

C H A P T E R I I

ORGANISATION AND FUNCTIONS OF THE MAHARASHTRA STATE ELECTRICITY BOARD

The importance of energy as a very vital factor in the economic growth of the country and in promoting welfare of the people has been outlined in the previous chapter. A brief history of the M.S.E.B. and an outline of its organisation and functions will serve as a good background for the study of its personnel administration.

In India electricity was supplied by private agencies upto 1932. At that time, there was only one exception and that of Mysore, the then princely state. In 1933, the Central Province and the Punjab followed suit. Like Mysore, Governments from these provinces assumed the responsibility of supply of power. Even though the electricity was largely supplied by private agencies, rates of electricity per unit were fixed by the provincial Governments, as it was done in the case of other public utilities.

After the attainment of independence, the policy of the Govt. changed completely. Almost every state took over the responsibility of supply of electricity. In pursuance of this policy an Electricity Board for Bombay

State was established in 1954.⁽¹⁾ Its constitution was based on the enabling act passed by the Govt. of India, entitled, the Electricity (Supply) Act, 1948 (54 Act of 1948) It aimed at provision for the rationalisation of the production and supply of electricity, and generally for taking measures conducive to 'Electrical Development.' It may be noted that in 1954, the composition of Bombay State was different from that of the bilingual Bombay state brought into existence in 1957, as per the States Reorganisation Commission's recommendations. To the area Bombay Presidency, area of certain newly merged princely states was added and thus it enlarged its territorial jurisdiction. But the State Reorganisation brought about radical changes. Four districts known as the Bombay, Karnataka were transferred to the Karnataka State. The four districts were Dharwar, Bijapur, Belgaum and Karwar. But the Gujarati speaking area known as Sourashtra was merged with the Bombay state, besides Vidarbha and Marathwada regions from the Madhya Pradesh and the Hyderabad State respectively. Thus in 1957, the newly constituted Bombay Electricity Board took charge of supply of electricity to all these regions.

The bilingual Bombay State was divided into two parts namely Marathi speaking and Gujarati speaking and two states were carved out accordingly viz. Maharashtra and

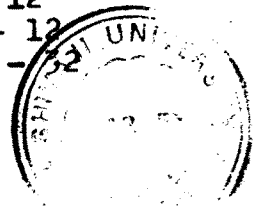
1. Govt. of India, The Electricity (Supply) Act, 1948 (54 Act of 1948) as modified upto 1st June, 1981, P. 1

Guratat. This reorganisation necessitated reconstitution of the Electricity Board and eventually on 20th June, 1960, the Maharashtra State Electricity Board (M.S.E.B.) came into being. It assumed the responsibility of generation, distribution and supply of the electricity for domestic and non-domestic, for agricultural and industrial, purposes as well as to the Railway, television centres and so on throughout the Maharashtra State. (See Map) It has accepted and a stupendous task and onerous duties. The importance of its smooth, efficient and public oriented functioning cannot be under estimated. It is obviously squarely depends upon the policy makers, top level management and a large personnel of the M.S.E.B. Hence, the importance of the study of personnel administration of the M.S.E.B.

The Electricity (Supply) Act, 1948 lays down in detail provision about the constitution of State Electricity Boards, term of office of members, meeting of the Board and so on. It also describes composition and functions of State Electricity Consultative Councils and Local Advisory Committees. (1)

The Act further discusses powers and duties of the State Electricity Boards (2) and its' finance, accounts and audit also. (3) The Act makes it obligatory on State Govt.s to constitute a State Electricity Board almost immediately. (4)

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1. Electricity (Supply) Act, 1948 Chap. III, PP.6 - .12
 2. Electricity (Supply) Act, 1948, Chap. IV, PP 6 - 12
 3. Electricity (Supply) Act, 1948, Chap. VI, PP 28 -
 4. Electricity (Supply) Act, 1948, Char. P. 6



Accordingly, immediately after the formation of Maharashtra State, the State constituted the Maharashtra State Electricity Board as per the pattern laid down by this Act. (1)

The Act of 1948 and the Maharashtra Electricity (Supply) Rules, 1963, amended from time to time provide with a detailed constitution and functions. The Annual Administration Reports of the M.S.E.B. supply further information about the then composition of the Board, authentic information about the generation of electricity, power projects, transmission, distribution of electricity, personnel and General Administration, financial and commercial activities and so on. (2) The M.S.E.B. has to prepare and submit administration reports every year to the Govt. of Maharashtra in pursuance of Sec. 75(1) of the Electricity (Supply) Act, 1948 and Rule 57 of the Maharashtra Electricity (Supply) Rules, 1963. The reports are attractive, impressive, informative and rich in data pertaining to the activities of the Board. Thus, these reports serve as a rich source for a study of the M.S.E.B.

Composition of the Board

The apex body of the M.S.E.B. is known as the Maharashtra State Electricity Board only. It consists of

1. Maharashtra State Govt., The Maharashtra Electricity (Supply) Rules, 1963, amended upto 15.9.76
2. For Example, Maharashtra State Electricity Board, The Advancing Technology of Power, Administration Report 1989-90, 1991.

the Chairman, a Secretary and 5 members. Two of them are known as a member (Technical) and a member (Accounts, One as a member (Administration) who is maintained as the Secretary of the M.S.E.B. Besides, these remaining three members are simply known as members. (1) The three members technical, accounts and administrations are directly involved in the administration of the Board. The other three members are its seems, are drawn from social or political field.

The Board is headed by the Chairman, generally who has a vast administrative experience and technical knowledge. His leadership and guidance are useful for further progress of the M.S.E.B. The tenure of the Chairman and members of the Board is for a period of three years. They are eligible for reappointment. All these appointments are made by the State Govt. The post of Chairman of the Board is very powerful. He is responsible for carrying out the directions and directions of the Board. He serves as the Liaison Officer between the Govt. and the Board in all matters arising out of administration of the Act. So far as the Govt. is concerned, he has to distribute the duties and functions among the officers of the Board. (2)

The State Electricity Consultative Council and the Local Advisory Committee are useful to the Board by giving proper advice. (3)

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1. The present 'Board' of the M.S.E.B. is given in Appendix I
 2. The Govt. of Maharashtra, The Maharashtra Electricity (Supply) Rules, 1963, 1977, PP 2-3
 3. Govt. of India, the Electricity (Supply) Act, 1948 PP 11-12 and Govt. of Maharashtra, The Maharashtra Electricity (Supply) Rules, 1963, 1977 - P.P. 4-6

M.S.E.B. SETUP

CHAIRMAN

TECHNICAL MEMBER

MEMBER (ADM) SECRETARY

ACCOUNTS MEMBER

TECHNICAL DIRECTOR (GEN. O&M)

1. C.E. (GEN.) O&M, NASIK
2. C.E. (GEN.) O&M, BHUSAWAL
3. C.E. (GEN.) O&M, KORADI
4. C.E. (GEN.) O&M, CHANDRAPUR
5. C.E. (HYDRO), BOMBAY
6. C.E. (T.I.&C.), NAGPUR
7. C.E. (TRD), NASIK
8. SR.DY. DIRECTOR VIGILANCE (FIRE ADVISER & CHIEF FIRE OFFICER), BOMBAY.

TECHNICAL DIRECTOR (COMMERCIAL), W.E.F. 21-10-89

1. C.E. (COM.), BOMBAY

TECHNICAL DIRECTOR (GEN. PROJ.) UP TO 21-10-89

1. C.E. (GEN. P&P), BOMBAY
2. C.E. (GEN. CO-ORD. & MON.), BOMBAY
3. C.E. (CIVIL GEN-1), BOMBAY
4. C.E. (CIVIL GEN-2), KORADI
5. C.E. (GEN. CONSTRUCTION), KORADI

TECHNICAL DIRECTOR (EHV. PROJ.)

1. C.E. (TR. PL.), BOMBAY
2. C.E. (400 KV CONSTRUCTION), NAGPUR
3. C.E. (EHVT. CONST.), PUNE
4. C.E. (LD.), KALWA

TECHNICAL DIRECTOR (DISTRIBUTION)

1. C.E. (DIST.), BOMBAY
2. C.E. AMRAVATI ZONE
3. C.E. AURANGABAD ZONE
4. C.E. BOMBAY ZONE
5. C.E. NASIK ZONE
6. C.E. NAGPUR ZONE
7. C.E. PUNE ZONE
8. C.E. BHANDUP (URBAN)
9. C.E. NAGPUR (URBAN)
10. C.E. PUNE (URBAN)

TECHNICAL DIRECTOR (STORES)

1. DY. C.E. (STORES), BOMBAY
2. DY. C.E. (SM), BOMBAY

1. DIRECTOR OF PERSONNEL, BOMBAY
2. ADDL. DIRECTOR (ESTT.), BOMBAY
3. JOINT SECRETARY (TECH.), BOMBAY
4. JOINT SECRETARY (BOARD), BOMBAY
5. JOINT SECRETARY (GEN.), BOMBAY
6. CHIEF INDUSTRIAL RELATIONS OFFICER, BOMBAY
7. LAW OFFICER, BOMBAY
8. MEDICAL ADVISER, BOMBAY
9. CHIEF PUBLICITY & P.R.O., BOMBAY
10. CONTROLLER OF VEHICLES, PUNE
11. LIAISON OFFICER, DELHI.

1. DIRECTOR OF ACCOUNTS, BOMBAY
2. DIRECTOR OF FINANCE, BOMBAY
3. DIRECTOR OF MANAGEMENT ACCOUNTS, BOMBAY
4. DIRECTOR OF INTERNAL AUDIT, BOMBAY

1. DIRECTOR OF VIGILANCE & SECURITY, BOMBAY

C.E. = CHIEF ENGINEER
 GEN. = GENERATION
 O&M = OPERATION & MAINTENANCE
 P&P = PROJECT PLANNING
 T.I.&C. = TESTING INSTRUMENTATION & COMMISSIONING
 TRD = TRAINING

TRPL = TRANSMISSION PLANNING
 LD = LOAD DESPATCH
 DIST = DISTRIBUTION
 SM = STORE MANAGEMENT
 COM = COMMERCIAL
 PRO = PUBLIC RELATIONS OFFICER

EHV = EXTRA HIGH TENSION
 ADM = ADMINISTRATION
 CO-ORD = CO-ORDINATION
 MON = MONITORING
 PROJ = PROJECT

The Set-up of M.S.E.B.

The Board works under the general guidance and supervision of the Chairman. He is assisted by mainly three members; viz. (1) Technical Member, (2) Accounts Member; and (3) Member (Administration) Secretary. Besides these there are officer namely Director of Vigilance and Security, Bombay who heads the vigilance and security, an important wing of the Board. (Vide Chart No. 2.1)

The member (Technical) is assisted by six directors, looking after six different wings which are known as (1) General and O & M, (2) General Projects, (3) Distribution, (4) Commercial, (5) Environment Project; and (6) Stores. The very names of the wings reveals the nature of their function.

The member (Administration) and who is also secretary to the Board is assisted by 11 different officers belonging to different ranks in personnel, legal, medical and publicity matters etc. Finally the member (Accounts) is assisted by four directors who are in-charge of accounts, finance, management accounts and internal audit. The chart outlines the administrative set up of the Board quite clearly.

Field Administrative Set-up of M.S.E.B.

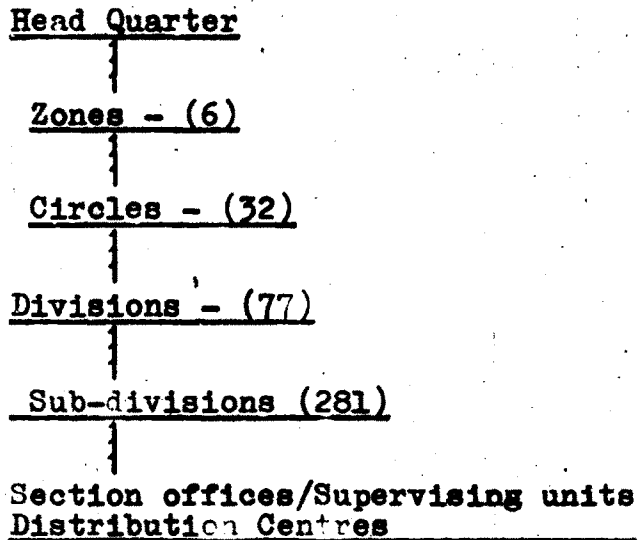
The Maharashtra State has been divided into six zones by the M.S.E.B. for the purpose of efficient

administrations, for ensuring smooth and co-ordinated operation, for maintaining transmission and distribution net work well. The zones are :

1. Bombay
2. Nasik
3. Pune
4. Aurangabad
5. Nagpur
6. Amravati

Field Level

ADMINISTRATIVE SET-up of M.S.E.B.



Each zone has been further divided into circles and a circle is divided into divisions. A division is still further divided into sub-divisions. A sub-division is again divided into the lowest units of the Board, known as Sectional Offices or Supervising units or distribution

centres with a view to serving the interior part of the State (See Chart). Thus the administrative network of the M.S.E.B. is elaborate and neat. If all the parts function well the M.S.E.B. can deliver the efficiency and involvement of its personnel.

At present there are 6 zones, 32 circles, 77 divisions and 281 sub-divisions.

There are 6 zones as the main field areas of M.S.E.B. viz. (1) Amravati, (2) Aurangabad, (3) Bombay, (4) Nagpur, (5) Nasik; and (6) Pune. The Solapur circle comes under Pune Zone.

The zonal office is headed by a Chief Engineer. There are three wings under him. They are known as (a) Establishment, (b) Technical; and (c) Accounts. The establishment wing is presided over by the establishment officer who is a senior administrative officer. The technical wing is looked after by an Executive Engineer. A Deputy Chief Accountants Officer handles the accounts wing.

Circles

The next administrative unit of M.S.E.B. within a zone is known as a circle. There are in all 32 circles. Solapur circles comes under Pune Zone. A Superintending

Engineer in Charge of a circle, like a zone, a circle office is divided into three parts namely (a) administrative, (b) technical; and (c) accounts. The heads of these departments are known as an administrative officer, an Executive Engineer and an accounts officer respectively.

The circles are further divided into divisions. The administrative set up of a division is on the pattern of a circle. The only difference is the heads are of a lower designation. Otherwise, the set-up as well as the procedures followed are the same.

As noted above, the M.S.E.B. discharged three types of functions pertaining to electricity in Maharashtra State; viz.

1. Generation
2. Transmission
3. Distribution

Generation

The generation of electricity is one of the basic function of the Board. There has been ever increasing demand for electricity from various quarters because of economic development, higher standard of living, and rapid growth in population etc.

In Maharashtra State electricity is generated by the public sector, like the TATAs. The Board generated 78.56% of electricity of its total generation in the State, in 1988-89. (1) Electricity is generated by the Board from two main sources - (1) Thermal, and (2) Hydro. The Thermal source of generation may rely upon coal or gas. The generation from various sources was given as below :

Thermal - Coal	21345 MUs
Thermal - Gas	2476 MUs
Hydro	3879 MUs

The total generation from the Power Stations of the Board was 27,700 MUs during 1988-89. (2)

The power demand of the State of Maharashtra is met by total installed capacity of 5957 MW available with M.S.E.B., Tata Hydro Power Station (285 MW), Tata Trombay Thermal Power Station (830 MW), Tarapur Atomic Power Station (160 MW) being the share of Maharashtra State and share of Maharashtra from the Korba (488 MW) and Vindhyachal Power Stations (205 MW) of National Power Corporation.

Transmission

The transmission of electricity is another major function of M.S.E.B. Availability, reliability and quality of

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1. M.S.E.B., Administration Report 1989-90 (Preface)
 2. IBID

power supply rests largely on the transmission net work. Expansion of transmission system is necessary for three purposes; viz. (1) evacuation of generated power, (2) meeting load demands; and (3) strengthening of network to withstand fluctuations.

Distribution

The distribution of electricity to domestic and non-domestic consumers is one of the main responsibilities of M.S.E.B. The Board has taken a lot of efforts for improving the system. Its work covers a large area - Urban and Rural. It has to face a number of problems for a sustained, continuous supply of prescribed voltage making available and that too in the rural area.

Besides these three main functions these are ancillary functions such billing and collection of dues from various types of consumers for electricity consumed by them. It's a complex and delicate task. It requires staff and machines. Now-a-days the Board has computerised the system to an extent.

The M.S.E.B. is a public utility concern. It has, therefore, to serve the consumer and maintain good public relations. All these functions could be discharged by an efficient and dependable personnel.

The expanse and importance of the M.S.E.B. could be understood from the three tables (See Table No. 2.1,2.2, 2.3)⁽¹⁾

1. Source : Annual Administration Reports of the M.S.E.B.,
Bombay.

They reveal information about the regionwise consumers (Table No. 2.1); the pattern of utilisation of electricity Maharashtra for the year 1989-90 (Table No. 2.2), Categorywise rural and urban pattern of utilisation of electricity (Table No. 2.3)

TABLE NO. 2.1 : REGIONWISE CONSUMERS 1988-89

Sr. No.	Category	Western Maharashtra	Vidarbha	Marathwada	Total M.S.E.B.
1.	Domestic	34,55,975	11,80,593	5,26,060	51,62,628
2.	Commercial	5,24,739	1,48,816	1,05,326	7,78,881
3.	<u>Industrial</u>				
	a) L.T.	1,45,387	41,121	27,344	2,14,302
	b) H.T.	4,436	893	500	5,829
	Sub-total of (3)	1,50,273	42,014	27,844	2,20,131
4.	Street Lighting	17,851	12,554	7,967	38,372
5.	<u>Railways</u>				
	a) Traction	16	6	-	22
	b) Non-traction	87	142	-	229
	Sub-total of (5)	103	148	-	251
6.	<u>Irrigation and Agriculture</u>				
	a) L.T.Metered	2,03,142	1,72,874	5,550	4,31,566
	b) Unmetered	5,90,807	1,37,480	3,13,616	10,41,903
	c) H.T.Metered	115	57	14	186
	d) Unmetered	820	19	43	882
	Sub-total of (6)	7,94,884	3,10,430	3,69,223	14,74,537
7.	<u>P.W.W.</u>				
	a) L.T.Metered	8,263	4,402	4,212	16,877
	b) Unmetered	5,403	2,324	3,202	10,929
	c) H.Y.	616	107	302	1,025
	Sub-total of (7)	14,282	6,833	7,716	28,831
8.	Military Services	58	12	-	70
9.	Dist. Licensees	1	-	-	1
10.	Inter-state	3	1	-	4
	GRAND TOTAL	49,58,169	17,01,401	10,44,136	77,03,706

TABLE NO. 2.2

Return of Utilisation of Electricity in Maharashtra
for the year 1989-90 (MUs)

Sr. No.	Category	M.S.E.B.	%	Licensees	%	Maharashtra	%
1.	Industrial	10382.6	38.49	3537.7	45.1	13920.3	45.95
2.	Agricultural	5949.5	22.06	198.7	2.53	6148.3	20.20
3.	St. Light	223.3	0.83	73.1	0.94	296.4	0.98
4.	Domestic	2593.7	9.61	2089.4	36.64	4683.1	15.46
5.	Commercial	662.2	2.45	1345.3	17.15	2007.3	6.63
6.	Licensees	4522.3	16.77	-	-	-	-
7.	Railways	363.1	1.35	558.0	7.11	921.1	3.04
8.	Misc.	984.1	3.65	41.7	0.53	1025.8	3.39
9.	Inter State	1291.8	4.79	-	-	1291.8	4.25
GRAND TOTAL		26972.7	100.0	7843.9	100.0	30294.2	100.0

Per capita consumption in the state based on 1981 census
is 461 units.

TABLE NO. 2.3

Categorywise Rural and Urban Pattern of Utilisation
of Electricity 1989-90 - Electricity sales in MUs

Sr. No.	Category	Urban	%	Rural	%	Total	%
1.	Domestic	1529.2	10.96	1064.5	9.08	2593.7	9.61
2.	Commercial	469.8	3.37	192.4	1.64	662.2	2.45
3.	Industrial L.T.	806.0	5.78	527.0	4.49	1333.0	4.94
4.	Industrial H.T	5947.6	42.62	3102.0	26.45	9049.6	32.55
5.	Public Lighting	104.0	0.75	119.2	1.02	223.2	0.83
6.	Railways	296.1	2.12	67.2	0.57	363.1	1.35
7.	Irrigation and Agri.	74.9	0.54	5874.7	50.10	5949.6	22.06
8.	P.W.W.	335.5	2.40	413.0	3.50	748.5	2.78
9.	Military Service	197.8	1.41	37.8	0.33	235.6	0.87
10.	Distribution Licensees	4193.6	30.05	328.7	2.80	4522.3	16.77
	Total	13954.5	100.00	11726.3	100.00	25680.8	100.00
	Percentage of Urban and Rural Sales		53.34		45.66		100.00
11.	Inter-state	-		-		1291.8	4.79
	Grand Total					26972.6	100.00

Thus in this chapter the administrative set-up of M.S.E.B. is reviewed and its functions are discussed. The broad features of the Solapur Urban Division are selected for this dissertation, are noted in the next chapter.
