

BANGLADESH RURAL ELECTRIFICATION BOARD
DHAKA, BANGLADESH.
PBS INSTRUCTION : 300-41

SUBJECT: OPERATION AND MAINTENANCE GUIDELINES.

Date of Approval : 30-11-1981

Date of Last Revision : 19-02-2020

PURPOSE:

To set forth BREB guidelines for the successful management and operation of a PBS.

SENIOR GENERAL MANAGER/ GENERAL MANAGER:

A. Scope of Responsibilities:

Under delegated authority from the Samity Board of Directors, the Senior General Manager/ General Manager is responsible to the Samity Board for the following:

1. The development of a program and the organization of a staff for the engineering, construction and operation of the electric facilities required to meet needs of the PBS.
2. Managing the affairs of the PBS, with the objective of making area coverage electric service available to all farms, homes, commercial and industrial establishments, and community facilities within the PBS registration area.
3. Providing at the lowest feasible cost, an adequate supply of dependable electric energy that will add profitability to farming and industry and develop the local economy.
4. Developing among the members an understanding as to their ownership responsibilities and benefits in the PBS, and an acceptance of the PBS objectives and policies in the local communities.

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5. Operating the PBS on a prescribed margin basis for service in accordance with modern principles of management organization and sound human relations.
6. Assuring good working conditions for the PBS personnel and providing them opportunity for maximum creativeness, personal satisfaction, and sense of accomplishments.
7. Advising and assisting the Samity Board of Directors in developing sound written policies and in making informed decisions about objectives, programs, and basis controls for the PBS.
8. Plan, Direct and Coordinate a membership drive throughout the PBS service area.
9. Develop and implement the house wiring program so that wiring of houses will proceed concurrently with the construction of the distribution lines.
10. Develop and implement the operational directives required to carry out the policies and decisions of the Samity Board of Directors.
11. Establish and direct an organization to operate and maintain the facilities necessary to carry out the objectives of the program.
12. Develop management practices, methods, and procedures to assure effective operations of the system.
13. Provide advice and assistance to the organization staff to carry out an efficient operation.

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B. Senior General Manager/ General Manager's Functions:

1. Structure:

Recommends to the Samity Board the organizational structure best suited to carry out its objectives.

2. Staffing:

Interviews, selects, appoints, promotes department heads, subject to the approval of the Samity Board and when necessary, terminates.

3. Training:

Institutes training programs for the continuous development of his staff to insure that they meet, qualifications and work requirements of their respective departments.

4. Performance Appraisal:

Appraises his staff periodically to help them progressively raise the level of their performance.

5. Wage and Salary Administration:

Administers the PBS's wage and salary policies and recommends equitable pay system to the Samity Board of Directors for approval.

Determine periodically wage and salary adjustments for all employees of the PBS in accordance with approved wage and salary schedule, and performance records.

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6. **Position Description:**

Directs the preparation and periodic up-dating of position descriptions for the entire organization. Carries into effect the understanding and acceptance by each Department Head, of all authorities, responsibilities and relationship within the organization.

7. **Morale:**

Promotes, develops and maintains good interpersonal relationship among his staffing by recognition of accomplishments and affording advancement according to merit, ability and capability.

8. **Planning:**

a. Formulates policies on operations, finance, wage and salary administration and research needed to carry out the objectives of the PBS and submits them to the Samity Board of Directors for approval.

b. Studies and plans the organizational structure staffing requirements and facilities necessary for the operation of the system.

c. Develops departmental procedures for the day to day operations of the PBS and studies ways and means to improve these procedures for a more efficient operation.

d. Plans and prepares agenda for weekly staff meeting.

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- e. Plans and develops ways and means that will ensure effective communication with all Departments and personnel.
- f. Prepares report to the Samity Board of Directors and to the members.
- g. Coordinates with his staff in planning social activities for all personnel to promote harmonious relationships within the entire organization.
- h. Initiates management development programs embracing all aspects of personnel administration.
- i. Reviews the proposed consolidated budget, based on departmental budgets.
- j. Reviews the Annual Work Plan.
- k. Determines the operating cash requirements for the present and future needs.
- l. Prepares the agenda for regular and special meetings of the Samity Board of Directors.

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- m. Coordinates with Department Heads in the preparation of the Annual Meeting program, and submits it to the Samity Board of Directors for approval.
- n. Plans a well rounded safety and training program for the PBS.
- o. With the assistance of the Department Heads and Consultants, plans and develops long and short range studies and system improvements where needed.
- p. Studies the system load growth and plans, in consultation with the BREB and Engineering Consultants, to assure all necessary actions are taken for an adequate wholesale power supply.
- q. Determines the need for consultants, and makes appropriate recommendations to the Samity Board of Directors.

C. Additional General Manager/ Deputy General Manager's Functions:

1. Plan, Direct and Co-ordinate the activities of the office;
2. Develop and implements the operational directives required to carry out the policies and decisions of the PBS;
3. Develop & implements management practices, methods and procedures so as to assure effective operation of the office;
4. Provides advice & assistance to the office personnel to carry out an efficient operation;

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5. Keeps PBS Senior General Manager/ General Manager informed about the management and operational status of the District office from time to time;
6. Keeps close and constant co-ordination with PBS Departmental Heads about the activities of the District office;
7. Ensures proper and timely information and material flow to-and-fro PBS Head Office.

D. Assistant General Manager, Finance-Accounts/ Finance-Revenue's Functions:

1. Study and apply methods of management organization and personnel administration.
2. Develop effective financial control measures.
3. Conduct performance appraisals with in his department.
4. Development or revision of position descriptions of his Department.
5. Directs meter reading, billing and collecting operations,
6. Directs accounting for membership applications, security deposits and fees.
7. Directs and assists general accounting.
8. Directs preparation of all financial reports.
9. Supervises correspondence relating to his Departments.
10. Develops uncollectible accounts write-off for Board review.
11. Countersigns checks in accordance with established polices.

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12. Coordinate physical inventory and financial control of all inventories.
13. Prepare recommendations on operative controls.
14. Organize and perform DNP activities.

E. Assistant General Manager, Operation & Maintenance (O&M)
Functions:

1. Directs activities of construction, operation and maintenance of electrical distribution facilities
2. Arranges for periodic inspection and maintenance of oil circuit breakers, reclosers, voltage regulators, distribution lines and other related equipment necessary for adequate and dependable service.
3. Assigns construction work orders, retirement work orders and other orders in relation to construction and maintenance of distribution system.
4. Arranges for completion of all job orders and work orders.
5. Inspects completed construction, operation and maintenance work to determine if any corrective action is required, and sees that such action is taken.
6. Directs the arrangement for emergency duty personnel.
7. Prepare weekly, monthly and annual work schedules.
8. Carries out planned maintenance program.

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9. Directs maintenance and testing of all meters.
10. Determines any special requirements and submits to purchasing agent requests to purchase line material, hardware and related items.
11. Plans the maintenance of transformers, oil circuit reclosers, sectionalizers and voltage regulators.
12. Directs 2-way radio dispatching.
13. Coordinates with Finance Department the connects and disconnects of services and the paper work related thereto, as the need arises.
14. Directs the preparation of voltage checks, load studies, maintenance and outage reports, to determine efficiency of system operating procedures, and to take remedial action as may be required.
15. Recommends and draws up specifications for purchase of transportation equipment and heavy equipment.
16. Recommends purchase of meters and transformers.
17. Arranges for maintenance of mobile and stationary radio communication equipment.

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F. Assistant General Manager, Engineering & Construction's Functions:

1. Planning, developing and establishing standards and specifications for all construction operations and maintenance work in relation to the distribution facilities in conformance with applicable BREB Instructions.
2. Analysis of voltage checks, load studies, maintenance and outage reports, to determine efficiency of system operating procedure, and to take remedial action as may be required.
3. Recommendation and drawing up specifications for purchase of Transportation equipment and heavy equipment and preparation of bid forms.
4. Recommendation for purchase of meters and transformers.
5. Arrangement for maintenance of mobile and stationary radio communication equipment.
6. Assistance in safe-keeping of transformers, meters, reclosers, sectionalizers and regulator records.

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G. Assistant General Manager, Member Services/ Power Use Functions:

1. Recommends and carries out the membership drive.
2. Preparing, editing, publication and distribution of newsletter, press releases, and other materials for personnel and member information in accordance with Samity Board policy.
3. Recommends and carries out public relations activities with civic and rural groups.
4. Plans, develops and administers the PBS Power Use Program.
5. Attends to members complaints of poor service.
6. Attends to inquiries from members with reference to member education and public relations.
7. Evaluate conformity of wiring to the rules and regulations of the PBS and to the Rural Electrification Board requirements.
8. Promote new uses for electricity.
9. Develops or revises position descriptions within his department.
10. Plans, in cooperation with other departments, annual meeting program.
11. Carries out approved plans within limits set forth in the budget.

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H. Assistant General Manager, Administration/ Human Resource Functions:

1. Establishes and maintains a general filing system for the office.
2. Prepares regular notice of Samity Board Meeting, complies and assembles final draft of all data needed at the Director's meeting.
3. Arranges travel reservations for the Samity Board, the Senior General Manager/ General Manager and his staff.
4. Establishes and maintains personnel files.
5. Composes and answers routing correspondence.
6. Records and keeps minutes of all staff-Meeting.
7. Maintains a current list of all employees and dependents.
8. Coordinates staff studies on the development of a systematic and realistic wage and salary plan.
9. Prepares a policy manual in order that advice and counsel may be given to the general staff regarding policy interpretation.
10. Coordinates with Department Heads in the development of operating memoranda for meeting departmental requirements in accordance with approved policy.
11. Assists in purchase of materials and stores.
12. Negotiates service and maintenance contracts for office equipment.

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13. Recommends insurance coverage and administration of Insurance program.
14. Develops or revises position descriptions within his department.
15. Arranges housekeeping of pole yards and other areas where distribution supplies and materials are stored.

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