
The Role of Appropriate HR Strategies (GAD to HRD Transformation in MSEDCL)

* Dr.Murhari S. Kele

PREAMBLE

MSEB was formed on 20 June 1960 & It was the vertically integrated state-owned electric utility, which was operating under monopolistic environment and assumed to have a monolithic structure with the responsibility of generation, transmission and distribution of electricity in the state of Maharashtra except greater Mumbai. MSEB was the not only largest SEB but also rank one power distribution utility in India. It has a strong generation capacity base. MSEB has developed expertise in project management and in commissioning projects in reasonable time and cost estimates. It was one of the 1st SEB to achieve 100% rural electrification in India in 1989. Economic liberalization in the early 1990's has required industry to be competitive by inter-alia reducing costs. Hence by 1990's MSEB was found to be surrounded with unsustainable inefficiencies, unviable tariffs, high T&D losses, mounting subsidies, suboptimal performance, wasteful practices and halfhearted financial management. The predominance of social objectives has led to lack of commercial orientation in the power sector of Maharashtra.

Also due to politico-economic situation, the cross-subsidies reached at an unsustainable level. For the purpose of distancing state governments from tariff determination, The Electricity Regulatory Commissions Act was enacted in 1998. So as to reform electricity sector further by participation of private sector, unbundling of SEB's and to bring in competition, Electricity Act was enacted in 2003. Employees and unions of MSEB were opposed to unbundling and/or privatization and stated that full operational autonomy must be given to MSEB and internal reforms should be carried out first. They felt that MSEB's operations have been adversely affected by political interference in day to day working.

In accordance with Electricity Act 2003 of Government of India the Maharashtra State Electricity Board was restructured into 4 companies' w.e.f. 6 June 2005. MSEB was unbundled and restructured in order to promote and encourage efficiency, autonomy and accountability in decision making and functional specialization. It involves not only formation of new companies and transfer of business, but also changes in business processes and implementation of technological tools to manage the restructured sector operations.

The reform model presented by employees retained the existing identity of MSEB and used the concept of three profit centers viz, Generation, Transmission and Distribution. The reform process will comprise of internal reforms, an independent regulatory framework & Structural changes. The key elements of **Internal Reform** were Developing Human Resources, Reducing T&D losses, instituting antitheft measures, Carrying out energy audit and metering, focus on Demand Side Management, Setting up of CGRF.

PERSONNEL AND GENERAL ADMINISTRATION DEPARTMENT OF MSEB

Under the integrated operations of MSEB, the performance was evaluated based on the overall operating performance of MSEB as a whole. In MSEB, Personnel and General Administration Department (GAD) was the Human Resource (HR) for its technical and non-technical work force for activities like transfers, service matters, promotions, etc. and performs activities like salary and claims, appointment and performance appraisal etc.

Pay GroupWise number of sanctioned strength of employees for MSEB as a whole as on 31.03.04 is as under

Pay group	I	II	III	IV	Total
Sanctioned Strength	3106	9324	43564	50063	106057
% of Posts with Total Posts	2.92%	8.8 %	41.08 %	47.20%	100 %

*Executive Director Mahavitaran, Mumbai.

(Source: MSEB Annual Administrative Report 2003-2004)

The broad classifications of services under its administrative control are –Technical (Generation, T&D), Accounts & Non-Technical (GAD & IT). There was combined impact of HR activities in GAD and

absence of distinct HR policies along with strategic and planned approach. Hence the basic HR functions like recruitment, training, transfers etc. were part/target of such Administrative Reforms and role of HR functions were never considered to develop the manpower resource. Also employees concerns were never been handled in uniform, systematic and professional way.

The employee data was controlled and managed through papers. The Office Orders were issued by cyclostyle machines and distributed in hand to hand manner. The flow of employee data like Service records, Office Orders related to employees were done in “*Red Tape*” style. Lack of transparency in operations of GAD was the key concern. There was no evidence of system which ensures to preserve, maintain and control the large sized data of employees of MSEB at any point of time and location.

Percentage of Employee Expenditure to Revenue in MSEB					
FY	1999-00	2000-01	2001-02	2002-03	2003-04
Percentage	11.93 %	13.54 %	13.93 %	12.99 %	12.53 %

With reference to the facts mentioned in above table, MERC, vide order dated 5th May 2000 had directed MSEB to carry out scientific study for the review of manpower and had also imposed a ban on the recruitment of III and IV category employees. In such scenario, as a part turnaround strategy the reform of power sector was planned in accordance with the Electricity Act 2003.

GAD TO HR TRANSFORMATION

Planning for change means helping employees understand their roles in the larger picture of the company. MSEDCL is company incorporated under the provisions of Companies Act, VII of 1956 is a deemed licensee under the section 14 of the Electricity Act 2003 for the distribution of electricity in the state of Maharashtra. The Government of Maharashtra in exercise of the powers under Section 133 read with Section 131 and 134 of Electricity Act 2003, promulgated the scheme of transfers of employees and officers so also regarding continuation of their service conditions by the Government Notification, No. Reform-1005/CR/9061 (2) Energy-5 Date 04.06.2005, has directed the transferee Companies under Clause 6(9) that “*subject to the provisions of the Act and this Scheme the employees shall be governed by the Rules and Regulations framed by Board existing on the date of transfer. They shall also continue to be eligible for facilities available to the post on the date of transfer. The transferee shall be entitled to modify or frame new regulations governing the conditions of service of personnel transferred to the transferee under the scheme.*” Accordingly the MSEB Employees’ Service Regulations which has been notified by MSEB with effect from 28.04.1963 and amended from time to time are applicable to employees and officers of MSEDCL.

IT RELATED ACTIVITIES AND INITIATIVES

As a part of its efforts in improving efficiency in operations, and bring in transparencies and accountability in procedures, MSEDCL had decided to implement automation through computerized systems. During FY 2006-2007, computerized systems were implemented in the Company for HT Billing System, LT Billing System, Financial Accounting System, Payroll, CPF, Boards Accounts, Store Management System, Loan Accounting System, E-tendering HO Consumer Monitoring System (CMS), Feeder Energy Management System (FEMS), KKPI : Performance Management Framework up to Subdivision level, Incentive/ Dis-incentive Scheme for the staff, etc.

INTEGRATED MIS

This system has got six modules in first Phase, which is System Architecture, Consumer System, Energy Accounting, Scheme Planning and Budgetary Control, Stores/CPA/Stores Billing, Finance and Loan Accounting, SCADA, AMR, Call Centers, CFC, and ATP were implemented and integrated along with data center with communication backbone.

AUTOMATION OF HUMAN RESOURCE:

Implementation of integrated solution to automate HR activities will have major impact on overall productivity of the organization in the medium term. Unlike other types of automation, automation of HR activities will not eliminate the activities as such. It would rather improve the time spent on these

activities. MAHAVITARAN had already implemented Enterprise Resource Planning (ERP) modules – HRMS and Payroll, which are familiar to all employees.

HRMS

MSEDCL had taken all initiatives for replacing the non-computerized systems with computerized systems. As a part of this, HRMS system has been adopted. HRMS refers to the systems and processes at the interaction between Human Resources Management and Information Technology. The HRMS modules are based on Oracle ERP. Tata Consultancy Services studied MSEDCL processes, developed a HRMS and implemented it. Zensar Technologies is working as handholding agent for HRMS.

Major aspects of HRM were Acquisition of talent (Recruitment), Training and development (TRD), Job Satisfaction/Employee Satisfaction, Performance Management (PMS), Retention of employees.

HRMS Module consists of payroll module, Online Transfer Module, Disciplinary Action Module, Online Confidential Report Module, Legal Module, Labor and Industrial Relations Module

All the modules mentioned above are being utilized in MSEDCL. The impact of such automotive systems has helped MSEDCL in following ways i.e. Transparency in operations and procedures, Uplift of Employee Satisfaction, Trade Union interference in HR functions, Corruption, Political interference in HR functions & Defined and framed Role Management in HR functions.

HRD – A PROFESSIONAL INNOVATION:

Since 1980 “High Performance Work Systems” has become increasingly popular. In this changing context, total human resource management – the holistic approach and partial Personnel Management would be relevant. Hence describing people as “resource” now is relatively general practice in India.

Human resource development and capacity building demands a very pragmatic approach to attract, utilize, develop and conserve valuable human resources. Electricity Distribution is people intensive business with over 1.5 million people employed by the sector. There is not only scarcity of staff currently, but as the sector grows at 8 to 10 % rate there is need for more people adequately equipped with various skills. MSEDCL envisaged the need of developing the strategies and planned approach in Human Resources.

HUMAN RESOURCE PLANNING AND PROCUREMENT

As mentioned in Annual report for 2013-14 of Planning Commission, Government of India, the number of employees in utilities has declined from 9.77 lakhs in 1998-99 to 6.6 lakhs in 2011-12. Consequently, the number of employees per million units of electricity sold has also declined. The average employees per million units of electricity sold declined from 3.25 in 1998-99 to 1.12 in 2011-12 and the same is projected to reduce to 0.91 in 2013-14. As a result, the numbers of employees per thousand consumers have also declined from 9.89 in 1998-99 to 0.36 in 2011-12

i. Number Of Employees Per MkwH Of Electricity Sold For Utilities

State Public Utility	2009-10	2010-11	2011-12	2012-13	2013-14
Uttarakhand (Lowest in India)	0.74	0.57	0.50	0.45	0.45
Maharashtra	1.36	0.97	0.74	0.67	0.64
J& K (Highest in India)	4.61	4.37	3.22	2.98	2.89
Av. of State Public Utilities India	1.31	1.23	1.08	1.01	0.88

MSEDCL has over 75,370 employees who are the real strength of the organization; it covers area about 3.08 lakhs Sq. Kms all over Maharashtra. MSEDCL supplies electricity to a staggering 2.20 crore consumers across the categories all over Maharashtra excluding the island city of Mumbai. Annual revenue of about Rs 52262 crore (For FY 2012-2013)

ii. MSEDCL Manpower under various Plans

No	Plan	Capacity (MW) at beginning of Plan	Capacity (MW) addition during	Capacity (MW) at the end of Plan	Manpower at the beginning of Plan	Reduced Manpower due to retirement	Manpower at the end of Plan	Man/MW at the end of Plan

			Plan*			t etc		
C1	C2	C3	C4	C5=C3+ C4	C6	C7=87.5% *C6	C8	C9=C5/ C8
1	10 th (2002-07)	9771	2078	11849	121175	106028	80942	6.83
2	11 th (2007-12)	11849	3060	14909	80942	70824	72107	4.83
3	12 th (2012-14)	14909	5485	20394	72107	68501	75370	2.96
4	12 th (2012-17)	14909	11523	26432**	72107	63093	97201*	3.67

(*Projected value based on actual data mentioned in row 3 **Information from Power Purchase Dept.)

iii. Manpower Availability in Maharashtra

On the basis of the total number of technical institutions operational, it can be seen that at all the three levels i.e. Graduation, diploma and ITI, there are sufficient number of students passing out each year. However the skill set required for the power sector in few areas does not match the needs of the industry.

iv. Manpower/HR Planning Process

It was indispensable to review the consumer norms previously accepted by the MSEB vide B.R.No.478 dated 23.02.05 and continued in MSEDCL considering the realistic reasons like growth of consumers in vertical direction, connectivity of all villages with loads, easy communication facilities, etc. The “*Norms Committee*” was formed for revision in existing norms headed by the Director (Projects) MSEDCL. On the recommendations of this committee, the Board of Director MSEDCL vide their resolution no 1273 No. Date 11.10.2010 has approved the consumer norms/staff norms for field offices.

Pay Group	Before Application of Recommendations of Norms Committee As on FY 10-11	After Application of Recommendations of Norms Committee As on FY 11-12	Sanctioned Strength of Employees as on (FY 2014-2015) (Up to 31 Dec 2014)
I	671	1571	1594
II	5236	6327	6345
III	25833	24553	26672
IV	37505	39730	42235
	69245	72181	76846

v. The Process Followed

Workload forecasting is based on Staff Norms. This process is initiated from field offices to Man Power Review Cell, Corporate Office and approval is accorded. This approval is up dated in HRMS as sanctioned strength. Referring the predefined, MSEDCL Classification and Recruitment Regulations the Recruitment/Promotions process is initiated.

vi. Recruitment And Selections

Channel of promotion is available for vertical growth of every individual employee depending on his performance and available of post. Promotions are carried out in impartial manner strictly as per Recruitment Regulations & Service Regulations. Departmental Promotion Plan displayed before 01 September of every year.

Particulars	2002-2007	2007-2012	2013-15
Opportunities Created & Capitalized through Direct Recruitment	2996	7994	8592

vii. Career Development And Planning

The basic aim of career planning is an integration of individual and organizational needs. In MSEDCL it's a continuous process.

viii. Growth Opportunity

Opportunity to compete in Direct Recruitment for higher post: Quota for Direct Recruitment for each post. Recruitment is done by I.B.P.S. a renowned Central Govt. approved agency in absolute transparent manner.

ix. De-Stagnation Measure (Higher Grade Benefit-HGB)

Considering the fact of giant employee strength is lower pay groups and the actual work-service conditions, Grant of Higher Grade Benefit under the provisions of G.O 74/111 on three occasions to all employees: 1st Occasion - 6 Years from date of joining, 2nd Occasion - 9 Years from date of 1st Occasion & 3rd Occasion - 28 Years from date of joining.

This provision super seeds HGB provision in State Government because as Government of Maharashtra grants such provision after 10 20 and 30 years of service on 1st, 2nd and 3rd occasion respectively.

x. Recruitment Policy (CS-28 Cases)

This scheme covers cases of the dependants of the MSEDCL's employee, who were working on regular basis and who expired while in service or retired prematurely on medical ground. The scheme will also cover the cases of the dependants of the MSEDCL temporary employee who on due selection by the competent selection panel have put in 3 or more years service against temporary / regular post and who expired while in service or retired per- maturely on medical grounds. This provision in MSEDCL supersedes with the provision of GoM which is having 5% fixed quota.

xi. Providing Alternate Employment:

In case an Employee met with an Accident and not able to perform duties assigned to his post is provided with an alternate employment and his services are continued.

xii. Monthly Monetary Benefit:

The Monthly Monetary Benefit is paid at Rs. 3000/- p.m.to the dependants of deceased employee.

HR- TRAINING RESEARCH AND DEVELOPMENT

The HRD/Training needs of Technical, Non-Technical and Supporting Staff should be addressed keeping in view the National Training Policy for the Power Sector. As per the training policy of Ministry of Power, Government of India, it is expected that all the existing employees working in the Distribution Utilities should undergo minimum 7 days of training every year. Human Development Programs and Training to improve and update employee skills to enable to work efficiently under commercially oriented work environment is being provided. To do the full justice to our mandate of providing quality of supply to our consumers, MSEDCL planned development of exceptional leadership and mentoring professional skills among our work force. Therefore, as MSEDCL embark upon fresh challenges, it is imperative to take a look at changing aspiration matrices of individuals and Company and impart fresh perspective to the concept of training. Therefore MSEDCL training focus will be on Development of Professional Competencies, Commercial acumen, team building, changing attitude, developing work culture and enhancing safety standards.

The training policy has been framed and being implemented with effect from 1st January 2010. The training is planned for all levels of employees keeping in view their training needs.

i. Training Need Assessment (TNA)

Objectives of TNA:

1. Systematically identify development needs of employees.
2. Integrate so identified individual needs with organizational needs.
3. Enhance relevance and acceptance of training program.

To fulfill the above needs, training to the MSEDCL personnel is provided in the following categories:

- i) O&M Training to all existing employees engaged in O&M of Distribution System as per statutory requirements under the Gazette Notification of September 2010 issued by CEA ranging from 4 Weeks to 30 Weeks.
- ii) Induction level training for new recruits for 6weeks (Technical & Non-Technical) is considered in the MSEDCL.
- iii) Refresher/Advanced training of 5 Days to 15 days in a year to all existing personnel of varying degrees in various specializations in line with National Training Policy for Power Sector.
- iv) Middle Level management/Junior level/Staff level trainings.
- v) Management training of 5 Days in a year to the senior Engineers /Managers in India/Abroad in line with National Training Policy for Power Sector.

ii. Capacity Building According to 12th Plan

As the customer expectation becomes more exacting and as newer technologies and IT systems are introduced, there is a need for planning and investment in elaborate training and development setup. Technical training to keep the staff updated on technological front. Soft skills and behavioral training to develop a friendlier customer facing staff to raise the customer service levels

Human Recourses Training by MSEDCL

	2007-2012	2012-2015
No of employees/trainees trained (In-House and external)	90716	117207

(Source TRD, MSEDCL Nasik)

iii. Training Infrastructure Development:

The Core training institute headed by Chief Engineer (Training & Safety) is situated at Nasik. MSEDCL also has 3 regional training centers at Sangali, Amravati, and Aurangabad. 25 small training centers have been developed at Circle level in the State. MSEDCL owned Aurangabad DRUM Training Center has been known for all India level Technician Training

The 2 ITIs at Vaijapur (Aurangabad) and Kalyan are adopted by MSEDCL. MSEDCL is authorized to plan and conduct trainings as per requirement in this I.T.I.s

iv. Safety Initiatives (Administrative Circular No.208 Date: 07.02.2009)

In order to implement the safety measures, at, various levels, Safety Officers were nominated who are responsible for safety awareness, training etc.

SN	Organization	Authority	Roles & Responsibility
1	Corporate Office	Chief Engineer (TRD)	<ul style="list-style-type: none"> Safety Policy, Safety Training, Safety Audit, Analysis of accidents
2	Zone Office	Executive Engineer (Admin)	<ul style="list-style-type: none"> Safety Training, Safety Audit, Periodic Inspection and procurement of Safety Equipments
3	Circle Office	Executive Engineer (Admin)	
4	Division Office	Additional Executive Engineer (Admin)	
5	Sub-Division level	Assistant Engineer (Quality Control)	

(MSEDCL Administrative Circular No 208,)

	2007-2012	2012-2014
No of Accidents (Fatal+ Non Fatal) to departmental person	1174	386
No of Accidents (Fatal+ Non Fatal) to outsider	1023	367
Total	2197	653

Average no of accidents per year	439	326
----------------------------------	-----	-----

(Source TRD, MSEDCL Nasik)

v. Overall Impact Of Training And Safety Initiatives.

The numbers of accidents are in decremented in spite of continuous Capacity-Network addition to infrastructure and new recruitments. This result is due to key initiatives by MSEDCL with regards to safety awareness campaigns and adopted practices of consumer education for energy conservations and safety.

JOB SATISFACTION/EMPLOYEE SATISFACTION

MSEDCL believes employees satisfaction leads to employee's commitment and only Committed people delivers the desired results. All HR initiatives and HR practices in MSEDCL are indicates that MSEDCL understand its employees similar to, as it understands its customer

RETENTION OF EMPLOYEES

MSEDCL manages to be able to get the most suited people for our work but then the challenge is to retain these people and to develop them. There are several dimensions to this issue such as training/re-skilling of employees, performance measurement, promotion policy, transfer policy, talent management, communication, etc which are followed and practiced by MSEDCL in a very unique, transparent and finest manner in power industry.

FACTORS LEADING TO DISSATISFACTION AMONG EMPLOYEES

We have observed following factors leading to dissatisfaction amongst the employees.

i. Workload

MSEDCL is operating in a service sector and so as a whole it looks like that it is a labor intensive Company. More than 70 percentage of work force are Technicians who possess qualifications equivalent to ITI pass out. Also when work nature can be classified into two types of work viz. field work and office work, the nature of work load for employees working in field is 24x7 in practice. Also it involves larger interaction with all stakeholders of the Company. As on date, in practice the nature of work of field employees is more customer-centered and commercial in nature than technical. The workload is affected by socio-economic-environmental changes. Work load also varies as per geographical diversity and climatic conditions of the State of Maharashtra. (Employees working in Konkan Region and Vidarbha Region) Also paying capacity of consumers, consumer mix and use of power varies widely throughout the State. In such scenario the performance levels are expected to be same. Further for employees working in offices are having very different work nature and having specific time frame.

ii. Uneven distribution of work at same level

In MSEDCL generally people enter at two stages one is Technical cadre and other is Non-Technical Cadre. They are trained on same platform during their probation but when they work as a confirmed officer they have to deal with different kind of assignments and sometime it happens that same set of officers have to deal with tough assignments always. So HR should take care of all these issues and should actively practice Job Rotation theory to encourage all staff and to ensure that distribution of work is proper.

iii. Salary Structure

In Main Petition Business Plan for FY 2013-2014 to 2015-16, Para 9.11.1, MSEDCL admitted that *"the Company is not in an advantageous position to retain its professional/technical staff given the budgetary constraints of compensation that it can pay. Moreover it is also not able to attract the best talent in the country for the same reason"*

iv. Changes in employee values

In present scenario new work force has led to introduction of new values, new ideas more expectation from the employer and when these are not perceived by the organization in right perspective it leads

to dissatisfaction and affects commitment of the employees (Say 5 day working, flexible working hours)

v. Wide gap between HR Policies and HR Practices

In almost every Public sector, there is HR policies and a separate HR department to cater the needs of their employees but when it comes to delivery part they fail because line managers lack the desire to implement HRM, they do not have capacity to implement HRM, since they have other meaningful short term operational responsibilities and limited skills and competencies in HRM due to a lack of training. MSEDCL needs to give a serious thought to this and they should introduce HR audit system not just on paper but at ground level also. The clerical and up to middle management grade level of supervisory employees of MSEDCL is the main work force on which operational responsibilities lies and their opinion must be taken for better prospect of employees

vi. Stiff Organizational Hierarchical System

MSEDCL need to come out of its own shelf and its own internal bureaucratic style of functioning. MSEDCL employees are the internal customers of organization and so they should be given proper space. Now a day's management expects everything to be turned upside down but they do not strategies things with the actual drivers or potential drivers of that result. The best development of people is through empowerment. People at all levels in the organization must feel empowered. For this, MSEDCL need to cut layers of bureaucracy that we have created over the years and adopt effective ways to delegate.

vii. Lack of Enabler Training System

Although MSEDCL is providing training to its employees which employees find very useful. But on a larger scale it has been found that individual focus should be given which can make them more efficient and productive. On the job training is the general trend followed by of MSEDCL but it has no value when your job is actually not properly defined and then it becomes a mess.

**INDEPENDENT INITIATIVES OF MSEDCL FOR HR ACTIVITIES
TRANSFERS**

Transfers generally are aimed at building up more satisfactory work team and may serve different purposes. Thus transfers may serve the purpose of meeting organizational needs arising out during changes in volume of activity, to achieve job rotation, to avoid stagnation of tenure at same location and work load in different functional areas (Administrative/General Transfers) Employees may also be transferred on their personal request so as to meet individual preferences.

In MSEDCL up to 2008 there were no defined rules and regulations for transfers. It was mere Administrative desecration and there is no transparency in the transfer process. During 2010 the draft Transfer policy was developed which was implemented from Dec 2011 onwards. To provide justice and bring transparency in the process the Online Transfer Module of HRMS was implemented from October 2012. On date transfer process (from application to order) is carried out through online HRMS system within the predefined policy framework.

PROMOTIONS

Since promotion involves a vertical movement in the rank and responsibility it poses a delicate problem to the Administration in selecting the incumbent and making the selection acceptable to all concerned. Promotions not only serves the purpose of recognizing an employee's performance and provides incentive performance for improved performance but also builds up morale, loyalty, and a sense of belonging among the employees and promotes job satisfaction which in turn improves the organizations effectiveness.

Channel of promotion is available for vertical growth of every individual employee depending on his performance and available of post. Promotions are carried out in impartial manner strictly as per Recruitment Regulations & Service Regulations. Departmental Promotion Plan displayed before 01 Sept.

Opportunity to compete in Direct Recruitment for higher post: Quota for Direct Recruitment for each post. Recruitment is done by I.B.P.S. a renowned Central Govt. approved agency in absolute transparent manner.

PERFORMANCE APPRAISAL

People differ in their abilities and aptitudes. These differences are natural to a great extent and cannot be eliminated even by giving the same basic education and training them. There will be some differences in quality and quantity of work done by different employees even on the same job. In MSEDCL (PMS - Performance Management System) is adopted since 2010.

ONLINE C.R. THROUGH HRMS MODULE

For pay group I, II and III with effective from 2011-12. Monthly Review of Zones by Hon. Managing Director on parameters specified from time to time is carried out to achieve Administrative Control over performance of overall organization. The auto feedback system to the concern employee has been developed in the HRMS module for Confidential Reports (C.R)

COMPENSATION MANAGEMENT

As per Report of Public Finance Commission, prior to unbundling i.e. in FY 2004-2005 Per Unit Employee Cost (Paisa/Kwh) was 28 paisa/KWH. For FY 2012-2013 the cost Per Unit Employee is 34 paisa/KWH (approx.). Also besides annual regular increment to every employee wage revision is carried out in every five years. The wage structure of MSEDCL is treated as one of the best in India for power distribution utilities and also referred by other states of the country.

WELFARE SCHEMES FOR EMPLOYEES

Various employee welfare schemes are adopted by MSEDCL to value the services rendered by an individual employee. Few of them are mentioned as under

- Employee Welfare Trust Fund (Employee Welfare Scheme): Under this scheme the dependent of the employee can get medical aid through Staff Welfare Employee Trust up to Rs. 20,000/- and through company Rs. 10,000/- for 39 various diseases which are keep on updating from time to time.
- Providing Alternate Employment: In case an Employee met with an Accident and not able to perform duties assigned to his post is provided with an alternate employment and his services are continued.
- Monthly Monetary Benefit: The Monthly Monetary Benefit is paid at Rs. 3000/- p.m.to the dependants of deceased employee.(For further information refer to the Circular No. LIR / MMB/ 21993 Dt. 12th July 2010.)
- Employment of the son/daughter of the deceased employee (C.S.28 cases): This scheme covers cases of the dependants of the MSEDCL's employee, who were working on regular basis and who expired while in service or retired prematurely on medical ground. The scheme will also cover the cases of the dependants of the MSEDCL temporary employee who on due selection by the competent selection panel have put in 3 or more years service against temporary / regular post and who expired while in service or retired per- maturely on medical grounds.
- Group Accident Insurance Scheme: MSEDCL has tied up with the United Indian Insurance Company for Group Accident Insurance Scheme (GAIS) for its Employees. Under this scheme all the employees are covered for amount of Rs.2,00,000/-.The premium for the above scheme is completely borne by the MSEDCL only. The compensation amount is depends upon the extent of damage to the employee.
- Scholarship Scheme for children: The Scholarship up to the degree course is Rs.200/-and up to the post graduate course level Rs. 400/-.
- Medical Benefits: Employees are eligible for free Medical Aid. The list of the recognized Institution hospitals / nursing homes is published from time to time.
- Medical Camp: A medical camp is arranged by Chief Engineer of Each Zone to carry out the free health check up of employee at each Zonal / Circle level.
- Mediclaim Policy: As a part of wage revision agreement for 2013-2018 Group Mediclaim Insurance Policies has been introduced by MSEDCL in Dec 2014 for employee and his 5 dependent family members.

WOMEN EMPOWERMENT IN MSEDCL

Besides development of power sector in Maharashtra, MSEDCL paved initiatives which in turn are benefited to overall social development of society.

- First time in the history of power sector in India MSEDCL recruited more than 2206 women Vidyut Sahayyak (Pay group IV-Field Staff)
- MSEDCL constituted a Tejaswini committee in each zone for attending the complaints of these women staffers.
- MSEDCL involved Mahila Bachat Gats for its business activities such as meter reading and bill collections.
- Damini Pathaks have been introduced for theft detection particularly in the theft prone area.
- Women reservation policy is implemented with quota of 33 %.
- "Mahila Takrar Nivaran Samiti" for registration and addressing issues as well as grievances of women employees.

MSEDCL: MOUNT EVEREST OF INDIAN POWER SECTOR

For Power Distribution Utilities in India, the net ***Internal Resource (IR)*** refers to the surplus left with the utilities after meeting the revenue expenditure and loan repayment obligations. It includes depreciation and the subvention provided by the State Government. If the utilities function on commercial lines, as is statutorily required, the IR should have been positive in the normal course. However, in practice IR had been negative during all these years. The net IR had increased from (-) 8,954 Crore in 1998-99 to (-) 65,465 Crore in 2011-12.

Based on reports of Planning Commission, net IR for 2011-12, only 5 States utilities has positive values. Maharashtra is one of them having value **+246.6** Crores.

RECOGNITION OF HR INITIATIVES TAKEN BY MSEDCL

MSEDCL HR Department has received more than dozen of awards in recognition for development of Human Resources by world HRD congress, Asia pacific HRM congress, from Govt.of Maharashtra.etc.

CONCLUSION

In the continuously changing socio-economic-regulatory environment, HR's role in helping to stabilize the Company for change cannot be understated. MSEDCL observed that the more effective and long-lasting employee management strategies for troubled organizations were based on employee engagement and culture building. As on date from start of employment i.e. Recruitment to end of employment i.e.to retirement, every HR activity is done through IT systems only. This has developed proper Administrative control through a structured policy framework and transparency in HR activities. Since enactment of The Electricity Act-2003, power sector has become competitive, consumer friendly, it has also transformed organizational structure of each power utility in very professional manner & increased efficiency of employees. HR has played very vital role in above makeover.

Sarwade, W. K. "Global recession and industrial employment in India." In 2nd World Multiconference APPLIED ECONOMICS, BUSINESS AND DEVELOPMENT, pp. 3-6. 2010.

Sarwade, W. K. (2011). Brand preferences and consumption pattern of edible oils in Maharashtra state. In International Conference on Economics and Finance Research, IPEDR(Vol. 4, pp. 330-334).

Sarwade, W. K. (2002). Emerging Dimensions of Buyers Behaviours in Rural Area. Indian Journal of Marketing P, 13.