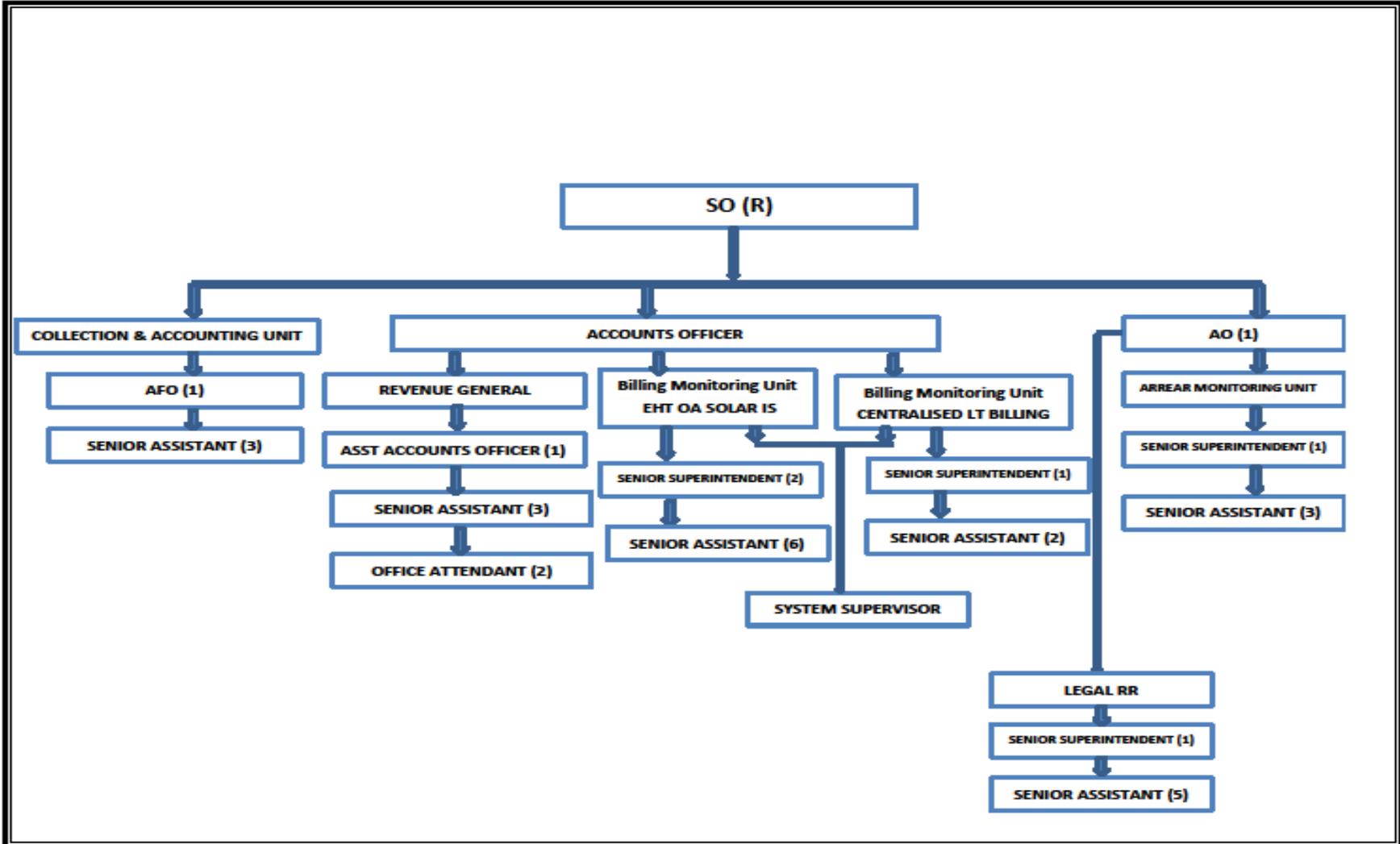
High Tension and Extra High Tension consumers are high value consumers and a dedicated office is required at the headquarters as a single point contact for redressing their entire bill related and service related grievances. A suitably skilled officer with adequate technical and billing knowledge, armed with access to all billing data shall be positioned exclusively for this.

All pending litigations connected with High Tension/ Extra High Tension Consumers/ bulk licensees shall be retained in the office of the SOR for effective handling. Subsequent litigations are to be handled by the office of the Nodal Officer (Litigation).

The office of the SOR shall be prudently re-engineered considering the sharp reduction in work load consequent to shifting of High Tension consumer billing processes.

The majority of Committee members has concurred with the second view and hence the same is recommended by the COR Committee, to retain the office of SOR as such except HT billing. The COR Committee observed that many of the issues dealt in this wing are of technical nature; hence if a technical officer, with proper delegation of powers is assigned charge of this wing, these issues can be settled in a faster pace. It is recommended to attach the Office of the SOR under the Chief Engineer (Commercial & Tariff). The delegation of power of the Chief Engineer (C&T) may be suitably amended to facilitate faster settlement of cases.

It was observed that at present bank reconciliation of online payments is now being handled by the IT wing. COR Committee suggested that this function may be brought to the Office of the Special Officer (Revenue) .The modified structure of SOR is proposed as under:-



7. Human Resource Management Department

The Human Resource Management Function in KSEB Ltd is currently dealt by three offices-the office of Chief Engineer (HRM),the office of the Secretary(Administration) and the office of the Chief Personnel Officer. It is rightly pointed out in the report of RC that there are overlapping in the activities and futile movement of files between these offices. The COR Committee on detailed examination of the proposal of RC observed that the integration of these offices for streamlining their functioning and optimizing the manpower is appropriate. However the following modifications are found required in the proposal of the RC:

1. Apart from the conventional role of coordination of recruitment & selection process through KPSC, transfer & posting of employees and managing their service related matters, modern human resource management of organization involves the following essential functions like definition of job roles and identification of skill set, selection & recruitment, training & development, performance appraisal, career planning, promotion, wages & salary administration. Since more than 80% of employees in KSEB Ltd constitutes technical workforce, Human Resource Managers with technical background is essential in certain key positions in the HR wing. Defining performance parameters, identifying job roles, conceiving technical requirements, identification of skill sets, competency mapping, identification of skill gaps, focused training interventions, effective appraisal of performance, drawing career plans and ensuring the right person for the right job in a highly technical power utility emphasizes the need for HR professionals with technical expertise in the HRM wing of KSEB Ltd.

Therefore, the Head of HRM wing is recommended to be a person with technical background with additional HR qualification.

2. The functions of Chief General Manager (HRM) will be subdivided into three categories viz. Establishment, Training & Development and Employee Welfare.The General Manager(HRM), Deputy Chief Engineer (Training & Development), and General Manager (HR Welfare) will head each of the functions.

(A) The General Manager (HRM) shall be a HR professional, who will lead the three sections headed by the following personnel with respective functions.

a. DGM (HRM) with HR qualification to lead the HR functions including recruitment (wherever required), placement, performance evaluation, career planning, transfers and promotions of all officers above the level of AEE/AAO/AFO.

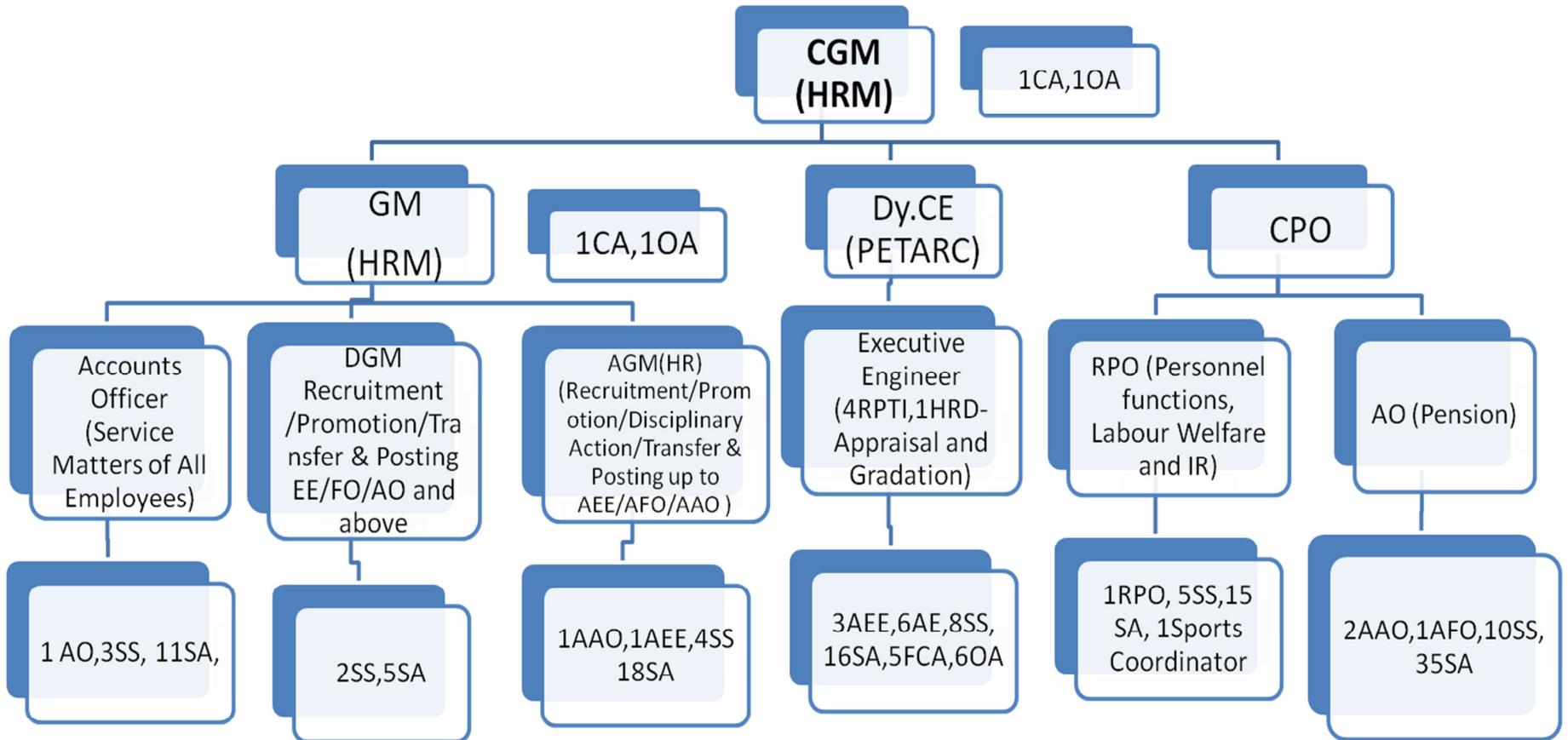
b. AGM (HRM) with HR qualification to lead the HR functions including recruitment, placement, transfers and promotions of all staff and officers upto the level of AEE/

AAO/ AFO. The EBVS section shall also be brought under this section. Since majority of the disciplinary action cases are centered around technical matters, the EBVS section shall be headed by an Asst Exe Engineer with adequate experience in distribution and preferably having legal qualification. Two Senior Superintendents are required for EBVS, one for routine cases and one for handling appeals.

- c. An Accounts officer to monitor all the remaining service matters like leave, NOC etc of employees in KSEB Ltd and LA Interpellations, RTI etc. This section shall also handle the wages and salary administration of all employees in Vidyuthi Bhavanam, TVPM.
- (B) The Deputy Chief Engineer (Training & Development) shall head the training function. The Deputy Chief Engineer (PETARC) may be re-designated as Deputy Chief Engineer (Training & Development) with Headquarters at PETARC, Moolamattam. The Exe Engineers of four Regional Power Training Institutes (RPTI) and Exe Engineer (HRD) shall report to him. The Exe Engineer(HRD) shall be given the additional duty of processing performance appraisal and gradation of all employees up to Asst Exe Engineer/AFO/ AAO.
- a. All the existing RPTIs(4 Nos)–Thiruvananthapuram, Kottayam,Thrissur,Kozhikode shall be retained since all of them are essential. In view of the training systems mandated by the regulations, the existing training facilities are found inadequate. Hence an additional RPTI at North Malabar area of Kerala would be appropriate.
 - b. At least 1 Asst Engineer has to be retained in each RPTI and at least1 Asst Exe Engineer& 1 Asst Engineer has to be retained in PETARC since majority of training handled is on technical matters and technical personnel is essential for coordinating practical and field visits. The CEA has advised to have permanent technical faculty members in PETARC during their inspection. The Asst Exe Engineer/ Asst Engineer/ SS posted to training centres shall be capable and mandated to handle atleast the minimum prescribed training sessions.
 - c. The Library wing proposed under the Corporate Planning Wing by RC is recommended to be retained under HRD wing.
- (C) It is recommended that the structure proposed for General Manager (HR Welfare) for heading the employee welfare functions, personnel functions and pension related matters may be accepted with modification in respect of Master Trust mentioned elsewhere in this report. The designation of Chief Personnel Officer & Regional Personnel Officer designations may be renamed as General Manager(HR Welfare)& Senior Manager(HR Welfare) respectively.

- 1) COR Committee observed that certain non HR functions are attributed to Human Resource Management Department by the RC. COR Committee proposes to delink such functions (viz. Master Trust, Facilitation Counter, compilation of LA Interpellation, Central Inward & Despatch Section, Accounts Branch, Pension payment) and provide it elsewhere, suitably.
- 2) The RC has proposed a time frame for completing disciplinary proceedings. This alone would not address the delay faced in enquiry proceedings. The Chief Engineer (HRM) is the disciplinary authority of all officers of KSEB Ltd in the category of AEE/AFO/AAO. The Chief Engineer (HRM) also handles the disciplinary action of all employees in the above categories, working in the corporate office. In addition, the CE (HRM) is the first appeal authority of the disciplinary proceedings finalised by the Deputy Chief Engineers at the various Circle Offices and the second appeal authority of the disciplinary proceedings finalised by the Executive Engineers of various Division Offices. Therefore the CE (HRM) receives and processes a considerable number of appeal petitions from the field, which enhances workload considerably. This workload can be distributed and thus reduced considerably by suitably delegating the powers of disciplinary / appeal authority to the concerned Chief Engineers in the field. The cases/appeals involving removal from service (upto AEE/AAO/AFO) alone need to be taken up with the CE (HRM).
- 3) The proposal to handle appeals against the decision of the CGM(HRM) and appeal to CMD and DB at appeal section of CE(HRM) need to be reviewed. The legality of the appeal being handled in the same office need to be examined.

The modified Office structure is proposed is as under



8. IT Department

In the emerging scenario, IT wing is to be the pivot on which the entire gamut of the functions of the organisation is to be carried out. Efficiency of the IT wing to respond to challenges thrown up by the ever evolving power sector is crucial. The reorganization of this wing is to be conceived taking these factors in to account.

The present IT wing comprises of officials deputed from conventional ministerial & technical cadres through certain non-uniform processes of selection. All technological advancements that the organisation achieved till date were pioneered by such in house teams evolved from skilled work force having domain knowledge, through processes of selective inclusions and exclusions. But the present system of selection from available workforce has the inherent disadvantage of creating core skill deficit in avant-garde technologies. At the same time, domain experience is an inevitable ingredient for the success of all IT related activities in the KSEB Ltd. Considering all these aspects, the committee proposes a blend of officials with domain knowledge & skills deputed from conventional cadres, officials recruited directly from skilled professionals and officials on contract engagement as an optimal model.

On an analysis of the present mode of functioning of IT wing in general, it is observed that testing and documentation are the weakest links in the system chain. Hence manpower and facilities for ensuring sound documentation and meticulous testing are to be institutionalized. Committee proposes an exclusive team for discharge of these two crucial functions. Considering the existing functions, present work load, projects in the pipeline, future prospects and all relevant dimensions, the following pattern is proposed –

Software Services Division: This wing led by an Exe Engineer would be handling the function of servicing the existing software applications through its lifecycle. Management of Helpdesk will also be a responsibility of this wing.

IT Projects Division: This wing led by an Exe Engineer would be in charge of all projects including existing projects as well as those in the pipeline. This team would also handle software requirements of all new projects undertaken by the Board.

Software Testing & Monitoring Division: This team headed by an Exe Engineer will ensure that the development teams of other Divisions adhere to accepted standard documentation practices (including standardization of coding, detailed documentation including comments on application logics and approaches). The Division will also ensure stringent, independent testing of all products. All applications are to be rolled out for functional testing only after rigorous tests by this Division.

Ancillary Services Division: This Division led by an Exe Engineer would be in charge of Database Management and all ancillary services such as Cyber Security, Network Administration, Hardware Services etc. System Administrators / Supervisor service network under this Division would act as field level service arm for other three divisions also.

Deputy Chief Engineer (IT) would be in charge of the Software Services and IT Projects Divisions who would in turn be reporting to the Chief Engineer (IT). Executive Engineers of Ancillary Services and Software Testing & Monitoring Divisions would be reporting directly to the Chief Engineer.

At present bank reconciliation of online payments is handled by the IT wing. COR Committee recommends that this function may be brought to the Office of the Special Officer (Revenue).

Selection of Personnel

As elucidated above, a blend of different streams would be optimal in IT wing. It is proposed to select skilled and experienced personnel from conventional cadre by a process of deputation, candidates with core skills through a process of recruitment and execution of project components through contract engagement as and when required. A provision for execution of project components by contract engagement is necessary for quick assimilation of fresh ideas and futuristic technologies. Involvement of State controlled bodies like State Startup Mission can be utilized for this, in a nondiscriminatory manner.

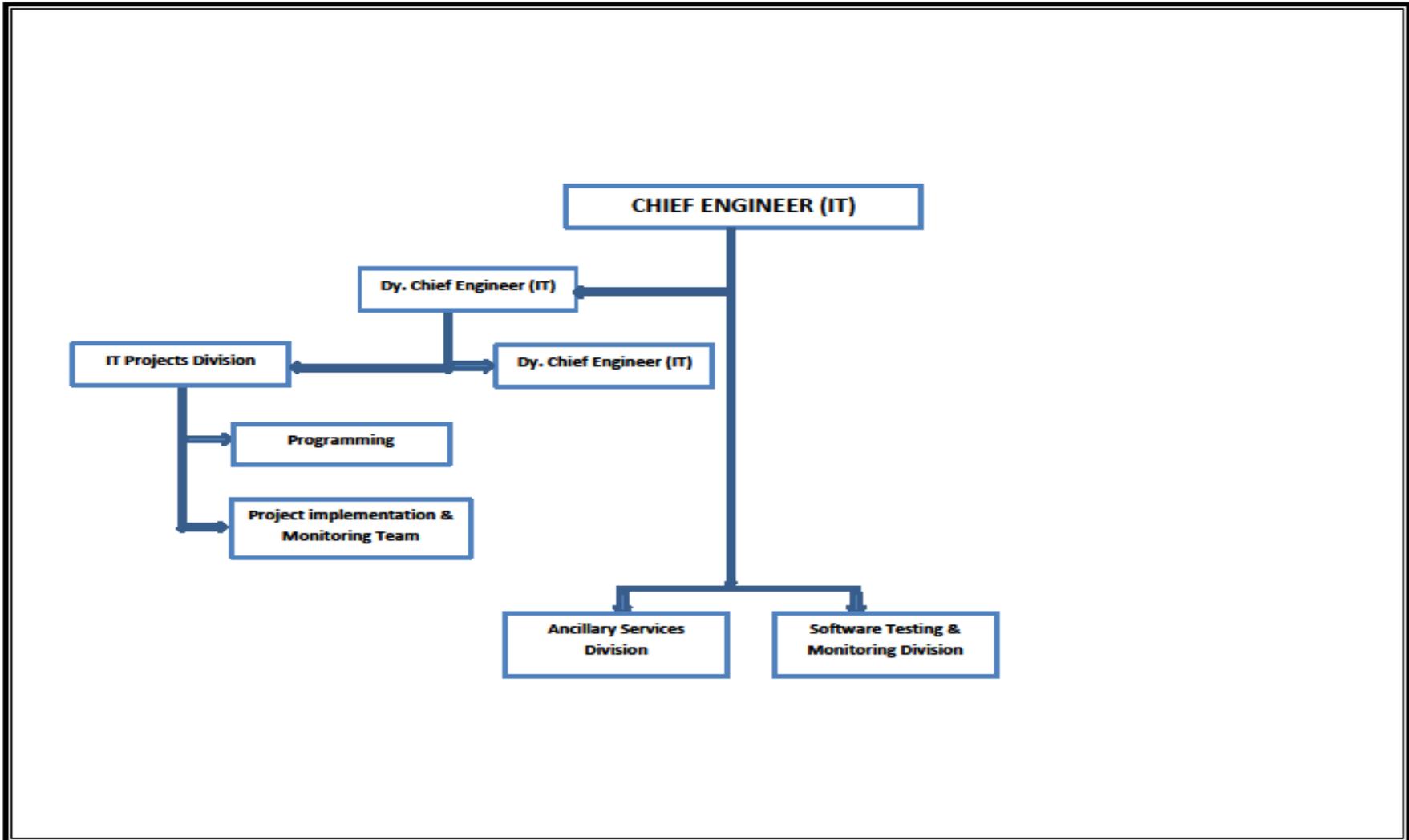
Heads of each Division can assign specific roles to officials subordinate to him, based on functional requirement and skill availability at his disposal. If skill availability at his disposal cannot satisfy the functional requirement, the Chief can depute any official with suitable skills working under him. In extreme emergencies, even skilled officials who are employed elsewhere in the organisation can also be roped in. If officials with required skill set is not available within the organisation or cannot be spared, specific functional requirements may be met through contract engagement as mentioned above.

A system of allowing sufficiently skilled conventional cadre employees deputed to the IT Department to work from their own places of convenience, as an incentive may also be attempted. Such a facility may enable all skilled employees within the organisation who may have not applied for deputation owing to prospects of dislocation from their own places of convenience, to contribute effectively.

For the proposed model to give satisfactory results, an efficacious system for identifying and nurturing skilled and qualified personnel from the normal recruitment pool is to be put in place.

A system for judicious joint operations with technology providers and for appropriate knowledge transfer for specific functions is also to be evolved and positioned.

An engagement model with specialization in niche functions like database management, cyber security, network management, testing etc and a common pool of dynamic programmers to be utilised for activities of all the Divisions depending on requirements is proposed. All these functions can be handled by the pool comprising of deputed and recruited personnel. An employee mix of 3:1 may be attained over a period of time for deputed and recruited staff in the IT wing. The ratio is proposed to ensure a judicious mix of skill and experience that a dynamic system should possess. The proposed staff pattern of the IT wing in a tabular form is appended hereunder. The tabulated staff strength does not include the Chief Engineer and Deputy Chief Engineer who are functional heads



Office	Database Management (Database Administrator / Database Manager)	Cyber Security (Administrator / Manager)	Network Management (Administrator / Manager)	IT System Management (Administrator / Manager)	System Administrator/ Manager	Help Desk Function	QA (Quality Analyst)	Programming Function
Ancillary Services Division	3	3	3	3	75			
Software Testing and Monitoring Division							12	
IT Projects Division						4		21
Software Services Division						4		21

9.Law Department

Report of the RC provides exhaustive detailing of all the functions of the Law Department. As such, this report does not propose to explain minute details of the functions of the department, but attempts a broad categorization for the sake of simplicity in understanding.

The functions presently handled by the Law Wing can broadly be classified into five.

- i. Initiating decisions regarding filing of cases as plaintiff/ petitioner and defending cases where the KSEB Ltd is arrayed as respondent/ opposite party.
- ii. Scrutiny of draft suits/ petitions to be filed and draft written statements to be submitted in defense.
- iii. Monitoring the progress of ongoing litigations
- iv. Providing legal advice to the Board as well as the subordinate offices on request.
- v. Legal Assistance in the process of drafting of major contracts, tender documents and other legal instruments as required by various departments of the Board.

In addition to this, the Legal Liaison Office, Ernakulam, which is functioning under the Law Department, is vested with the exclusive duty of liaison with the Counsels engaged for conduct of cases at the Honourable High Court and to sign and submit sworn affidavits along with approved statements, before the Honourable High Court on behalf of the Kerala State Electricity Board Limited. Besides this, the head of the Law Wing, the Legal Advisor & Disciplinary Enquiry Officer (LA&DEO) is to be the Enquiry Officer in the case of departmental enquiries involving senior officers and substantial stake.

Presently all the five functions are carried out by the Law Section at headquarters, Vidyuthibhavanam, with initiation level assistances from Nodal Officers (Litigation) attached to each Electrical Circle, except for legal advice in (iv) & (v) above. Files are originated and submitted for obtaining decisions at appropriate levels, after multi layered perusal and scrutiny. The Law Department at Head Quarters presently comprises of 28 Senior Assistants, 9 Senior Superintendents, 5 Law Officers of and above the rank of Assistant Accounts Officer, from within the organisation as well as on deputation from the State Secretariat and the LA&DEO who is a serving District Judge on deputation.

The organizational structure of the Law wing proposed by the Restructuring Committee consists of four wings - Law department(HQ), LLO (Ernakulam), LLO(New Delhi), District Legal Liaison Offices (14 numbers). After detailed assessment, the COR Committee, decided to propose a leaner pattern with three wings viz. Law department(HQ), LLO (Ernakulam), and District Legal Liaison Offices directly under the control of LA&DEO. In New Delhi, a Section Officer may be

posted under the Administrative Control of Resident Engineer, New Delhi, for giving assistance Legal Liaison activities.

The RC proposed that a legal expert having adequate experience in handling legal matters (Civil Law) may be appointed on deputation/contract basis as the Chief Legal Officer. Considering the nature of cases handled in the law wing of the organisation, the COR Committee is of the view that the present system of engaging a serving District Judge on deputation as the Head of the department may be continued. The modification in structure for legal wing is suggested at Head quarters, Legal Liaison Office –Ernakulam and the District Legal Liaison Offices as under.

Law Department (HQs- Vidyuthi Bhavanam)

The level of reporting of law wing proposed by RC at Head Office is Legal Assistant- Section Officer-Assistant Law Officer-Senior Law Officer-Deputy Legal Advisor- Chief Legal Advisor. The suggestions of the LA&DEO in the matter were considered by the COR committee. Considering various related aspects, the COR committee is of the opinion that the tiers of the hierarchy has to be reduced further. Hence the COR committee proposes elimination of the newly proposed position of that of the Deputy Legal Advisor. In addition to that, COR Committee proposes that the maximum layers through which a file has to traverse in the law department shall be limited to 4, including the initiation level and that of LA&DEO. The number of Section Officers recommended by the RC is 6 and Legal Assistants is 18, which is admissible to begin with and may require further optimisation on analyzing results of changes made down the line.

Legal Liaison Office Ernakulam

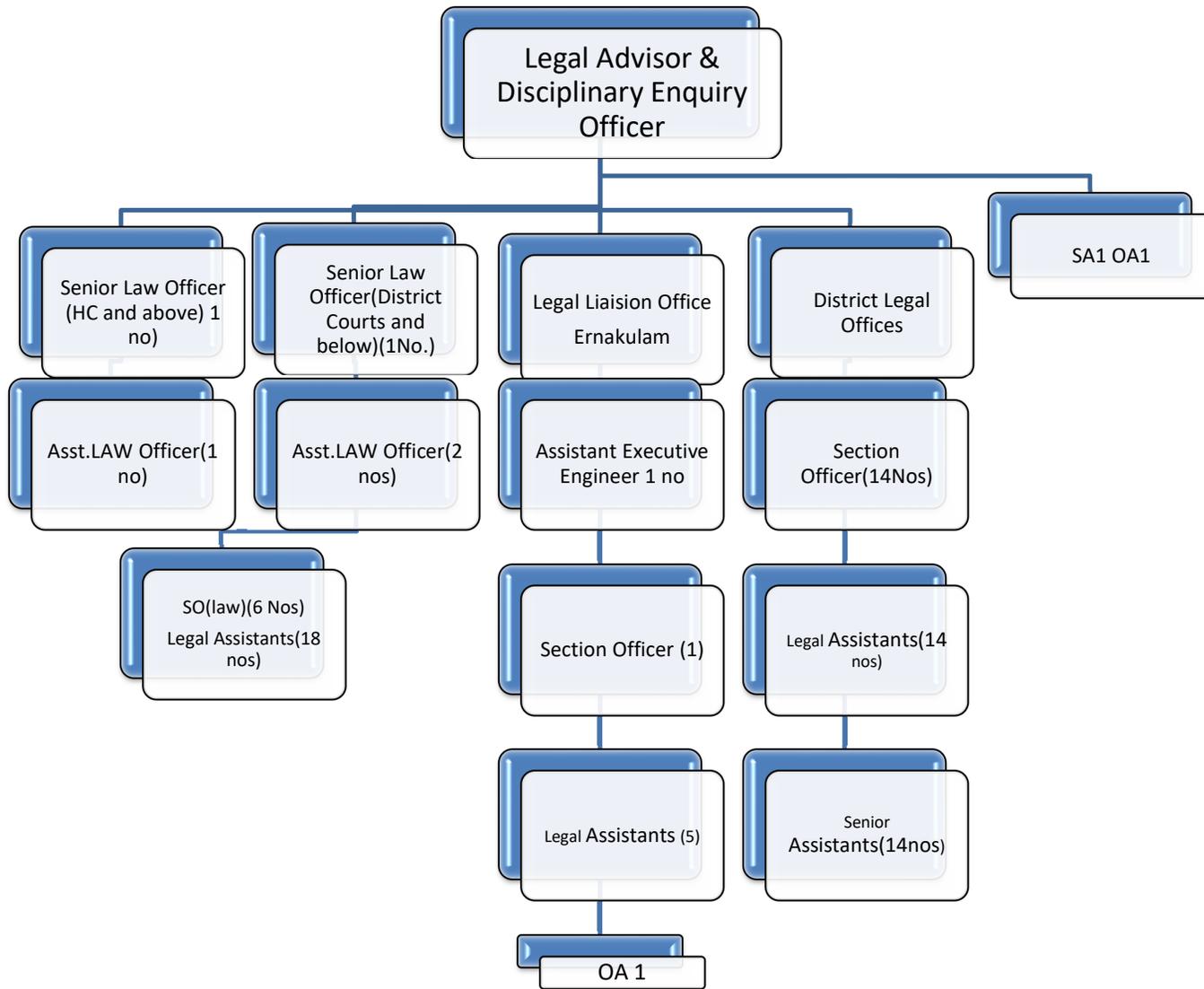
The RC proposes one Assistant Law Officer and one Section Officer in the Legal Liaison Office. The COR committee is of the opinion that the positions of both Assistant Law officer and Section Officer are not required. The COR Committee proposes a structure with one Asst Exe Engineer as Legal Liaison Officer, as most of the cases involve technical issues. The LLO shall be supported by one Section Officer and five legal assistants considering the increased cases handled in this office as well as the stake involved.

District Legal Liaison Offices (14 Districts)

The District Legal Liaison Office shall be responsible for conduct of cases relieving the burden of officers at the field level. The District Legal Liaison Office shall obtain details of facts and necessary documents pertaining to cases, prepare drafts of written statements, get it approved and signed from the appropriate level, submit to the Courts/ For a directly or through Counsels, as the case may be, and conduct cases ensuring scrupulous follow up. The structure proposed by the RC for the District Legal Liaison Office is one Section Officer (Law) with 2 legal assistants and 2 Senior Assistants. Considering all related aspects, the COR committee proposes a leaner

pattern, comprising of one Section Officer (Law) with one Legal Assistant and one Senior Assistant. The number of cases handled at the various district level legal for a is not uniform. The Committee recommends that it would be appropriate to reconsider staff strength on work load based necessity and the re-assignment of posts in each Districts may be made in consultation of LA&DEO.

The COR Committee proposes that the office of the Resident Engineer, New Delhi, under the General Manger, Administration, which is vested with the functions of liaison with various regulatory authorities like the Central Electricity Authority, the Bureau of Energy Efficiency in addition to appellate forums like the Appellate Tribunal for Electricity and the Appellate Tribunal for Energy Conservation and normal liaison activities with the Ministry of Power, MNRE etc, and also to carry out the function of Legal Liaison at New Delhi. The COR Committee assessed the nature of work and decided to recommend the modified Office structure as under.



10. Public Relations Department

The Restructuring committee has proposed that Public Relations Department will have four wings –Public Relation Division, Advertisement Division, Front Office Management and Centralized Customer Care and Call Centre. On examination the COR committee proposes to merge Front Office Management with Public Relation Division. Visual Media and Social Media(Facebook/ Twitter/ WhatsApp) division is proposed under Centralized customer care and call centre.

The Chief Public Relations Officer and Public Relations Officer are seen in the proposal of RC. COR Committee is of the opinion that only the post of Chief Public Relations Officer is necessary.

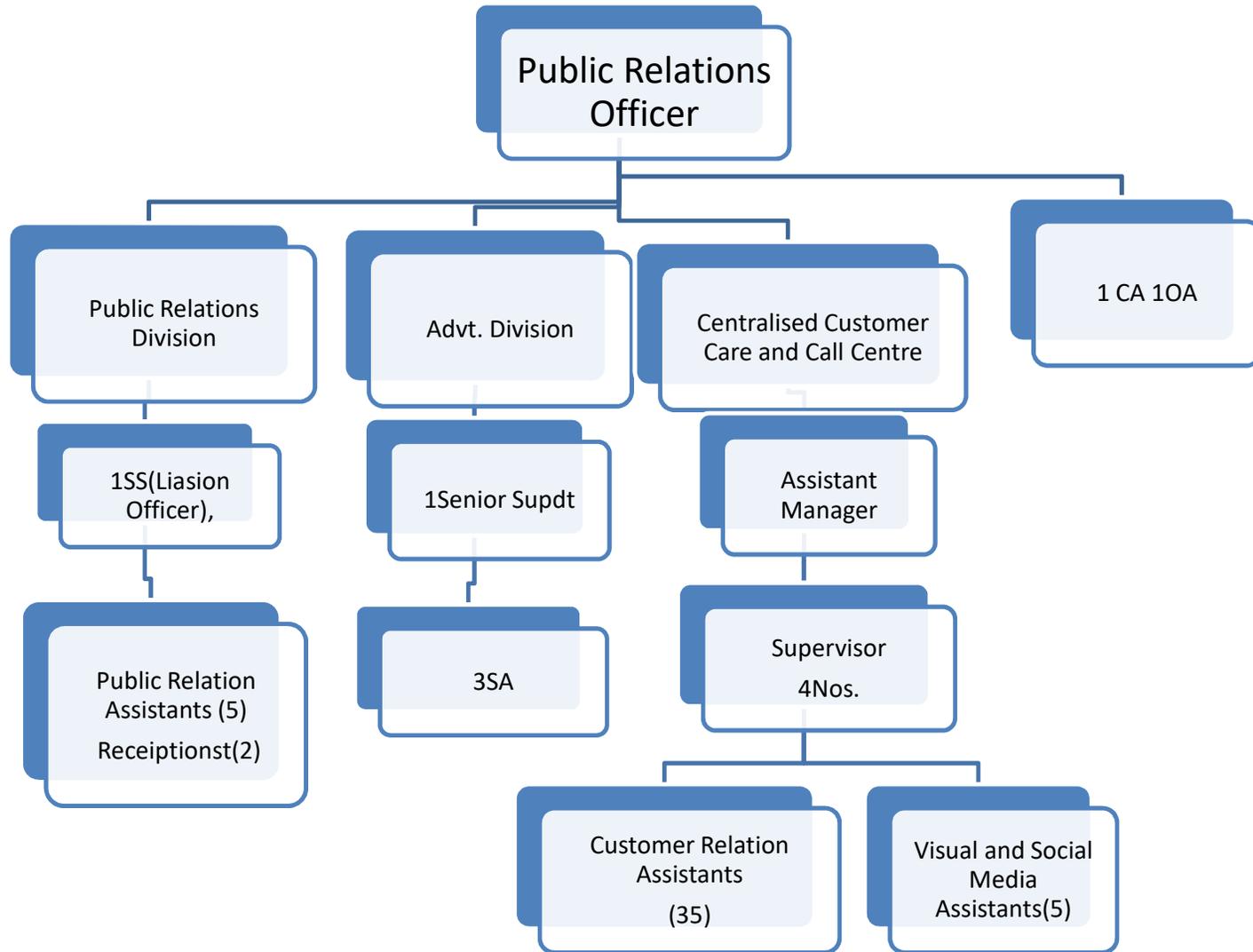
The Chief Public Relations Officer being the State Public Information Officer to KSEB Ltd, numerous correspondences with regard to RIA are to be carried out. Hence COR Committee suggest that the number of Public Relation Assistants be increased by 2. The number of receptionists also may be fixed as 2 instead of one.

In centralized customer care and call centre, the Assistant Manager (CCC) may preferably be a technical person in the category of Assistant Executive Engineer (Ele) and Assistant Engineer(Ele) may be posted as one of the Supervisors.

The RC has proposed to shift IB booking to call centre for providing 24x7 service. If online booking facility and advance payment facility is provided for IB booking, it would be more effective.

The proposal of restructuring committee envisages retaining Customer Care to be staffed internally, but possibility of outsourcing Customer Care Centre in the larger commercial interest of the organization may be considered.

The modified structure is given as under



11.Safety Department

Safety is of paramount importance in all field level activities within the organisation. The organisation confers the highest priority for safety and allows no compromise in any aspect related to ensuring safety, as a matter of policy. Considering the importance, an officer of the rank of Chief Engineer is posted as Chief Safety Commissioner. Presently the safety wing functions with the Chief Safety Commissioner at the helm, assisted in the field by Deputy Safety Commissioners at Regional Level, Chief Safety Officers at Circle Level and Statutory Electrical Safety Officers at Sub Division Level. Deputy Safety Commissioners, Chief Safety Officers and Statutory Electrical Safety Officers are now performing their respective roles in addition to their normal duties in Regional, Circle and Sub Division offices. In addition to this one Executive Engineer, 2 Asst Exe Engineers, One Asst Engineer and One Sub Engineer are posted in the office of the Chief Safety Commissioner.

The RC proposed 3 Regional Offices comprising of One Exe Engineer, One Asst Exe Engineer and One Senior Assistant each, in addition to the Office of the Chief Safety Commissioner, consisting of one Exe Engineer, one Asst Exe Engineer, one Asst Engineer, one Confidential Assistant/Senior Assistant and one Office Attendant. Duties of Electrical Safety Officer in terms of Reg 5 of the CEA (Measures Relating to Safety & Electric Supply) Regulation, 2010 are presently handled by Asst Exe Engineers of respective Sub Divisions, within their jurisdiction. Such a designation has several pitfalls, considering the nature of job of Electrical Safety Officer. Asst Exe Engineers are usually loaded with routine tasks which make it difficult for them to bestow sufficient time to properly discharge the duties of a Safety Officer. In addition to this, they may not be able to conduct impartial analysis of accident situations within their jurisdiction as a Safety Officer. As such, appointment of dedicated safety officers is inevitable, considering the importance of ensuring safety.

The COR committee also observed that the structure proposed by the Restructuring committee with one EE and one Asst Exe Engineer at regional level cannot effectively discharge the duties of accident investigation, safety surprise inspection, safety audit etc in all wings of the Organisation. The suggestions by the Chief Safety Commissioner and other stakeholders were considered by the COR committee and modifications are suggested as under:

The name of Safety Department may be changed as "Quality, Health, Safety and Environment" Department (QHSE) (name as proposed by the Transmission Subcommittee).

Office of the Chief Safety Commissioner

In the office structure of Chief Safety Commissioner at Corporate Level, a senior level officer like Executive Engineer is likely to be underutilized and may be dispensed with, retaining one Asst Exe Engineer, one Asst Engineer, one SA/CA and one OA as suggested by the RC.

Regional Offices

There shall be three regional offices; each headed by an Executive Engineer and assisted by a Senior Assistant for giving support in office functions

Field offices

- a. There shall be fourteen (14) Safety Field Offices, one for each Revenue District.
- b. There shall be one Asst Exe Engineer (Ele) and one Sub Engineer (Ele) in each team
- c. The Asst Exe Engineer (Safety) of Field Office shall be designated as Statutory Safety Officer and the Assistant Executive Engineers of Subdivisions shall be relieved of this responsibility (as suggested by Distribution Subcommittee)

Separate vehicle shall be provided for each of the Regional offices and field offices for effective functioning.

The office structure of QHSE wing is recommended as under:

Cadre \ Officer	Chief Safety Commissioner's Office	Regional Office (3 no)	Field Offices (14 nos)	Total
Chief Safety Commissioner	1			1
Exe Engineer (Ele)		1*3		3
Asst Exe Engineer (Ele)	1		1*14	15
Asst Engineer (Ele)	1			1
Sub Engineer (Ele)			1*14	14
CA / SA / Data Entry Operator	1	1*3		4
Office Attendant	1			1

12. Supply Chain Management Department

Procurement of materials is one of the most critical functions in the organisation. Efficient functioning of the material procurement system has a direct bearing on the timely completion of projects and capitalisation of assets. The above function is presently carried out collectively by Chief Engineer (Supply Chain Management) and certain field offices. Around 600 types of materials are procured and distributed to more than 900 locations every year. Chief Engineer (SCM) is responsible for procurement of majority of these items.

In the present system, item wise procurement responsibility is assigned to individual officers. These officers are responsible for entire procurement process including preparation of technical specification, floating of bids, finalisation of purchase, arrangements of factory testing and logistics management. Due to vagaries in requirement of materials, such a system may lead to overloading of some and under loading of other officers, in many cases.

A considerable number of materials are presently purchased from field offices also. Most of these purchases are done from local market, in an ad hoc manner to meet the exigencies. Officers are often forced to settle with the available materials considering the urgency of completion of the works. To ensure quality materials it is essential that all materials including those procured presently by other offices are procured adhering to uniform standard procedures or preferably by the SCM wing directly. If the procurement responsibility of decentralised materials is also brought in to the scope of SCM wing, without optimization of procedure, proper streamlining and re-engineering of processes, it may result in increased requirement of staff from the present position. Considering these aspects, the COR Committee proposes a cogent restructuring of responsibilities and procedures for optimization.

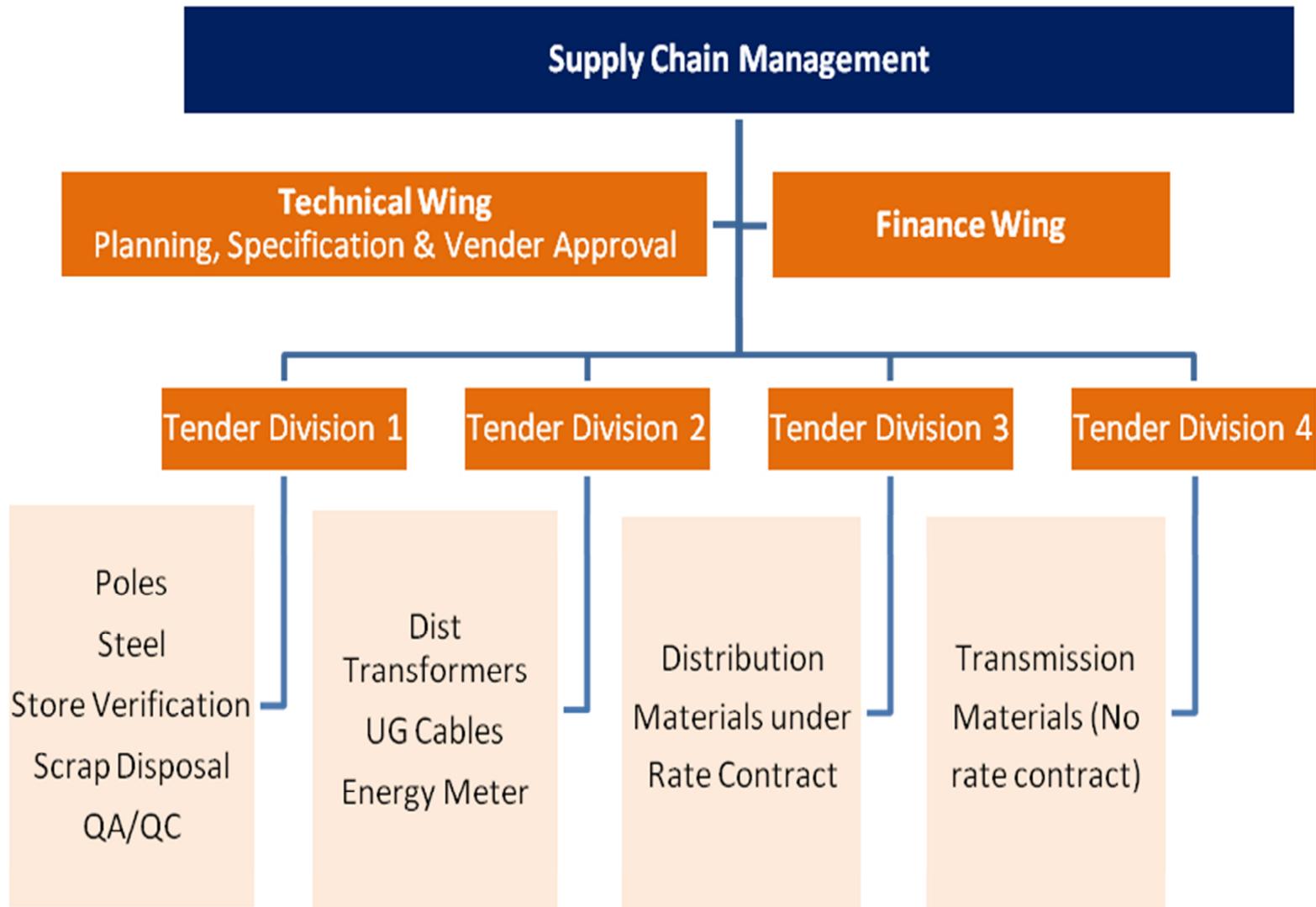
Considering the requirements above, it is seen that the RC Committee has gone in for an irrational downsizing of the SCM wing, in the draft restructuring proposal. The Restructuring Committee was consulted for understanding the rationale for the drastic reduction in work force. It is understood that the downsizing contemplated by the RC is subsequent to completion of vendor registration and finalisation of material specifications. Undertaking such drastic downsizing without proper work-study can be detrimental to interest of the organisation, as the SCM is the most crucial department from the operational perspective.

In addition to procurement responsibilities, disposal of major scrap items are also to be carried out here. Considering the increased workload and the magnitude of the present functions, the department requires increase in work force in several wings and reduction in certain others.

The SCM Department shall be responsible for Vendor Registration/ Approval, rate discovery and rate contract finalisation of all fast moving/ bulk procured/ regular use materials, including

structural materials for mechanical facilities. Purchase orders are to be placed at appropriate level based on individual requirements and delegated powers.

The basic structure proposed as under:-



The Technical Wing handles the important function of initiating procurement processes in time including planning, preparation of technical specifications and vendor approval. As such, it is to be controlled and monitored at a higher level. Considering this, the unit can be kept directly under the control of the Deputy Chief Engineer. The wing shall have five Assistant Executive Engineers (Ele), five Asst Engineers, one Senior Assistant for data compilation and one Office Attendant. This would eliminate one level of redundant monitoring that is existing now.

Procurement processes are to be conducted through four tendering channels, functioning as Tendering Divisions I, II III and IV respectively. Tendering Division I lead by one Executive Engineer (Civil) shall be in charge of procurement of poles, store verification processes, Scrap Disposal and Quality Assurance. The Division shall have Three Assistant Executive Engineers (Ele) and one Assistant Executive Engineer (Civil), and three Asst Engineers (Civil) as it involves extensive site visits and inspections. Tendering Division II lead by one Executive Engineer (Ele) shall be in charge of procurement of Distribution Transformers, Underground Cables and Energy meters. This Division shall have two Assistant Executive Engineers (Ele) and one Assistant Engineer (Ele). This Division is in charge of the most frequently procured items. Remaining materials are to be shared between Tendering Divisions III & IV. It shall have 4 Assistant Executive Engineers (Ele) each. Tendering Division III shall be in charge of procurement of Distribution material under rate contract and Tendering Division IV is to deal with Transmission materials. One Senior Assistant each may be provided in all Tendering Divisions for data compilation, documentation and allied activities.

Considering the work load and material demand, amalgamation of tendering divisions can be done by the Chief for optimal utilization of available manpower.

The functions enumerated for the Purchase Division by the RC does not justify its formation and hence the Division shall be dispensed with.

The Assistant Finance Officer, Divisional Accounts Officer and 3 Senior Assistants proposed as part of the Tendering Division shall be attached directly to the Chief Engineer handling the present functions, as Finance Wing. Places of all other Senior Assistants shall be shifted appropriately.

A system for registering eligible vendors and fixing rate contracts is to be evolved and put in place. Once such a system is in place, purchase orders or all materials as per field requirements can be made by Officers, based on powers delegated by the Board. Till such a mechanism is ready, the staff strength envisaged above is required to maintain satisfactory material flow for the ongoing projects.

Proposed staff pattern for SCM is as below

Designation	CE's Off	Finance	Tech. Wing	Tender Divn 1	Tender Divn 2	Tender Divn 3	Tender Divn 4	Total
CE	1							1
Dy CE			1					1
EE (E)					1	1	1	3
EE (C)				1				1
AEE (E)	1		5	3	2	4	4	19
AEE (C)				1				1
AE (E)			5		1			6
AE (C)				3				3
AFO		1						1
DAO		1						1
SA/Data Entry Operator	1	3	1	1	1	1	1	9
OA	1		1					2

Note: The above staff pattern is envisaged without considering the possible reduction in work load and man hours if suitable process re-engineering and automation is implemented in SCM. A prudent reduction in staff strength is possible only after that. The expected pattern after such reduction is as below

Designation	CE's Off	Finance	Tech. Wing	Tender Divn 1	Tender Divn 2	Tender Divn 3	Tender Divn 4	Total
CE	1							1
Dy CE			1					1
EE (E)					1	1	1	3
EE (C)				1				1
AEE (E)	1		3	3	2	3	3	15
AEE (C)				1				1
AE (E)					1			1
AE(C)								0
AFO		1						1
DAO		1						1
SA/Data Entry Operator	1	3	1	1	1	1	1	9
OA	1		1					2

13. Vigilance Department

The Restructuring Committee had suggested that as a separate mechanism for handling instances of misconduct is envisaged in the 'Whistle Blower Policy' of the Kerala State Electricity Board Limited, the organizational structure of the Vigilance wing as existed in the erstwhile Board need not be retained as such. The COR committee deliberated on the proposition, considered various aspects of the situation and reached the conclusion that the relevance of the Vigilance wing and the role it has in the scheme of things has not diminished at all, consequent to promulgation of the 'Whistle Blower Policy'. On the contrary, it may necessitate further enforcement of the wing, considering the fact that the Chief Vigilance Officer is also designated as 'Nodal Officer' for investigating complaints in terms of the 'Whistle Blower Policy'.

The functions presently vested with the Vigilance wing can be divided broadly into two. The first function is preliminary enquiry into complaints of corruption and misconduct of employees and officers of the organisation and the second is the 'Anti Power Theft' function.

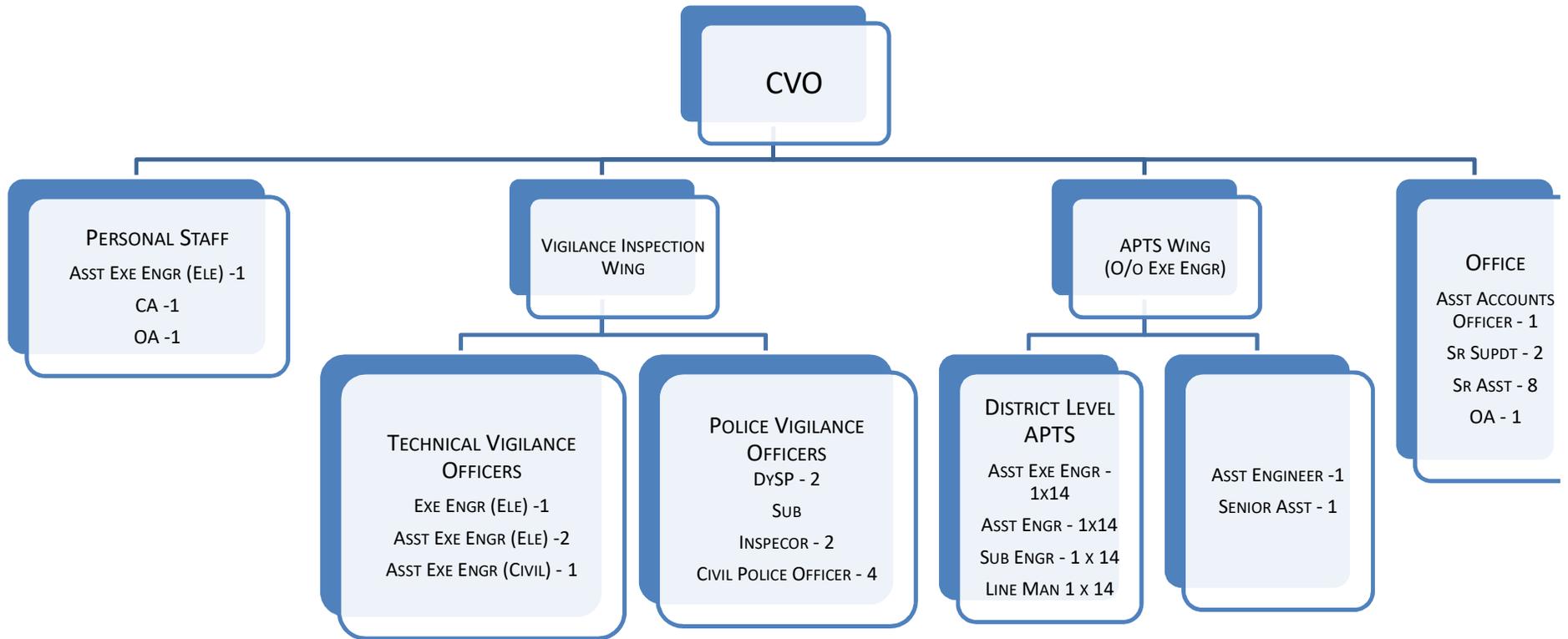
Presently the Vigilance wing conducts fact finding enquiries engaging its Technical and Police Officials on complaints regarding official misconduct or corruption and forwards reports with suggestions as to whether the complaint has any merit or whether the allegations warrant detailed departmental enquiries. Maintaining the system in a sound and capable condition is a sine qua non for an organisation like the Kerala State Electricity Board Limited which is an essential service provider with an extremely broad and branched out customer interface, to ensure a corruption free ecosystem and non discriminatory service. Considering the requirements of the system, the COR committee proposes a pattern consisting of one Executive Engineer (Ele), two Assistant Executive Engineer (Ele) and one Assistant Executive Engineer (Civil) as the Technical Vigilance Officers and two Deputy Superintendents of Police, two Sub Inspectors and four Civil Police Officers as Police Vigilance Officers in addition to the Chief Vigilance Officer. It is recommended that the police personnel posted shall be from the General Executive of the Police Department.

The second function of curbing the menace of Power Theft is an important function from the standpoint of functional efficiency and statutory requirements. The Anti Power Theft wing presently under one Deputy Chief Engineer (Ele) consists of three Regional Units, each under one Executive Engineer (Ele) and fourteen district level Anti Power Theft Squads under one Assistant Executive Engineer (Ele) each. Surprise inspections of consumer premises to detect theft and other unauthorized uses are being conducted by these district level Anti Power Theft Squads presently. The squad consists of one Assistant Engineer (Ele), one Sub Engineer (Ele) and one Civil Police Officer, in addition to the Assistant Executive Engineer. They have been

entrusted the additional duty of ascertaining the grid connectivity readiness of solar generators also. Effective curbing of the menace of power theft is an absolute necessity for any electricity utility to survive. Anti Power Theft Squads are considered as the most important functional arms of electricity utilities in other states as well. As such, any weakening of the field level inspecting team is undesirable, whereas rationalization is possible in the presently multi layered monitoring system.

Considering the functions of the APTS system and the requirements of consolidation and monitoring, the COR committee proposes a leaner structure with lesser layers. The proposed system is to consist of one Executive Engineer (Ele) at the state level in the place of Deputy Chief Engineer (Ele) and fourteen district level squads with the prevailing staff strength. The office of the Executive Engineer is to have one Assistant Engineer (Ele) and one Senior Assistant. Three Regional Units under one Executive Engineer (Ele) each is to be dispensed with.

In addition to these systems, the Vigilance requires a ministerial support system to handle the preliminary enquiry reports and reports from the APTS field offices and to take up matters officially with the Board of Directors. The COR committee proposes a structure consisting of one Assistant Accounts Officer, two Senior Superintendents, eight Senior Assistants and one Office Attendant for this. In addition to this, Office of the Chief Vigilance Officer is proposed to have one Assistant Executive Engineer (Ele) as Technical Assistant, one Confidential Assistant and one Office Attendant.



Conclusion

The COR committee unanimously accepts the necessity of optimization and redeployment of manpower as inevitable on account of technological advancements and huge number of retirements expected in the coming years. However, COR Committee observed that for restructuring to be fruitful in an organisation as vast as KSEB Ltd, adoption of processes for procedure sanitisation and state of the art systems and technologies etc are inevitable. Efforts to create improved working ambience and to impart adequate training to inculcate new corporate work culture among the employees is also required. At the same time, it was also noted that the share of manpower in certain departments of the Corporate Office is negligible considering the larger organizational perspective and hence substantial reduction may prove to be counterproductive. Hence it is proposed that drastic reduction in manpower in these offices may be attempted only after effective rollout of proper MIS & ERP tools. For example, in the O/o Chief Engineer (SCM), an increase in staff pattern (from what is proposed by RC) for an interim period, is suggested considering the increase in workload envisaged. Commensurate reduction in workforce can be achieved in this office also, once a system of vendor approval & rate contract system together with ERP is institutionalised.

Restructuring of KSEB Ltd
Corporate Offices

24.08.2020

Recommendation/Suggestions of the Corporate Office Restructuring Committee

Addendum to the Report of the Committee Constituted for Finalization of the Proposals on Optimization and Deployment of Manpower in Various Departments of the Corporate Office of Kerala State Electricity Board Ltd

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Preface

A Committee consisting of eleven members was constituted vide Office Order (CMD) No.759/2019 CE(C&P)/MPC/2019-20) dated 27/4/2019 for the finalization of the proposals of the Restructuring Committee(RC) on optimization and deployment of manpower in various departments of the Corporate Office of KSEB Ltd. The report of the committee dated 30.09.2019 was submitted to the Chairman & Managing Director. A joint meeting of all the committees (Generation, Transmission, Distribution and Corporate Office) constituted for finalizing the restructuring proposal was held on 24.10.2019 and also a separate meeting for discussing the report of Corporate Office Restructuring Committee was held on 25.11.2019 with Full Time Directors of KSEB Ltd. Based on the deliberations in the above meetings, the recommendations in respect of the following offices are modified:

1. Director (Distribution)
2. Director (Gen - Civil Projects)
3. Company Secretary
4. General Manager (Administration)
5. Human Resources Management
6. Law Department
7. Supply Chain Management

The structure of the following offices is also proposed which was not included in the original proposal of Restructuring Committee

1. Master Trust
2. Chief Engineer (Renewable Energy & Energy Savings)

1. Office of the Director (Distribution)

The State Government has proposed to conduct Janakeeya Vaidyuthi Adalaths and Social Audits on routine basis as a matter of policy. Coordination of such activities is to be at Corporate Level, from the Office of the Director (Distribution). Considering this aspect, place of one Assistant Executive Engineer (Electrical) is also proposed in addition to the original proposal.

Director	TA	AEE (E)	AE(E)	AE (C)	CA / SA	OA	Total
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1	1	6	1	1	1	2	13
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2. Office of the Director (Gen - Civil Projects)

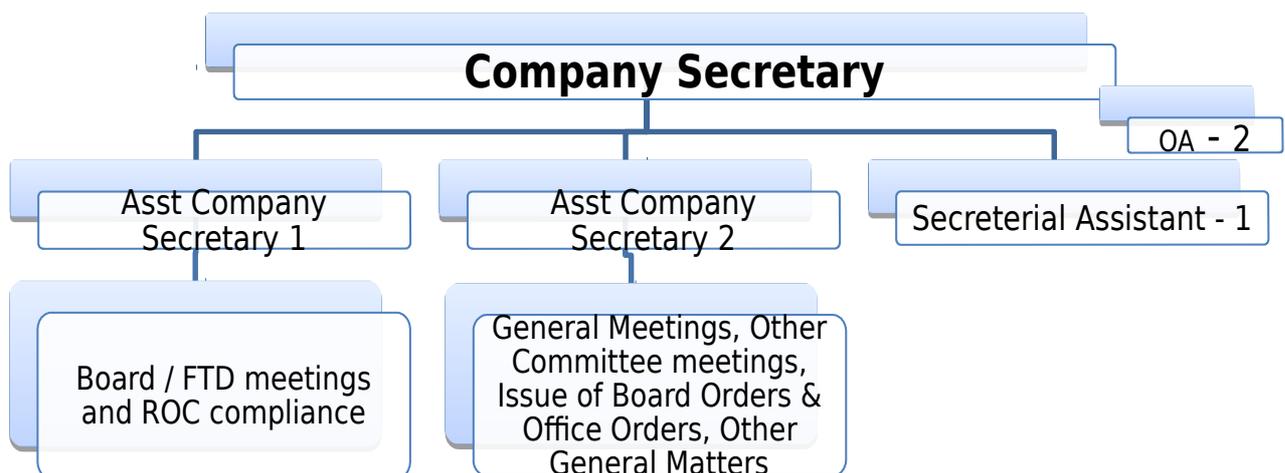
RC had proposed Land Management Unit under the Finance Wing. Considering the fact that Land Management Unit is to handle the Estate Management & Monitoring functions and the recommendations during the deliberations, it is proposed to be brought under the Administrative Control of the Director (Gen-Civil). Accordingly places of one Senior Superintendent and Senior Assistant is to be added to Office of the Director (Gen - Civil).

Director	TA	AEE (C)	SS	CA / SA	OA	Total
1	1	5	1	2	1	11

3. Office of the Company Secretary

The functions in the Office of the Company Secretary is more of specialised in nature hence all the positions have to be occupied by a qualified personnel only. Hence instead of the places of Senior Superintendent and Senior Assistants, two Assistant Company Secretaries are being proposed. One Senior Assistant (who can be designated as Secretarial Assistant) is retained in the Company Secretarial Department.

The structure of the Secretarial Department is modified as under.

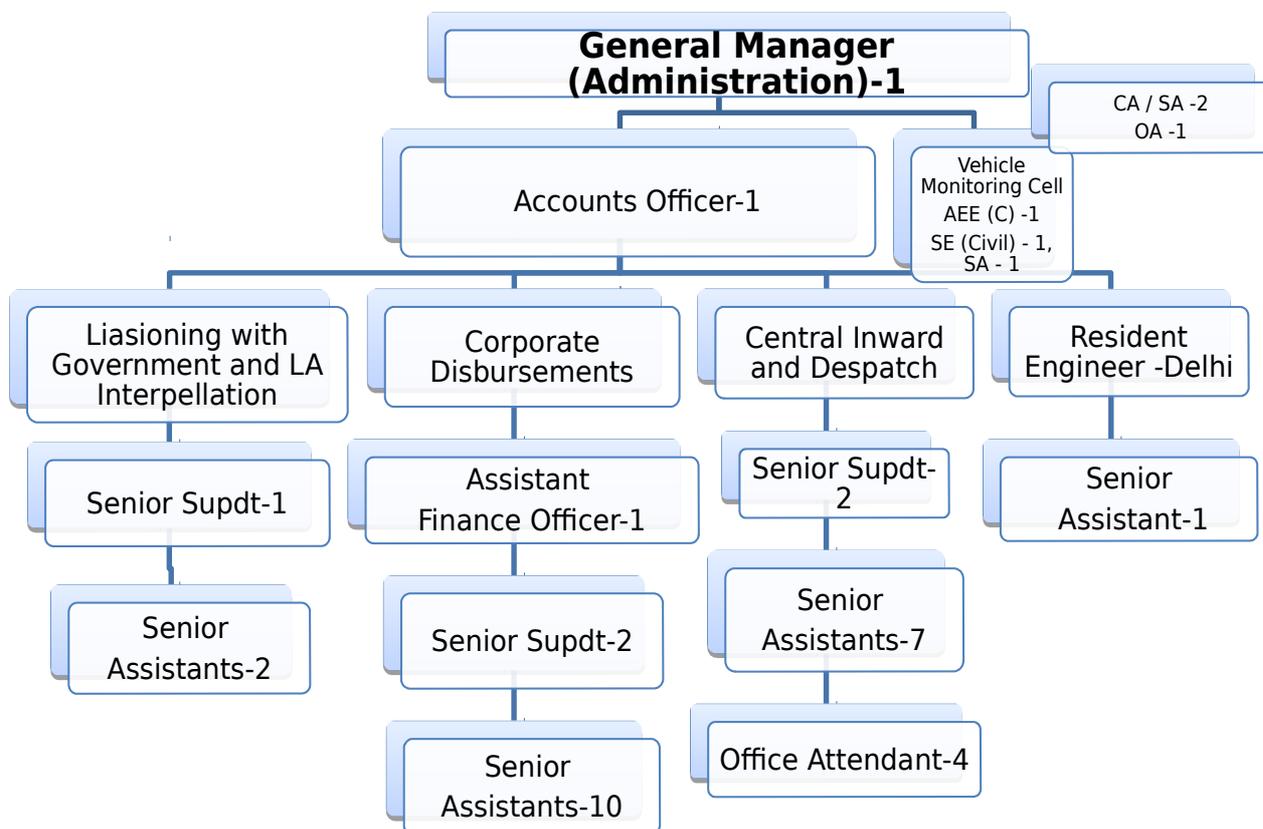


1 Office of the General Manager (Administration)

Land Management Unit was originally proposed under GM (Administration). Considering the fact that Land Management Unit is to handle the Estate Management & Monitoring functions and the recommendations during the deliberations, it is proposed to be brought under the Administrative Control of the Director (Gen-Civil). At present the Vehicle Monitoring Cell is functioning under

Secretary (Administration); this may be brought under the General Manager (Administration) and Assistant Executive Engineer (Civil) can be in charge of this. One each Sub Engineer (Civil / Mechanical) and Senior Assistant may also be provided to assist in these functions in addition to one CA / SA in the personal staff

Revised staff structure proposed is as under:-



4. **Human Resource Management Department**

The changes under Human Resource Management Department would be the following.

The functions of Chief General Manager (HR) will be subdivided into three categories viz. Establishment, Training & Development and Employee Welfare. The General Manager (HR), Deputy Chief Engineer (Training & Development), and General Manager (HR Welfare) will head each of the functions.

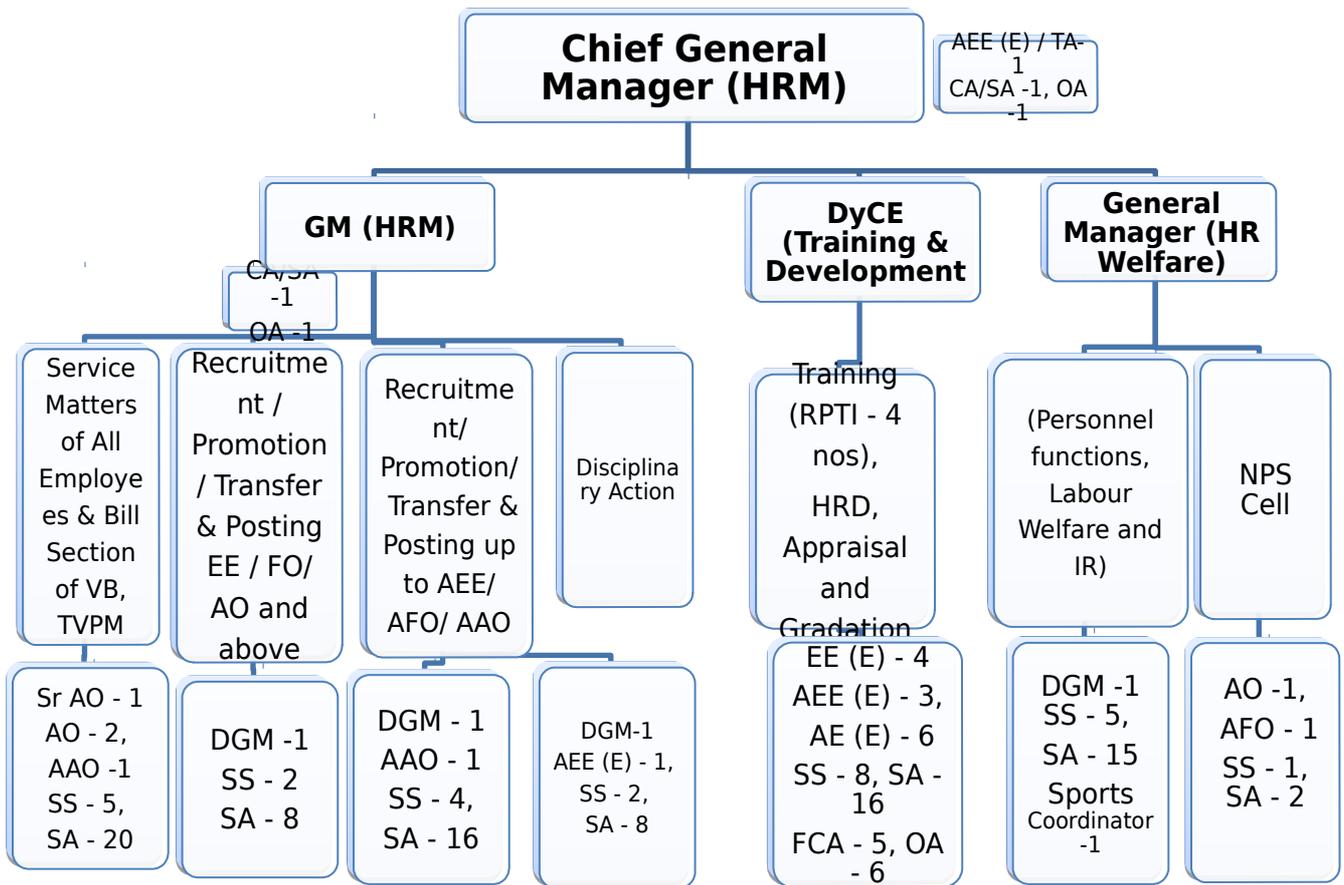
(A) The General Manager (HR) shall be a HR professional, who will lead the four sections headed by the following personnel with respective functions.

- a. DGM (HR)-I with HR qualification to lead the HR functions including recruitment (wherever required), placement, performance evaluation, career planning, transfers and promotions of all officers above the level of AEE/AAO/AFO.

- b. DGM (HR)-II with HR qualification to lead the HR functions including recruitment, placement, transfers and promotions of all staff and officers upto the level of AEE/AAO/ AFO.
- c. DGM (HR)-III - (EBVS) Section would handle the employee disciplinary activities/ functions of the company. Since majority of the disciplinary action cases are centered around technical matters, this section shall also include a technical person preferably an Assistant Executive Engineer with adequate experience in distribution and having legal qualification. Two Senior Superintendents are required for EBVS, one for routine cases and one for handling appeals.
- d. A Senior Accounts officer to monitor all the remaining service matters like leave, NOC etc of employees in KSEB Ltd and LA Interpellations, RTI etc. This section shall also handle the wages and salary administration of all employees in Vydyuthi Bhavanam, Thiruvananthapuram.

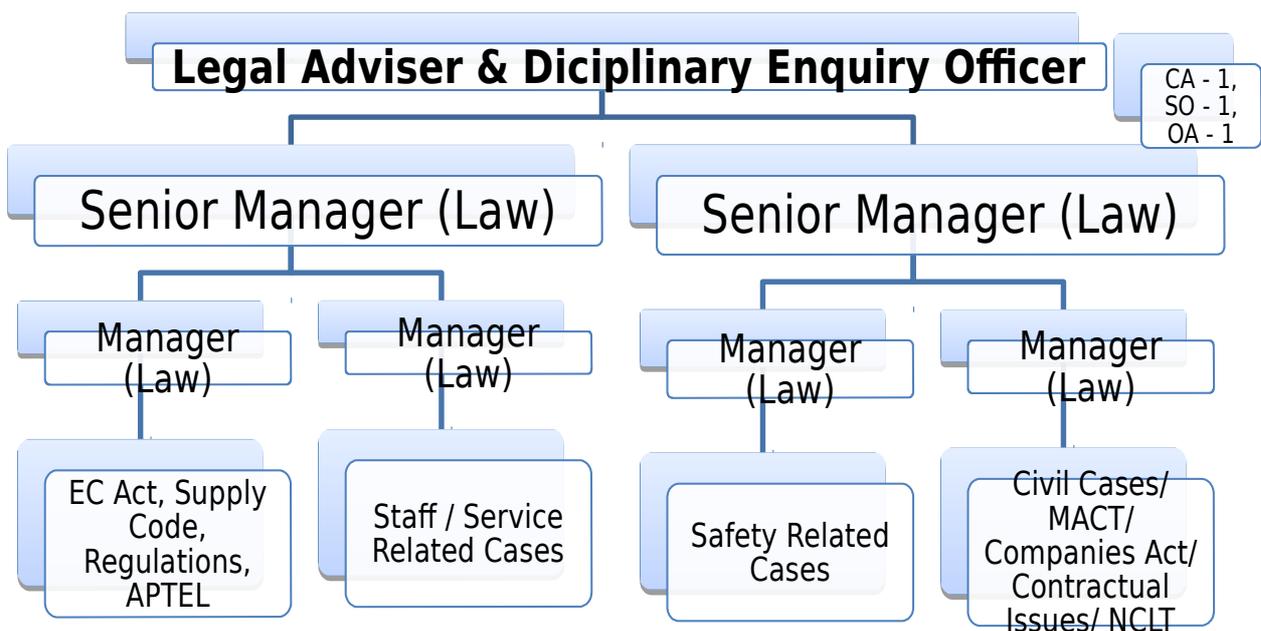
Since a separate structure is now proposed for the Master Trust, it is suggested that only a system to handle the requirements of employees under NPS is to be retained under this department. One place each of Accounts officer, Assistant Finance Officer, one Senior Superintendent & 2 Senior Assistants is to be retained under NPS Cell.

The modified structure is proposed as below-



5. Law Department

Based on the detailed deliberations and considering the inputs from Law Wing, it is recommended that specialisations in the Law Department (HQ - Vydyuthi Bhavanam Department based on branch of law would be required. Hence the revised office structure is proposed to the Law Department (HQ - Vydyuthi Bhavanam) as under.



6 Section Officers (Law) and 18 Legal Assistants may be suitably allocated for the above officers.

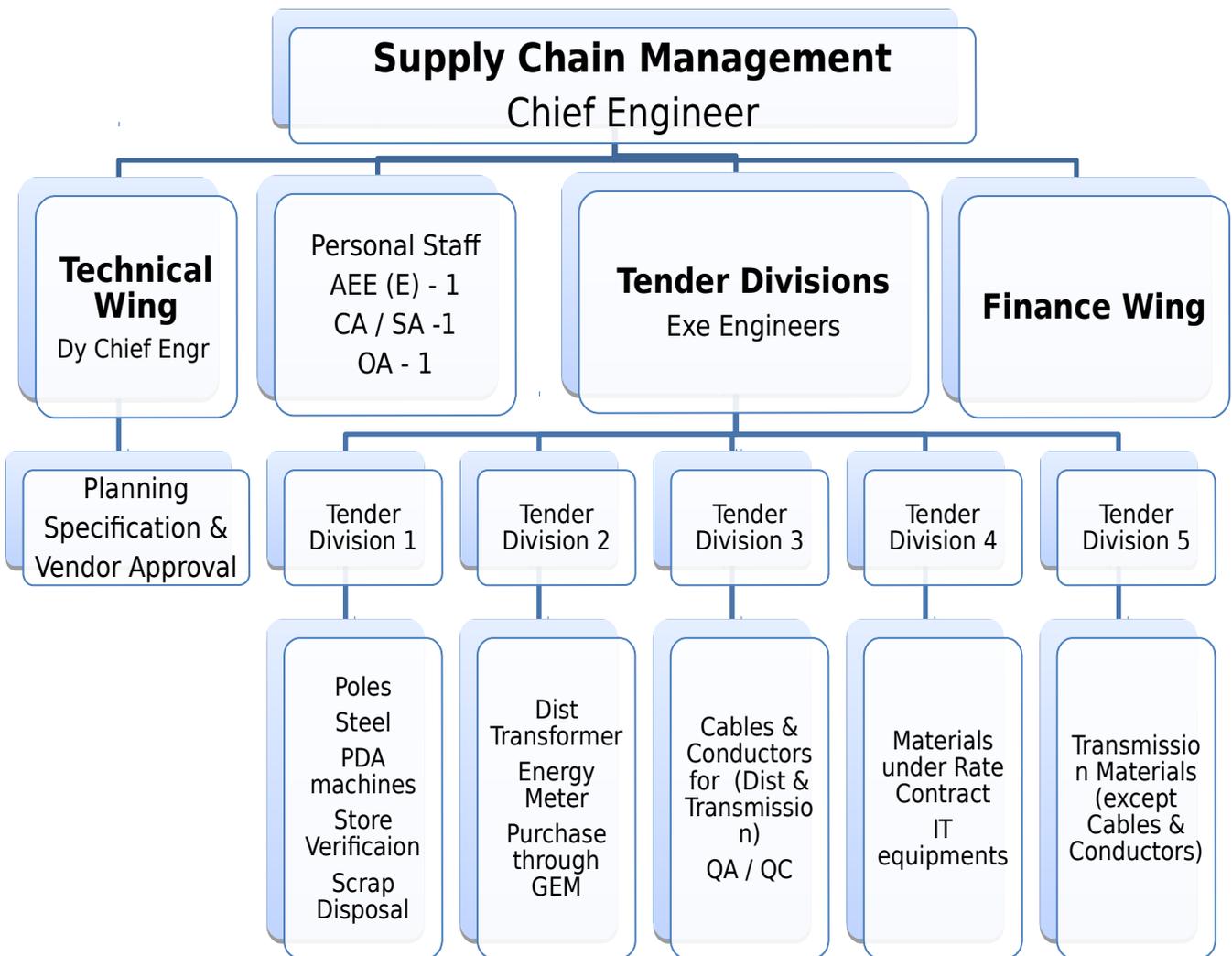
6. *Supply Chain Management Department*

In the present system, item wise procurement responsibility is assigned to individual officers. These officers are responsible for entire procurement process including preparation of technical specification, floating of bids, finalisation of purchase, arrangements of factory testing and logistics management. Due to vagaries in requirement of materials, such a system may lead to overloading of some and under loading of other officers, in many cases.

A considerable number of materials are presently purchased from field offices. To ensure quality materials it is essential that all materials including those procured presently by other offices are procured adhering to uniform standard procedures or preferably by the SCM wing directly.

The SCM Department shall be responsible for Vendor Registration/ Approval, rate discovery and rate contract finalisation of all fast moving/ bulk procured/ regular use materials, including structural materials for mechanical facilities. Purchase orders are to be placed at appropriate level based on individual requirements and delegated powers.

The basic structure proposed as under:-



A system for registering eligible vendors and fixing rate contracts is to be evolved and put in place. Once such a system is in place, purchase orders for all materials as per field requirements can be made by Officers, based on powers delegated by the Board.

The Technical Wing handles the important function of initiating procurement processes in time including planning, preparation of technical specifications and vendor approval. As such, it is to be controlled and monitored at a higher level. Considering this, the unit can be kept directly under the control of the Deputy Chief Engineer. The wing shall have four Assistant Executive Engineers (Electrical), four Assistant Engineers, one Senior Assistant for data compilation and one Office Attendant. This would eliminate one level of redundant monitoring that is existing now. Once the initial set of tender spec preparation & vendor approval is completed, one Assistant Executive Engineer and all the four Assistant Engineers in this wing can be suitably redeployed

Procurement processes are to be conducted through five tendering channels, functioning as Tendering Divisions I, II, III, IV & V respectively.

- Tendering Division I lead by one Executive Engineer (Civil) shall be in charge of procurement of poles & steel, PDA machines. Store verification processes and Scrap Disposal are also responsibility of this Division. The Division shall have one Assistant Executive Engineers (Electrical) and two Assistant Executive Engineer (Civil), and two Assistant Engineers (Civil) as it involves extensive site visits and inspections.
- Tendering Division II lead by one Executive Engineer (Electrical) shall be in charge of procurement of Distribution Transformers & Energy meters and also purchase through GEM portal. This Division shall have two Assistant Executive Engineers (Electrical) and one Assistant Engineer (Electrical).
- Procurement of Cables & Conductors for Distribution & Transmission wings and responsibility of Quality Control / Quality Assurance will be with Tender Division III, which will be headed by one Executive Engineer (Electrical) and assisted by four Assistant Executive Engineer (Electrical).
- Tendering Division IV shall be in charge of procurement of other fast moving items in Distribution wing (which will gradually move to rate contract system), and also IT equipment. The team will be headed by an Exe Engineer (Electrical) and supported by six Assistant Executive Engineers till a proper vendor approval / rate contract system is in place. Later on three Assistant Executive Engineers in this team can be suitably deployed and three Assistant Engineers deployed from Technical Wing in SCM can take over.
- Tendering Division V is to deal with Transmission materials (other than cables & conductors - which is handled by Tender Division III). It will be headed by one Executive Engineer (Electrical) and assisted by four Assistant Executive Engineer (Electrical).

One Senior Assistant each may be provided in all Tendering Divisions for data compilation, documentation and allied activities. Considering the work load and material demand, amalgamation of tendering divisions can be done by the Chief Engineer for optimal utilization of available manpower.

One Assistant Finance Officer, one Divisional Accounts Officer and 3 Senior Assistants may be attached directly to the Chief Engineer handling the present functions, as Finance Wing.

Designation	CE's Off	Finance	Tech. Wing	Tender Divn 1	Tender Divn 2	Tender Divn 3	Tender Divn 4	Tender Divn 5	Total
CE	1								1
Dy CE			1						1
EE (E)					1	1	1	1	4
EE (C)				1					1
AEE (E)	1		4 (3)*	1	2	4	5 (3)*	5	22 (19)*
AEE (C)				1					1
AE (E)			4 (0)*		1		0 (3)*		5 (4)*
AE(C)				2					2
AFO		1							1
DAO		1							1
SA/Data Entry Operator	1	3	1	1	1	1	1	1	10
OA	1		1						2

* Figures outside the bracket are the proposed strength till initial set of material specification and vendor approval system is in place. Once system is put to operation, staff pattern within the bracket will be applicable.

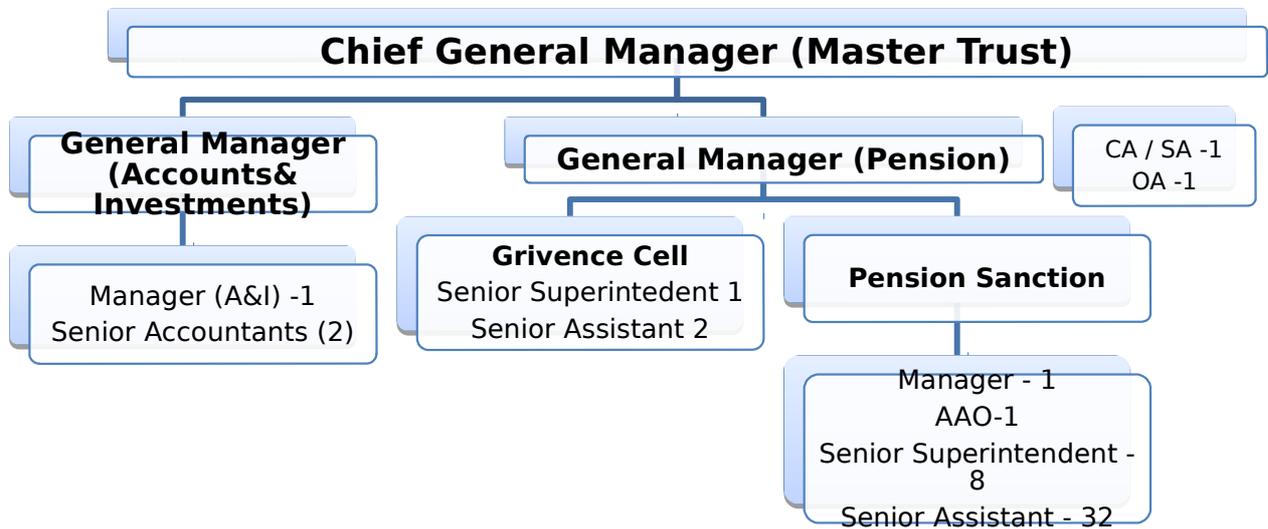
7. **Master Trust**

The post of CGM will be in the cadre of FA/CIA and he/she can be the Treasurer of Master Trust instead of FA& CFO of KSEB Ltd. The post of General Manager (A & I) will be in the cadre of DyCA and post of General Manager (Pension) will be in the cadre of Senior Accounts Officer. The Manager (Pension Sanction) shall be in the cadre of Accounts Officer and post of Manager (A& I) will be in the cadre of Finance Officer.

The posts of Senior Assistants and Senior Superintendents can be brought down over the years as the statutory pensioners reduce in number. Adequate staff strength to look after the matters like pension revision, DR revision, family pension, life certificates, other matters etc of statutory pensioners will be dealt by GM (Pension). The reduced posts of Senior Assistants and Senior Superintendents will be shifted to NPS cell to look after the pension and allied matters of employees under NPS as per the requirement in future.

One place each of Accounts officer, Assistant Finance Officer and Senior Superintendent with 2 Senior Assistants can be retained under CPO for NPS Cell in HRM wing.

The organizational structure of the Master Trust is proposed below.



8. **Renewable Energy & Energy Saving Cell**

Office of the Chief Engineer REES has been designated by the Board, as Renewable Energy cell under the KSERC (renewable Energy and Net Metering) Regulations 2020. At present Office of the Chief Engineer (REES) functions with three Divisions viz. Innovation Division, Projects Division & ESCOT - each headed by Executive Engineers. One Deputy Chief Engineer & Chief Engineer oversees the activities of the three Divisions. At present all these three Divisions handle some activity or other related to solar & other renewable energy projects. For example, setting up of grid tied ground mounted solar projects at three locations and implementation of floating solar projects and development of Wind Projects through external agencies, Consultancy services for solar projects, setting up of Renewable Energy Data Centre at Vidyuthi Bhavanam, Thiruvananthapuram, matters related to connectivity issues of renewable projects by IPPs & CPPs etc are now handled by Innovation Division. The projects Division is dealing with central sector and other large (capacity exceeding 1 MW) solar projects. ESCOT Division is looking after Roof Top Solar projects in Government buildings.

Apart from renewable Energy projects, the Office of Chief Engineer (REES) is handling activities related to eV implementation in the State, explore practicality of innovative proposals received from various quarter and coordinates Energy Saving projects.

KSEB is committed to increase the renewable energy content of the State's energy portfolio to 40% by 2021 and 50% by 2026. Considering the importance of renewable energy promotion and timely implementation of various projects, the COR committee recommends a separate department for renewable energy - but with some functional reorganization. This office may be designated as single window of KSEB for various projects in renewable energy sector & Energy Audit services. New Projects like eMobility should also be catered from this wing. The activities of Innovation Cell, now functioning under Chief Engineer (REES) may be shifted to Strategic Planning - Technology Adaption arm of Corporate Planning.

In the proposed model, there will be three wings in this office of the Chief Engineer

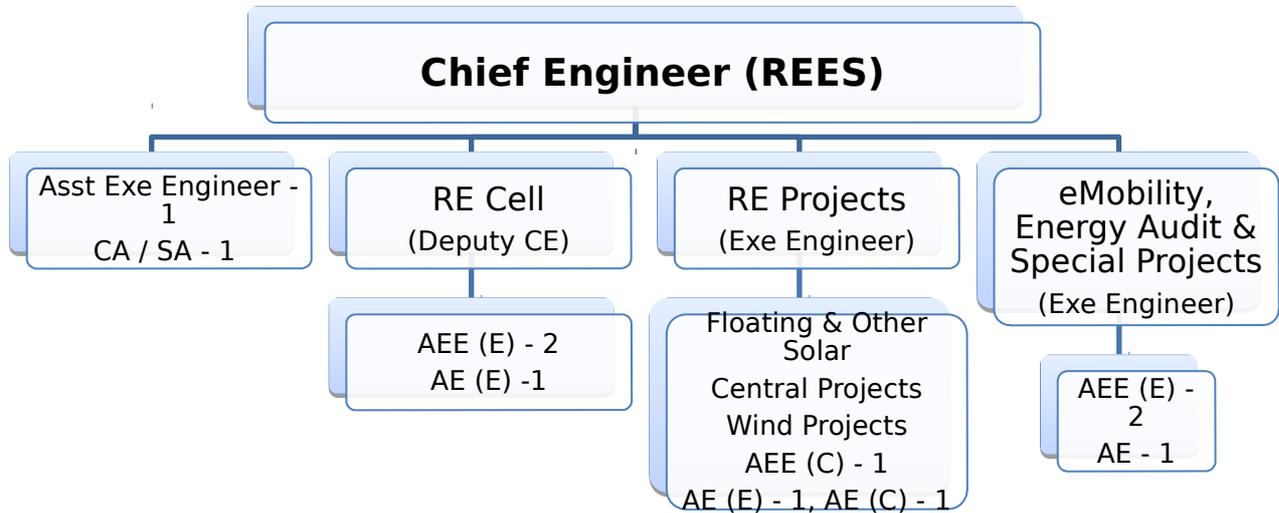
Renewable Energy Cell: activities of Renewable Energy Cell will be coordinated by a Deputy Chief Engineer. He will be assisted by two Assistant Executive Engineers (Electrical) and one Assistant Engineer (Electrical). This team will be responsible to carry out all functions of the RE cell envisaged in Kerala State Electricity Regulatory Commission (Renewable Energy and Net Metering) Regulations, 2020, as amended from time to time, which include Design interconnection processes and procedures, managing web based application system for processing DRE applications, online monitoring of RE Systems by the distribution licensee control centre including analysis of data, guiding persons desirous of setting up RE Systems in the State, monitoring and reporting as envisaged under these Regulations, Preparation of standard documents, such as expression of interest, RFP, energy purchase and energy sale agreement, tripartite agreement etc.

RE Projects Division: A team headed by an Executive Engineer (Civil) will deal with floating & other Solar projects, RE Projects with Central Financial Assistance, Wind & other RE Projects etc. One Assistant Executive Engineer (Civil), one Assistant Engineer (Electrical) & one Assistant Engineer (Civil) may also be included in this team.

Special Projects Division: This team will be headed by an Executive Engineer (Electrical) and will be supported by two Assistant Exe Engineers (Electrical) and one Assistant Engineer (Electrical). All special projects including eMobility initiatives, Energy Auditing of KSEB's Network and ESCOT functions will be carried out by this team.

Chief Engineer, in consultation with the heads of three arms may suitably redeploy officers for smooth functioning of the office. Officer posted for coordinating Energy Audit & ESCOT functions should have acquired desired qualifications for Energy Manager / Auditor.

SOURA (envisaged as an SPV), functioning under State Nodal Officer, is now concentrating on implementation of Roof Top Solar projects in consumer premises only. This wing is having two field divisions for project execution, each headed by one Exe Engineer. It is suggested that field level execution of all RE and Special Projects in future may also be entrusted to SOURA team.



	Chief Engineer's Office	RE Cell	RE Projects	Spl Projects	Total Proposed
Chief Engineer	1				1
Deputy Chief Engineer		1			1
Executive Engineer (Electrical)				1	1
Executive Engineer (Civil)			1		1
Assistant Executive Engineer (Electrical)	1	2		2	5
Assistant Executive Engineer (Civil)			1		1
Assistant Engineer (Electrical)		1	1	1	3
Assistant Engineer (Civil)			1		1
CA / SA	1				1
OA	1				1