

TRANSMISSION CORPORATION OF ANDHRA PRADESH LIMITED  
VIDYUTSODHA::HYDERABAD-82

**A B S T R A C T**

Estt-APTRANSCO- Consultancy services of M/s KPMG to APTransco - Appointing/ engagement to study and furnish report on Organisation structure, workload norms, staff pattern and service matters of the staff of APTransco & APCPDCL -Orders - Issued.

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T.O.O. (Per- Addl.Secy). Ms. No. 129

Date: 09-09-2008

Ref:- 1) Lr.No.Addl.Secy/ADE(MPP)/A1/638/2008-2, dt.22.07.2008  
2) Proposals of M/s KPMG dated.02.09.2008 & dt.30.07.2008

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Consequent to restructuring of erstwhile APSEB, APTransco along with four distribution companies APCPDCL, APSPDCL, APEPDCL & APNPDCL came into existence. With changing business scenario and increasing competition, the Organizations need to be ready to face the future. Hence, it is felt necessary to have comprehensive study on Organisation structure, workload norms, staff pattern and service matters of the staff of APTransco and DISCOM (any one entity).

2. The APTRANSCO after careful consideration hereby accords approval for appointing/ engaging M/s KPMG as Consultancy to provide Consultancy services to study and furnish report on the following scope of work issues in respect of APTRANSCO and APCPDCL.

**Scope of work:**

- Operational Organization restructuring
- Manpower planning
- Benchmarking Performance measures
- Designing promotion system

The scope of work shall cover the issues such as workload norm, staff/post pattern, outsourcing practice pattern and duties& responsibilities in respect of all cadres of posts Engineering (Electrical/Telecom/Civil), P&G, Accounts & O&M Estt., and in respect of all Offices and Field units of Corporate Offices /Zones/Circles/Divisions/Subdivisions/ sections covering all type of work areas such as construction and maintenance of Lines &Substations and MRT, Stores, Hot lines maintenance works etc.

While studying the above and suggesting views, the following may also be kept in view.

- The nature of work involved in APTRANSCO and DISCOMs are entirely different i.e., There are Grid & Radial Substations Substations & Lines at different voltage levels of 400KV, 220KV and 132KV in APTRANSCO and 66KV, 33KV & 11KV & etc., in DISCOMs. It may also needs separate regular and outsourcing staff patterns.
- The cadre management in APTRANSCO/ DISCOMs in respect of unit of operation and designations of the staff in provincial & O&M cadres etc. i.e., Report to indicate revised designations & their unit of operation
- Report may show separate pattern while considering Operation Sections in Urban & Rural areas of DISCOM.

The detailed scope of work which includes Phases, Timelines, Key activities and the deliverables shall be as per the Annexure appended.

3. Fee structure as far as this work is concerned, shall be as follows.

- (i) Fee for this engagement shall be Rs.42,00,000/- (Rupees forty two lakhs only).
- (ii) Out of pocket expenses are limited to;
  - Flight charges- Economy as per actuals
  - Guest house- APTRANSCO GH or Hotel per day not more than 3000/- (Rupees three thousand only) On sharing basis. Except for Senior Executives
  - Other expenditure as per actuals
- (iii) The amount is to be shared by APTRANSCO and DISCOMs equally  
(By Order and in the name of Transmission Corporation of Andhra Pradesh limited)

AJEYA KALLAM  
CHAIRMAN & MANAGING DIRECTOR

To  
All Functional Heads

M/s KPMG Consultancy Services

CC to:-

The Special Chief Secretary to Govt., Energy Dept., Govt. of A.P., AP Secretariat,  
Hyderabad

**Copy to the:-**

All CMDs of DISCOMs

All Functional Heads/CEs/FA&CCAs

All SEs//EEs/DSs/ASs/Dy.CCAs

Addl. Secretary//CGM(HRD&Trg)

ACS, Pay Officer, AO/CPR,Dy.CCA(Audit)// RAO(EBCA)

DE(Tech.) to Director(Projects, Co-Ordination &GO)

PS to Director (Transmission)

PS to JMD(HRD,Comml,IPC,Reforms, RA &IT)

PSs to JMD(Vigilance &Security)

PS to Director( Finance &Revenue)

PS to Chairman & Managing Director

CRS//Stock File//Spare.

C.No.Addl.Secy/ADE(MPP)/A1/ 884/2008

//FORWARDED::BY ORDER//

ASST. DIVISIONAL ENGINEER

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Energy Saved is Energy Produced  
Electricity Saved is Electricity Produced

**A) Scope of work:**

**Module 1: Operational Organization restructuring Activities**

- As is study of operational structure of AP Transco and APCPDCL – (the field structure shall studied on a model (sample) basis for two Circle offices (rural & urban), two division office (rural & urban) and two section office/Sub-stations (rural & urban). In deciding the sample various parameters shall be considered like consumer mix, voltage levels, population density, geographical dispersion etc. Similar approach shall be followed for AP Transco.
- Identify the alignment of the structure with the operating company vision/mission
- Identify key parameters for comparative evaluation
- Develop alternative structure options and evaluate them on the basis of design principles
- Benchmark the structure in reference good practices prevailing in utility sector in reference to KPMG best practices.
- Detail Operational model including reporting relationship
- Define RACI processes for key functions and develop sample templates for monitoring them
- Develop transition structures to enable movement from current to future structure
- Identify key high-level milestones, processes as well critical initiative required to ensure smooth transition.

**Timeline: 9 weeks**

**Deliverable:**

- As is understanding of structure.
- Principles of to-be structure design and options for Operational structures
- Learning's from benchmark structures
- Functional Structure of the Sample offices
- RACI and key performance objectives
- Transition roadmap to move to the new structure including key milestones

## **Module 2: Manpower planning**

### **Activities**

- Clarify business strategy and understand the business plan
- Study existing Manpower Plan – on a pilot basis for two Circle offices(rural & urban), two division office (rural & urban) and two section office (rural & urban) at various voltage levels (Substations 400, 220, 132, 33, 11 KV), understand its linkage with the business plan for the current year.
- Study the job description at different levels for the above **field offices**.
- Study of productivity **norms**.
- Identify roles and Skills required for business plan execution.
- Recommendations with respect to position to be introduced, current gaps in practices, work to be outsourced.

**Timeline: 5 weeks.**

### **Deliverable:**

- Analysis of Manpower requirements linked to the business plan
- Key roles for the business plan execution
- Recommend a proposed Manpower plan
- Work to be outsourced

## **Module 3: Benchmarking Performance Measures**

### **Activities**

- Identify the key unique roles for which KPI/KRA`s need to be benchmarked- (The KPI`s/KRA`s shall be developed for the Officers(Chief Engineer to Jr. Engineer Level) working in the Field office Circle/division/Sub-station/Section, undertaking the operations & maintenance function).
- Gather requirements with respect to job expectations KRA/KPI from the senior management
- Identify good practices from KPMG database and comparable company experiences
- Study of relevant industry examples
- Prepare draft role profiles for the unique positions covering the following:
  - Overall role objective
  - KRAs and KPIs of each key positions

**Timeline: 5 weeks**

### **Deliverable:**

- As is understanding of practices in performance management
- Learning`s from the benchmarking and leading practices
- Final deliverable on the Performance Measures

## **Module 4: Promotion framework**

### **Activities**

- Study the current career progression system in place in the company. This study shall largely focus on the Officers cadre at the field office undertaking the O&M function.
- Access various parameters which will influence the promotions and analyze the as is practice prevailing.
- Recommendations on to be promotion framework detailing out promotion criteria, career path

**Timeline: 5 weeks**

### **Deliverable:**

- Understanding of the need for a new promotion system
- Recommend a new career progression/suggest changes in the existing one Policy framework
- Promotion criteria

### **B) The following items are also added in above scope of work:**

- Suggesting norms/yard sticks of workload in various wings of headquarters and Field units such as TL&SS, TLC, 400KV covering all areas of works such as operation & maintenance and construction of EHT all Substations & Lines in respect of 400KV, 220KV and 132KV including MRT, Stores, Hot lines maintenance, Load dispatch Centres and Civil & Telecom etc.
- Norms for Staff/post pattern for various wings covering Engg, P&G, Accounts and O&M Estt., in respect of regular and also in respect of outsourcing personnel pattern, for various work places to be fixed along with workload norms, keeping in view the core and non-core functions.
- Report shall also include Duties & responsibilities for various cadres from Chief Engineer to Junior Lineman unit wise, delegation of powers and details of administrative & Technical control etc.