

**CENTRAL ELECTRICITY REGULATORY COMMISSION  
NEW DELHI**

**Petition No. 248/MP/2021**

**Coram:**

**Shri I.S. Jha, Member**

**Shri Arun Goyal, Member**

**Shri P. K. Singh, Member**

**Date of Order: 24.2.2023**

**In the matter of**

Petition filed for approval of manpower plan and associated HR expenses of POSOCO for the control period 2019-24 in compliance of the directions of the Central Electricity Regulatory Commission in Petition Nos. 375/MP/2019, 374/MP/2019, 376/MP/2019, 378/MP/2019, 400/MP/2019 and 399/MP/2019.

**And in the matter of**

National Load Despatch Centre (NLDC)  
Power System Operation Corporation of India Limited (POSOCO),  
Registered Office: B-9, Qutub Institutional Area, 1<sup>st</sup> Floor,  
Katwaria Sarai, New Delhi- 110016

**... Petitioner**

**Versus**

**Users of Northern Regional Load Despatch Centre (NRLDC):**

**Users under the category of Distribution Licensees and Buyers**

1. Chairman, UPPCL, Uttar Pradesh Power Corporation Limited, Shakti Bhawan, 14-Ashok Marg, Lucknow-226001
2. Principal Secretary, Government of J&K, Civil secretariat, Srinagar, J&K.
3. CMD, Rajasthan Rajya Vidyut Prasaran Nigam Limited, Vidyut Bhawan, Vidyut Marg, Jaipur-302005
4. Chairman, RUVNL, 132 KV Sub Station Building Calgiri Road, Malviya Nagar, JAIPUR-302017
5. CMD, Punjab State Transmission Corporation Limited, PSEB Head Office The Mall, Patiala-147 001
6. Managing Director, Haryana Vidyut Prasaran Nigam Limited, Shakti Bhawan, Sector-6, Panchkula-134109



7. Chief Engineer, Haryana Power Purchase Center, Room No-308, Shakti Bhawan, Sector-6 Panchkula-134109, Haryana
8. CMD, Delhi Transco Limited, Shakti Sadan, Kotla Road, New Delhi-110 002
9. Chairman, Himachal Pradesh State Electricity Board Ltd., Kumar House, Vidyut Bhawan, Shimla-171004
10. SE SLDC, Himachal Pradesh Load Society, Totu, Shimla-171011, Himachal Pradesh
11. Managing Director, Power Transmission Corporation of Uttarakhand Limited, 7-B, Lane No-1, Vasant Vihar Enclave, Dehradun - 248 001.
12. Managing Director, Uttarakhand Power Corporation Ltd., Kanwli Road, Urja Bhawan, Dehradun-248001, Uttarakhand
13. Chief Engineer, Electricity Department, UT Chandigarh, Sector 9-D, UT Chandigarh-160019
14. Chief Electrical Engineer, North Central Railway General Manager Office, Subedarganj Uttar Madhya Railway, Allahabad, UP- 211011.
15. The DGM, Electrical, National Fertilizers Limited, District: Ropar, Naya Nangal 140124, Punjab
16. Chief General Manager, PGCIL Kurukshetra ( $\pm 800$  KV HVDC Inter Connector Project) V.P.O. Bhadson, Opp Piccadily Sugar Mill, Tehsil INDRI, District Karnal-132117 (Haryana)
17. Senior DGM, PGCIL Bhiwadi HVDC ( $\pm 500$  KV), 4<sup>th</sup> Km Mile Stone, Bhiwadi-Alwar Bye-Pass Road, P.O. Khijuriwas, Distt. Alwar, (Rajashtan)-301018.
18. General Manage, PGCIL, Dadri HVDC ( $\pm 500$  KV), PO-Vidyut Nagar, Distt: Gautambuddh Nagar (U.P.)-201008.
19. Senior GM, PGCIL, Agra HVDC Terminal 765/400/220 KV, Sub-Station, 6 KM, Mile Stone, Shamshabad Road, P.O. Shyamo, Agra-283125 (U.P.)
20. Senior DGM, PGCIL, Ballia HVDC ( $\pm 500$  KV) Sub-Station, Village & Post: Ibrahimpatti, (via Krihirapur), Tehsil: Belthra Road, Distt: - Ballia (U.P.) Pin-221716.



21. General Manager, PGCIL Rihand HVDC Station, Inside NTPC Rihand Plant Premises, P.O-Bijpur Distt: Sonebhadra, (U.P.) Pin-231223.
22. CMD, Punjab State Power Corporation Ltd. The Mall, Patiala-147001, Punjab

**Users under the category of Generating Stations and Sellers**

23. General Manager, Singrauli Super Thermal Power Station, NTPC, Shakti Nagar, UP-231222
24. General Manager, Singrauli Solar PV Power Project, NTPC, Shakti Nagar, UP-231222
25. General Manager, Singrauli Small Hydro Power Project, NTPC, Shakti Nagar, UP-231222
26. General Manager, Rihand Super Thermal Power Station-I, NTPC, Rihand Nagar, UP-231223
27. General Manager, Rihand Super Thermal Power Station-II, NTPC, Rihand Nagar, UP-231223
28. General Manager, Rihand Super Thermal Power Station-III, NTPC, Rihand Nagar, Dist-Sonebhadra, UP – 231223
29. General Manager, Dadri, National Capital Power Project, Dadri Dhaulana Road, Distt. Gautam Buddha Nagar, UP-201008
30. General Manager, Dadri – Stage - II, National Capital Power Project, NTPC, Dadri Dhaulana Road, Distt. Gautam Buddha Nagar, UP-201008
31. General Manager, Firoz Gandhi Unchahar Thermal Power Project-I, NTPC, P.O. Unchahar, Distt. Raibareilly, UP-229406
32. General Manager, Firoz Gandhi Unchahar Thermal Power Project-II, NTPC, P.O. Unchahar,,Distt. Raibareilly, UP-229406
33. General Manager, Firoz Gandhi Unchahar Thermal Power Project-III, NTPC, P.O. Unchahar, Distt. Raibareilly, UP-229406
34. General Manager, Firoz Gandhi Unchahar Thermal Power Project-IV, NTPC, P.O. Unchahar, Dist.: Raibareilly, UP-229406
35. General Manager, Firoz Gandhi Unchahar Solar PV Power Project, NTPC, Unchahar, Distt. Raibareilly, UP
36. General Manager, Dadri Gas Power Project, NTPC, Dhaulana Road, Distt. Gautam Buddha Nagar, UP-201008



37. General Manager, Dadri Solar PV Power Project, NTPC, Dhaulana Road, Distt. Gautam Buddh Nagar, UP-201008
38. General Manager, Auraiya Gas Power Project( Gas Fired, RLNG Fired, Liquid Fired), NTPC, Dibiyapur, Distt Etawah, UP-206244
39. General Manager, Anta Gas Power Project (Gas Fired, RLNG Fired, Liquid Fired), NTPC, Distt. Baran, Rajasthan-325209
40. General Manager, Koldam HPP, NTPC, Post- Barman, Dist- Bilaspur, Himachal Pradesh 174013
41. Station Director, Narora Atomic Power Station, NPCIL, Narora, Distt. Bulandshahar, UP-202389
42. Station Director, Rajasthan Atomic Power Station-B, NPCIL, Rawatbhata, PO-Anu Shakti Vihar, Kota, Rajasthan-323303
43. Station Director, Rajasthan Atomic Power Station-C, NPCIL, (RAPS-5&6) NPCIL Rawatbhata, PO-Anushakti Vihar, Kota, Rajasthan-323303
44. General Manager, Bairasiul Hydro Electric Project, NHPC Ltd., Surangini, Distt. Chamba, HP-176317
45. General Manager, Salal Hydro Electric Project, NHPC Ltd, Jyotipuram, Distt. Udhampur, J&K-182312
46. General Manager, Tanakpur Hydro Electric Project, NHPC Ltd., Banbassa, Distt. Champawa, Uttrakhand-262310
47. General Manager, Chamera-I Hydro Electric Project, NHPC Ltd., Khairi, Distt. Chamba, HP-176310
48. General Manager, Uri Hydro Electric Project, NHPC Ltd., Mohra, Distt. Baramulla, J&K-193122
49. General Manager, Chamera-II Hydro Electric Project, NHPC Ltd., Karian, Distt. Chamba, HP-176310
50. General Manager, Chamera-III Hydro Electric Project, NHPC Ltd., Dharwala, Distt.- Chamba, HP-176311
51. General Manager, Dhauliganga Hydro Electric Project, NHPC Ltd., Tapovan, Dharchula, Pithoragarh, Uttrakhand-262545



52. General Manager, Dulhasti Hydro Electric Project, NHPC Ltd., Chenab Nagar, Distt. Kishtwar, J&K-182206
53. General Manager, Uri-II Hydro Electric Project, NHPC Ltd., Nowpura, Distt. Baramulla, J&K-193123
54. General Manager, Parbati HE Project Stage-III, NHPC Ltd., Behali, P.O- Larji Kullu 175122 Himachal Pradesh
55. Chief Engineer, Sewa-II Power Station, NHPC Ltd. Mashke, post Bag no-2, P.O-Khari, Dist: Kathua, Jammu and Kashmir -176325
56. The Chief Engineer (Electrical), Kishanganga HEP, NHPC Ltd., Office cum Residential colony, Kralpora, Distt: Bandipora, Jammu and Kashmir-193502
57. The General Managar, Parbati-II, HEP, NHPC Ltd., E&M Complex, Sainj, Distt. Kullu 175134, Himachal Pradesh
58. General Manager, Naptha Jhakhri HEP, Satluj Jal Vidyut Nigam Ltd. Power Project, Jhakri, Rampur, Distt. Shimla, HP-172201
59. General Manager, Rampur HEP, Satluj Jal Vidyut Nigam Ltd. Power Project, Jhakri, Rampur, Distt. Shimla, HP-172201
60. General Manager, Tehri Hydro Development Corporation Ltd., Bhagirath Puram, Tehri, Uttrakhand-249001
61. General Manager, Koteswar HEP, THDCIL, Koteswarpuram, Post Office- Pokhari Tehri Garwal, Uttarakhand - 249146
62. General Manager, ADHPL, Village- Prini, PO -Jagat Sukh, Tehsil - Manali, Distt- Kullu (H.P) India.
63. General Manager, Indra Gandhi Super Tharmal Power Project, APCPL, PO - Jharli, Tahsil Matanhail, Dist – Jhajjar, (Haryana)-124125
64. General Manager, Karcham Wangtoo HEP, Himachal Baspa Power Company Limited, Sholtu Colony, PO- Tapti, Dist-Kinnaur, -172104 (HP).
65. Director, Malana – II, Everest Power Pvt. Ltd, Hall-A/ First Floor Plot No-143-144, Udyog Vihar, Phase -4, Gurgaon, Haryana 122015
66. Company Secretary, Shree Cement Thermal Power Project, Bangurnagar, Beawar , Dist -Ajmer, Rajasthan -305901



67. Company Secretary, Greenco Budhil HPS Ltd, Plot No. 1367 Road No- 45, Jubilee Hills, Hyderabad- 500033
68. Project General Manager, Himachal Sorang Power Limited, D-7, Lane-I, Sector-I, New Shimla, Shimla, H.P.-171009.
69. Director (Power Regulation), Bhakra Power House, BBMB, SLDC Complex , 66 KV Substation, Industrial Area Phase-I, Madhya Marg, BBMB Chandigarh
70. Superintending Engineer, Dehar HEP, BBMB, PW, Solapper, Tehsil Sundernagar, District: Mandi Himachal Pradesh-175017
71. Superintending Engineer, Pong Power House Circle, Power wing BBMB Talwara, District: Hoshiarpur, Punjab 144216
72. General Manager, Sainj HEP, HPPCL, Larji, Distric - Kullu, Himachal Pradesh, 175122
73. Manager, SB Energy Four Private Ltd., Bhadla (SPD 200MW), 5th Floor, worldmark-2, Asset, Area-8 Hospitality District, Aerocity, NH – 8, Delhi-I10037
74. Sr. Manager, RENEW SOLAR POWER Pvt. Ltd, Commercial Block-1, Zone 6, Golf Course Road, DLF City phase-V, Gurugram- 122009, Haryana
75. Vice President, Azure Power India Pvt. Ltd., 3rd Floor, Asset .301-304 & 307 Worldmark 3, Aerocity, New Delhi -110037
76. Associate Vice President) BD- HOD, Mahoba Solar (UP) Pvt. Ltd., 4th floor, South Wing, Adani Corporate House, Shantigram, Near Vaishnav Devi Circle, SG Highway, Ahmedabad 382 421, Gujarat
77. Vice President, Azure Power Thirty Four Pvt. Ltd., 3rd Floor, Asset 301-304 and 307, World Mark-3, Aerocity, New Delhi – 110037
78. Manager (BD), Tata Power Renewable Energy Ltd., Corporate Centre, A Block, 34, Sant Tukaram Road, Camac Bunder, Mumbai - 400009

**Users under the category of Inter State Transmission Licensees**

79. Executive Director, PGCIL, NRTS-I, Power Grid Corporation of India Ltd., B-9, Qutab Institutional Area, New Delhi-110016.
80. Director, Operations, Powerlinks Transmission Ltd., 10<sup>th</sup> Floor, DLF Tower-A, District Centre, Jasola, New Delhi-110044



81. Executive Director & CEO, Jaypee POWERGRID Ltd. F-Block, Sector -128 Noida- U.P
82. Director, Adani Transmission India Ltd, Business Development, Achalraj, Opp Mayor Bungalow, Law Garden, Ahmedabad 380009.
83. Managing Director, Parbati Koldam Transmission Company LTD., 5<sup>th</sup> Floor 1A, JMD Galleria, Sec-48, Sohna Road, Gurgaon, Haryana 122018.
84. General Manager, Indira Gandhi Super Thermal Power Project, Aravali Power company Private Limited, P.O.: Jharli, Dist-Jhajjar
85. The Vice President, NRSS XXIX Transmission Limited, F-1, Mira Corporate Suite, Ishwar Nagar, Mathura Road, New Delhi – 110065.
86. The DIRECTOR, Patran Transmission Company Limited, 400 KV 220kV GIS Substation, Village-Banwala, Tehsil-Patran, District: Patiala 147105 Punjab.
87. The Vice President, RAPP Transmission Company Ltd, F-1, Mira Corporate Suite, Ishwar Nagar, Mathura Road, New Delhi – 110065
88. The Vice President, NRSS XXXI (B) Transmission Ltd. 503, windsor off CST Road, Kalina, Santacruz (E), Mumbai 400098
89. The Vice President, NRSS XXXVI Transmission Ltd. Essel Infra projects Ltd. 06th Floor, Plot No. 19, Film City, Sec-16 A, Gautam Buddha Nagar , Noida U.P. – 201301
90. CEO, POWERGRID Unchahar Transmission Ltd. 765/400/220kV Substation, Village Chauferava, Post & Dist Fatehpur, Uttar Pradesh, 212601
91. The CEO, POWERGRID KALA AMB Transmission Ltd., 400/220 KV GIS Sub Station, Vill. Meerpur Kotla, PO. Trilokpu Tehsil. Nahan, Distt. Sirmour 173030, Himachal Pradesh
92. The Vice President, Gurgoan Palwal Transmission Ltd., F-1, Mira Corporate Suite, Ishwar Nagar, Mathura Road, New Delhi – 110065

**Users of Western Regional Load Despatch Centre (WRLDC):**

**Users under the category of Distribution Licensees and Buyers**

1. Managing Director, MSEDCL, Prakashgad, 5th Floor, Bandra East, Maharashtra Mumbai 400051.
2. Managing Director, GUVNL, Sardar Patel Vidyut Bhavan race Course Gujarat Vadodara 390007.



3. Managing Director, MP Power Management Co Ltd, 3rd Floor, Block No 11, Shakti Bhavan, Rampur, Madhya Pradesh 482008
4. Managing Director, CSPDCL, PO - Sunder Nagar Chhattisgarh Raipur, Dangania 492013.
5. Secretary ( Power), Electricity Department, UT of Daman & Diu, Sachivalaya, Daman & Diu Moti Daman 396210
6. Secretary ( Power), UT of Dadra Nagar & Haveli, Secretariat, Electric Department, 66kv Amla Road, Dadra Nagar & Haveli Silvassa 396230
7. Managing Director, ESSAR STEEL INDIA LIMITED, 27th KM, Surat Hazira Road, Gujarat Surat 394270
8. Chief Electrical Engineer, Goa Electricity Department, Government of Goa, 3rd Floor, Vidyut Bhavan, Panjim, Goa – 403001.
9. General Manager, Bhadravathi HVDC, Power Grid Corporation of India Ltd, Sumthana Village, Bhadravathi(Tahsil), Bhadravathi, Chandrapur(Dist), Maharashtra-442 902
10. General Manager, Vindhayachal HVDC, NH-3 Opp.NTPC Hospital,Old Tiny Tots Bldg,P.O.Vindhyanagar,Distt : Singrauli(Dist), Madhya Pradesh-485886
11. BARC FACILITY- Plant Superintendent, BARC-Nuclear Recycle Board(NRB), BARC, Tarapur, Mumbai – 401502, Maharashtra
12. Station Incharge, +/- 800 kV Champa HVDC Terminal, Power Grid Corporation of India Ltd, Vill: Taga, Tahsil: Akaltara, Janjgir-Champa, Chhattisgarh - 495868

**Users under the category of Generating Stations and Sellers**

13. General Manager, Korba STPS STG ( I & II), NTPC Ltd., P.O.: Vikas Bhavan, Jamniali, Korba(District), Chhattisgarh- 495 450.
14. General Manager, Korba STPS STG ( III), NTPC Ltd, P.O.Vikas Bhavan, Jamniali, Korba(Dist), Chhattisgarh- 495 450.
15. General Manager, VSTPS-STAGE-I, Vindhayachal STPS, NTPC Ltd, P.O.: Vindhyanagar, Sidhi(District), Madhya Pradesh – 486 885
16. General Manager, VSTPS-STAGE-II, Vindhayachal STPS, NTPC Ltd. ,P.O.: Vindhyanagar, Sidhi(Dist),Madhya Pradesh – 486 885





17. General Manager, VSTPS-STAGE-III, Vindhayachal STPS, NTPC Ltd, P.O.: Vindhyanagar, Sidhi(Dist),Madhya Pradesh – 486 885
18. General Manager, VSTPS-STAGE-IV, Vindhayachal STPS, National Thermal Power Corporation of India Ltd, P.O Vindhyanagar, Sidhi(Dist),Madhya Pradesh – 486 885
19. General Manager, VSTPS-STAGE-V, Vindhayachal STPS, National Thermal Power Corporation of India Ltd, P.O Vindhyanagar, Sidhi(Dist),Madhya Pradesh – 486 885
20. General Manager, Kawas Gas Power Project, NTPC Ltd , P.O.Aditya Nagar, Surat, Gujarat - 394 516
21. General Manager, Gandhar Gas Power Project, NTPC Ltd, P.O.: NTPC Township, Bharuch(Dist), Gujarat- 392215
22. General Manager, SIPAT TPS Stg-I, NTPC Ltd, SIPAT, Chhattisgarh - 495558.
23. General Manager, SIPAT TPS Stg-II, NTPC Ltd., SIPAT, Chhattisgarh-495558.
24. General Manager, Mouda STPP Stage-I, NTPC Ltd, Mouda Ramtek Road, P.O.Mouda, Nagpur (Dist), Maharashtra
25. General Manager, Mouda STPP Stage-II, NTPC Ltd, Mouda Ramtek Road, P.O.Mouda, Nagpur (Dist), Maharashtra
26. General Manager Solapur STPS Post Hotgi Power Station, PO: Hotgi Station, Taluka: South Solapur, District: Solapur, Maharashtra-413215.
27. Station-Incharge, NTPC Ltd LARA STPP, - Vill-Chhappora Po+Ps- Pussora, Raigarh, Chattisgarh-496001
28. Station-Incharge, NTPC Ltd. Gadarwara STPP, Village-Dongargaon, PO: Gangai, Tehsil- Gadarwara, Dist-Narsinghpur, Madhya Pradesh (Mobile: 9004497016)
29. General Manager ,2 X 135 MW Kasaipali Thermal Power Project, ACB (India) Ltd. District - Korba Chhattisgarh Chakabura 495445
30. General Manager, Bharat Aluminium Co. Ltd, Captive Power plant-II, BALCO Nagar Chhattisgarh Korba 495684
31. Executive Director, Costal Gujarat Power Ltd (CGPL-UMPP), Tunda Vandh Road, Tunda Village, Mundra, Gujarat Kutch 370435



32. Executive Director, DB Power, Village - Baradarha, Post - Kanwali, Dist - Janjgir, Champa, Chhattisgarh Baradarha 495695
33. Executive Director Jindal Power Ltd. Stg-I, OP Jindal STPP, PO-Tamnar, Gjarghoda Tehsil, Chhattisgarh District - Raigarh, 496107
34. Executive Director Jindal Power Ltd. Stg-II, OP Jindal STPP, PO-Tamnar, Gjarghoda Tehsil, Chhattisgarh District - Raigarh, 496107
35. Executive Director, DGEN Mega Power Project, Plot No Z-9, Dahej SEZ Area (Eastern side), At: Dahej, Taluka-Vagra, Dist-Bharuch, Gujarat 392130
36. Executive Director, GMR Warora Energy Limited, Plot No B-1, Mohabala MIDC Growth Center Post Tehsil - Warora, Dist – Chandrapur, Maharashtra 442907
37. Executive Director, ESSAR POWER MP LTD. Village Bandhora, Post-Karsualal, Tehsil- Mada, Distt. Singrauli, Madhya Pradesh - 486886
38. Head(Commercial), GMR CHHATTISGARH ENERGY LTD, Skip House, 25/1, Museum Road, Karnataka, Bangalore-560025
39. Managing Director, Jaypee Nigrie Super Thermal Power Project, Nigri District, Singrauli, Madhya Pradesh 486668
40. Executive Director, DCP, OP Jindal STPP, PO-Tamnar, Gjarghoda Tehsil, Chhattisgarh District - Raigarh, 496107
41. Station Director, Nuclear Power Corporation of India Ltd, Kakrapar Atomic Power Station, PO - via Vyara, Dist – Surat, Gujarat - 395651
42. Station Incharge, Kakrapar Atomic Power Project-3&4(KAPP-3&4), Regd. Office: NPCIL, 16<sup>th</sup> Floor, Centre-1, World Trade Centre, Cuffe Parade, Colaba, Mumbai-400005
43. Station Director, Tarapur Atomic Power Station 1&2, Nuclear Power Corporation of India Ltd, P.O. TAPP, Thane(Dist), Maharashtra- 401 504
44. Station Director, Tarapur Atomic Power Station 3&4, Nuclear Power Corporation of India Ltd, P.O. TAPP, Thane(Dist), Maharashtra- 401 504
45. Managing Director, Korba West Power Co.Ltd., Village - Chhote Bhandar, P.O. - Bade Bhnadar, Tehsil - Pussore, District - Raigarh, Chhattisgarh Raigarh 496100



46. Managing Director, KSK Mahanadhi , 8-2-293/82/A/431/A, Road No 22 Jubilee Hills Andhra Pradesh Hyderabad 500033
47. General Manager( Comml), LANCO Power Ltd, Plot No - 397, phase -III, Udyog Vihar, Haryana Gurgaon 122016
48. General Manager, NTPC-SAIL Power Company Privte Ltd, Puranena Village, Chhattisgarh Dist - Durg, Bhilai 490021
49. General Manager, Ratnagiri Gas & Power Pvt Ltd (RGPPPL), 5th floor, GAIL Jubilee Tower, B-35-36, Sector-1, Noida, Gautam Budh Nagar, Uttar Pradesh 201301
50. M/s Sasan Power Ltd, DACK,I Block,2<sup>nd</sup> Floor,Nourth Wing,Thane ,Belapur Road,Koparkhairana Maharashtra New Mumbai -400710
51. Member ( Power) , Narmada Control Authority, Narmada Sadan, Sector -B, Scheme No 74, Vijaynagar, Indore, Madhya Pradesh-452010 (Mobile: 9978934846)
52. CEO, MB Power (Madhya Pradesh) Ltd., Vilage laharpur,post Jaithari, Dist: Anupur, Madhya Pradesh-484330
53. Chief General Manager, RKM Powergen Pvt. Ltd., Village: Uchpinda, PO: Dhurkot, Dist: Janjgir-Champa, Chhattisgarh -495692
54. Head (Commercial), Jhabua Power Ltd., Village – Barrella, Post – Attaria, Tahsil –Ghansor, Dist – Seoni, Madhya Pradesh – 480997
55. Head(Commercial), Dhariwal Infrastructure Ltd., CESC House, Chowringhee Square, Kolkata – 700001
56. Head (Commercial), SKS Power Generation Chhattisgarh Ltd., 501B, Elegant Business Park, Andheri Kurla Road, J B Nagar, Andheri (East), Mumbai – 400059 (Mob: 07389939063)
57. Sr. Vice President (Power), M/s. TRN Energy Pvt. Ltd., 18, Vasant Enclave, Rao Tula ram Marg, New Delhi-110057
58. Mahindra Renewables Pvt Ltd, RUMS, Deputy Manager, Mahindra Towers, Dr. G.M Bhosale Marg, P.K Kurne Chowk, Worli, Mumbai-400018
59. Arinsun Clean Energy Pvt Ltd, RUMS, Construction Manager, Unit-3, ACEPL, Rewa Ultra Mega Solar Plant, Gurh Tehsil, Dist. Rewa, MP- 486553



60. ACME Jaipue Solar Power Pvt Ltd, RUMS, Senior Manager, Plot No 152, Sector-44, Gurgaon-122002, Haryana
61. OSTRO Kutch Wind Pvt. Ltd, Sr. Manager, Unit No G-0, Mira Corporate Suites,1&2 Iswar Industrial Estate, Mathura Road, New Delhi-110065
62. GIWEL II -5<sup>th</sup> Foolr Tower C,Building-8 DLF Cyber City, Haryana Gurugram 122002
63. GIWEL III -5<sup>th</sup> Foolr Tower C,Building-8, DLF Cyber City, Haryana Gurugram 122002
64. Inox Wind Infrastructure Services LTd Dayapara Gujarat Kutch 370625
65. Khargone Super Thermal Power Project,PO Khedi (Bujurg)So-Bediya,Disr-Khargone,MP Khargone -451113
66. ReNew Power LTD,Commercial Block 1 Zone 6,Golf Race Cource Road,DLF City Phase V Haryana Gurugram -122009

#### **Users under the category of Inter State Transmission Licensees**

67. General Manager, Power Grid Corporation of India Ltd. Western Region - I Headquarters, PO - Sampritinagar,Nari Ring Road, Nagpur, Maharashtra - 440026
68. Managing Director, Essar Power Transmission Co. Ltd.- 27 Km Surat Hazira Road, Surat Gujarat -394270 India
69. Executive Director, Jindal Power Ltd., OP Jindal STPP, OP Jindal STPS, PO-Tamnar, Chhattisgarh District - Raigarh, 496107
70. Executive Director, Torrent Power Grid Ltd, Torrent House, Off Ashram Road, Gujarat Ahmedabad 380009
71. General Manager, Western Transco Power Limited., 601,6th Floor,Hallmark Business Plaza,Opp Gurunanak Hospital,,Bandra(E), Mumbai-51
72. General Manager, Western Transmission Gujarat Limited., 601,6th Floor,Hallmark Business Plaza,Opp Gurunanak Hospital,,Bandra(E), Mumbai-51
73. General Manager ( Comml), Adani Power Ltd. Achalraj, Opp. Mayor Bungalow, Law Garden, Ahmedabad, Gujarat - 380006



74. Head (Commercial), Bhopal Dhule Transmission Company Ltd., Sterlite Grid Ltd. 634 Tulip, New Minal Presidency, J K Road, Ayodhya Bypass, Madhya Pradesh Bhopal 462023
75. Head (Commercial), Raichur Solapur Power Transmission Company Ltd, Patel Estate, SV Road, Jogeshwari West, Mumbai 400102
76. Head(Commercial), Jabalpur Transmission Company Limited (JTCL)-Sterlite Grid Ltd. 634 Tulip, New Minal Presidency, J K Road, Ayodhya Bypass, Madhya Pradesh Bhopal 462023
77. RAPP Transmission Company, Sterlite Grid Ltd. 634 Tulip, New Minal Presidency, J K Road, Ayodhya Bypass, Madhya Pradesh Bhopal 462023
78. Powergrid Warora Transmission Ltd(PWTL), CEO, Sampriti Nagar, Nari Ring Road, Nagpur, Maharashtra- 440026
79. Chhattisgarh-WR Transmission Limited (CWRTL), General Manager, 8A, Sambhav House, Judges Bungalow Road, Bodakdev Ahmedabad, Gujarat-380015
80. Powergrid Parli Transmission Ltd, CEO, Sampriti Nagar, Nari Ring Road, Nagpur, Maharashtra- 440026
81. Khargone Transmission Limited, O&M Head Office, A (Tulip) - 634 , Project Director – Asset Management and Grid Planning, New Minal Residency , J.K Road Near Ayodha Bypass Road, Bhopal – 462023
82. Sipat Transmission Limited, 8A, Sambhav House Judges Bungalow Road, Bodakdev Gujarat Ahmedabad – 380015
83. Power Grid-Jabalpur Transmission Ltd. Powergrid Corporation of India Limited, WR-II, Head Quarter, Sama Savli Road, Opp. Ambe School, Gujarat Vadodara 390008.
84. Odisha Generation Phase II Transmission Ltd, Power Grid Corporation of India Ltd. Western Region - I Headquarters, PO - Uppalwadi, Sampritinagar, Maharashtra Nagpur 440026.
85. Raipur-Rajnandgaon Warora Transmission Ltd, 8A,Sambhav House Judges Bungalow Road,Bodakdev Gujarat Ahmedabad 380015.

**Users of Eastern Regional Load Despatch Centre (ERLDC):**

**Users under the Category of Distribution Licensees & Buyers**



1. Chairman, Bihar State Holding Co. Ltd., Vidyut Bhavan, Bailey Road, Patna, Bihar 800021
2. Chairman, Jharkhand Urja Vikash Nigam Limited, Dhurwa Road, Ranchi, Jharkhand 834002
3. Chairman, Damodar Valley Corporation, DVC Tower, VIP Road, Kolkata, WB 700054
4. Chairman, Grid Corporation of India Ltd, Janpath, Bhubaneswar, Odisha 751022
5. Secretary, Power Deptt., Govt. of Sikkim, Kaji Road Sikkim Gangtok 731101
6. Chairman, West Bengal State Electricity Distribution Corporation Limited, Bidyut Bhavan, Saltlake, Kolkata WB 700091
7. Executive Director, ERTS – I, Power Grid Corporation Limited, Board Colony, Shastri Nagar, Patna-800023
8. Addl. General Manager, NTPC Vidyut Vyapar Nigam Limited, Lodhi Road New Delhi 110003.
9. The DGM(Commercial), Power Grid Corporation Of India Ltd., RHQ, ERTS-II, CF-17, Action Area-1C, New Town, Kolkata 700156, West Bengal.

#### **Users under the Category of Generating Stations & Sellers**

10. General Manager, Farakka Super Thermal Power Plant-I&II, NTPC Ltd., Farakka, WB 742236
11. General Manager, Kahalgaon Super Thermal Power Plant-I NTPC Ltd, Bhagalpur Bihar 813214
12. General Manager, Kahalgaon Super Thermal Power Plant-II NTPC Ltd, Bhagalpur Bihar 813214
13. Executive Director, Talcher Super Thermal Power Stn-I NTPC Ltd, Nayapalli, Odisha 751012
14. Chief Engineer (Elect), Teesta V HEP, NHPC, Singtam, East Sikkim 737134
15. Chief Engineer, Rangit Hydro Electric Project NHPC, P.O. Rangit Nagar South Sikkim 737111
16. Chairman, Damodar Valley Corporation DVC Tower, VIP Road West Bengal Kolkata 700054



17. General Manager, Farakka Super Thermal Power Plant-III, NTPC Ltd., Farakka, WB 742236
18. CEO, Maithon Power Limited MA-5 Gogna Colony, P.O: Maithon, Dhanbad, Jharkhand 828027
19. Addl. General Manager, National Thermal Power Corporation Limited, BARH Thermal Power Station, Patna, Bihar 803213
20. President & Director - Projects, GATI Infrastructure Pvt.Ltd, 268, Udyog Vihar, Phase-IV, Gurgaon, Haryana 122001
21. DGM (Electrical), Adhunik Power & Natural Resource Limited Village: Padampur, PS: Kandra Tata-Seraikela Road, Jharkhand 832105.
22. Addl. General Manager(Commercial), Talcher Solar PV, ER-II Headquarters,NTPC Limited, 3rd Floor, OLIC Building, Plot No.: N-17/2, Nayapalli, Odissa Bhubaneswar 751012.
23. GM (Power Sales & Regulatory), GMR Kamalanga Energy Ltd, Plot No.-29, Satyanagar, Bhubaneswar, Odissa-751007.
24. Head Power & Sales, Jindal India Thermal Power Ltd., Plot No.12,Local Shopping Complex,Sector-B1,Vasant Kunj, New Delhi- 110070.
25. Head Commercial, Tata Power Trading Co. Ltd ., C-43,Sec-62, UP Noida 201307.
26. Sr. General Manager (PP), Grid Corporation of India Ltd., Janpath, Orissa, Bhubaneswar 751022.
27. AGM ,Dans Energy Pvt. Ltd. 5th Floor, DLF Building No. 8, Tower C, DLF Cyber City, Phase – II, Gurgaon- 122002, Haryana.
28. The General Manager(O&M), Bharatiya Rail Bijlee Company Ltd. Nabinagar,Khera Police Station Dist.-Aurangabad, Bihar-824303.
29. Sr.Vice President(O&M),Teesta Urja Ltd.(Teesta -III HEP) Vijaya Building, 2nd Floor, 17 Barakhamba Road New Delhi New Delhi 110001.
30. VP(Commercial),Sneha Kinetic Power ,roject Private Ltd,1366, Road no. 45, Jubilee Hills, Hyderabad 500033,Telangana.
31. President –Technical, Shiga Energy Private Ltd.,5th Floor, DLF Building No.8, Tower C, Phase-II, Gurgaon 122002,Haryana.



32. GM(C&RA),OPGC, Zone-A,7<sup>th</sup> Floor, Fortuna Towers,Chandrashekharpur, Bhubaneswar 751023,Odisha.
33. General Manager (O&M),Darlipali Super Thermal Power Project NTPC Ltd. Odisha Darlipali,Sundergarh 770072 .
34. AGM(EEMG), Nabinagar Power Generation Corporation Ltd NPGC Nabinagar, Bihar Aurangabad 831014

### **Users under the Category of Inter-State Transmission Licensees**

35. Chairman, East North Interconnection Company Ltd., C-2, Mathura Road, New Delhi 110065
36. Executive Director, ER-I, Power Grid Corporation (I) Ltd, Board Colony,Shastri Nagar, Patna- 800023.
37. General Manager, Powerlinks Transmission Limited Vidyut Nagar, Siliguri WB 734015.
38. Head- Asset Manament/O&M, Purulia & Kharagpur Transmission Comp. Ltd,634A-Tulip New Minal Residency,J.K Road Near Ayodhya Bypass Road,Bhopal-462023.
39. Sr.Vice President, Teestavalley Power Transmission Ltd.,Vijaya Building, 2nd Floor, 17 Barakhamba Road,New Delhi -110001.
40. Project Director, Odisha Generation Phase-II Transmission LimitedF-1 Mira Corporate Suites, 1&2 Ishwar Nagar,Okhla Crossing,Mathura Road, New Delhi—110065.
41. The DGM(Commercial),Power Grid Corporation Of India Ltd.,RHQ, ERTS-II, CF-17, Action Area-1C, New Town, Kolkata 700156,West Bengal.
42. The General Manager, Darbhanga-Motihari Transmission Company Ltd.,A-26/03,Mohan Cooperative Industrial Estate,Mathura Road,New Delhi 110044.

### **Users of Southern Regional Load Despatch Centre (SRLDC):**

### **Users under the category of Distribution Licensees and Buyers**

1. Chairman cum Managing Director  
APTRANSCO, Vidyut Soudha, Gunadala, Vijayawada 520 004, Andhra Pradesh.





2. Chairman cum Managing Director, TSTRANSCO, Vidyut Soudha, Hyderabad 500 082, Telangana
3. Managing Director, PCKL, KPTCL building, Cauvery Bhavan, Bangalore-560 009, Karnataka
4. Chairman, KSEB, Vaidyuthi Bhavanam, Pattom, Trivandrum 695 004, Kerala
5. Chairman, TNEB, 144, Anna Salai, Chennai 600 002, Tamil Nadu
6. Superintending Engineer, PUDUCHERRY ELE. DEPT, Electricity Dept. of Pondicherry, Pondicherry 605 001
7. Chief Engineer (Electrical)  
Goa Electricity Board, Office of Chief Electrical Engineer (Electrical)  
Govt. of Goa, Vidyuth Bhavan, 3rd Floor, Panaji, Goa 403 001
8. Executive Director  
POWERGRID HVDC, PGCIL, Southern Regional Transmission System – II,  
Near RTO Driving Test Track, Singanayakanhalli, Yelahanka, Bangalore 560 064, Karnataka

#### **Users under the category of Generating Stations and Sellers**

9. Executive Director, RAMAGUNDAM STG I & II  
NTPC, RSTPS, Jyothi Nagar, Dist. Karim Nagar, Telangana - 505 215
10. Executive Director, RAMAGUNTAM STG III  
NTPC, RSTPS, Jyothi Nagar, Dist. Karim Nagar, Telangana - 505 215
11. Executive Director, SIMHADRI STG II  
NTPC, District - Vishakhapatnam, Simhadri – 531 020, Andhra Pradesh
12. Executive Director, SIMHADRI STG I  
NTPC, District - Vishakhapatnam, Simhadri – 531 020, Andhra Pradesh
13. Executive Director, NTPC, TALCHER STG II  
NTPC, Kaniha, Deepshikha - P.O, District – Angul 759 147, Orissa
14. General Manager (O&M), Kudgi STPP  
NTPC, T.K.Basavana Bagewadi, Bijapur Dist 586 121, Karnataka
15. Chief General Manager, NLC TPS II STG I  
Neyveli Lignite Corpn. Ltd, Thermal Power Station II, Neyveli 607 801, Tamil



Nadu

16. Chief General Manager, NLC TPS II STG II  
Neyveli Lignite Corpn. Ltd , Thermal Power Station II, Neyveli 607 801, Tamil Nadu
17. Chief General Manager, NLC TPS I EXPANSION  
Neyveli Lignite Corpn. Ltd., Thermal Power Station I (Exp.), Neyveli 607 801, Tamil Nadu
18. Chief General Manager, NLC TPS II EXPANSION  
Neyveli Lignite Corpn. Ltd., Thermal Power Station II (Expn.), Neyveli 607 801, Tamil Nadu
19. Chief General Manager, New Neyveli Thermal Power Project, Neyveli 607 807, Cuddalore Dist. Tamil Nadu
20. Station Director, MAPS  
Nuclear Power Corpn. Of India Ltd, Madras Atomic Power Station, Kalpakkam 603 102, Tamil Nadu
21. Station Director, KGS UNITS 1&2  
Nuclear Power Corpn. Of India Ltd, Kaiga Generating Station, Kaiga 581 400, Karwar, Karnataka
22. Station Director, KGS UNIT 3&4  
Nuclear Power Corpn. Of India Ltd, Kaiga Generating Station, Kaiga 581 400, Karwar, Karnataka
23. The Station Director, KNPP Unit-1  
Kudankulam Nuclear Power Project, Nuclear Power Corporation of India Ltd., Kudankulam Post, Radhapuram Taluk – 627 106, Tamil Nadu
24. The Station Director, KNPP Unit-2  
Kudankulam Nuclear Power Project, Nuclear Power Corporation of India Ltd., Kudankulam Post, Radhapuram Taluk – 627 106, Tamil Nadu
25. The Executive Director  
NTPC Tamilnadu Energy Company Ltd., Vallur Thermal Power Project, Vellivoyalchavadi Post, Poneri Taluck, Tiruvallur Dist, Chennai – 600 013, Tamil Nadu
26. The Executive Director  
NLC Tamilnadu Power Limited, 2 \* 500MW JV Thermal Power Project, Harbour Estate, Tuticorin – 628 004, Tamilnadu



27. Executive Director, LANCO KODAPALLI St II  
LANCO KONDAPALLI POWER PVT. LTD, Kondapalli, Ibrahimpatnam Mandal,  
PIN 521 228, Telangana
28. Executive Director, LANCO KODAPALLI St III  
LANCO KONDAPALLI POWER PVT. LTD, Kondapalli, Ibrahimpatnam Mandal,  
PIN 521 228, Telangana
29. The Chairman & Managing Director  
Meenakshi Energy Pvt Ltd. (Phase I), 405, Saptagiri Towers, 1-10-75/1/1 to 6,  
Begumpet, Secunderabad – 500 016, Telangana
30. The Chairman & Managing Director  
Meenakshi Energy Pvt Ltd (Phase II), 405, Saptagiri Towers, 1-10-75/1/1 to 6,  
Begumpet, Secunderabad – 500 016, Telangana
31. The General Manager  
Simhapuri Energy Ltd., Madhucon Greenlands, 6-3-866/2, 3rd Floor, Begumpet,  
Hyderabad – 560 016, Telangana
32. The President & CEO  
Coastal Energen Pvt Limited, 7th Floor, Buhari Towers, No. 4 Moores Road,  
Chennai 600 006, Tamil Nadu
33. The Chief Commercial Officer (CCO)  
Sembcorp Energy India Ltd., 6-3-1090, A-Block, 5th Floor, T.S.R Towers, Raj  
Bhavan Road, Somajiguda, Hyderabad 500082, Telangana
34. The AGM-Electrical  
IL&FS Tamil Nadu Power Company Ltd, C. Pudhupettai (Post), Parangipettai  
(Via), Chidambaram (TK), Cuddalore 608 502, Tamil Nadu
35. The Chief Commercial Officer (CCO)  
Sembcorp Energy India Ltd., 6-3-1090, A-Block, 5th Floor, T.S.R Towers, Raj  
Bhavan Road, Somajiguda, Hyderabad 500 082, Telangana
36. Associate Director-Business Development  
FRV Andhra Pradesh Solar Farm-I Pvt. Ltd., Aria Tower - Unit 5 C, 5th Floor,  
JW Marriott Hotel, Aerocity Asset Area 4, Hospitality District, Near Indira Gandhi  
International Airport, New Delhi 110 037
37. Associate Director-Business Development  
FRV Andhra Pradesh Solar Farm-II Pvt. Ltd., Aria Tower - Unit 5 C, 5th Floor,  
JW Marriott Hotel, Aerocity Asset Area 4, Hospitality District, Near Indira Gandhi



International Airport, New Delhi 110 037

38. General Manager  
Azure Power thirty six private limited, 3rd floor, Asset 301-304, World mark 3, Aerocity, Delhi, 110037
39. Group Head Commercial  
Tata Power Renewable Energy Limited, 2nd Floor, Block B, Corporate Centre, 34, Sant Tukaram Road, Carnac Bunder, Mumbai 400 009
40. The Manager  
ACME Karnal Solar Power Pvt. Ltd., Plot No. 152, Sector-44, Gurugram, Haryana 122 003
41. The Manager  
ACME Bhiwadi Solar Power Pvt. Ltd., Plot No. 152, Sector-44, Gurugram, Haryana 122 003
42. The Manager  
ACME Hisar Solar Power Pvt. Ltd., Plot No. 152, Sector-44, Gurugram, Haryana 122 003
43. The GM (Commercial)  
NTPC Ananthapuramu Ultra Mega Solar park, Southern Region Head Quarters, , NTPC Bhavan, Kavadiguda Main Road, Secunderabad 500 080, Telangana
44. General Manager - Projects  
Green Infra Renewable Energy Limited, 5th floor, Tower C, Building No.8, DLF Cyber city, Gurugram, Haryana 22 002
45. Chief operating officer (Wind & Solar)  
Mytrah Energy (India) Energy Pvt Ltd, 8001, S NO 109 Q city, Nanakramguda, Gachibowli, Hyderabad, Telangana -500032
46. The Assistant General Manager (Electrical)  
Orange Sironj Wind Power Pvt Ltd, F-9, 1<sup>st</sup> Floor, Manish Plaza-1, Plot No 7, MLU Sector-10, Dwarka, New Delhi- 110075

#### **Users under the category of Inter State Transmission Licensees**

47. Executive Director  
POWERGRID ISTS, Southern Regional Transmission System – II, Near.RTO Driving Test Track, Singanayakanhalli, Yelahanka, Bangalore – 560 064, Karnataka.



48. The Project In Charge  
Raichur Sholapur Transmission Company Limited, Patel Estates, S.V.Road, Jogeshwari (West), Mumbai 400 102, Maharashtra
49. The Project In Charge  
Kudgi Transmission Ltd., Building No 3, Second Floor, Sudeep Plaza, MLU Sector - 11, Pocket - 4, Dwarka, NEW DELHI – 110 075, Delhi
50. The Project In Charge  
Powergrid Vizag Transmission Ltd. Vizag 400kV SS, Sector 10, Ukkanaguram, Vishakapatnam 530 032, Andhra Pradesh
51. The CEO  
Powergrid NM Transmission Ltd., SRTS - II, Near RTO Driving Track, Singanayakanahalli, Yelahanka-Doddaballapur Road, Bengaluru 560 064, Karnataka
52. Head-O&M/Assets Management  
Maheswaram Transmission Co. Ltd., Tulip-634, New Minal Residency, J.K.Road, Near Ayodhya Bypass, Bhopal 462023, Madhya Pradesh
53. The Chief Executive Officer  
POWERGRID Southern Interconnector Transmission System Ltd, 6-6-8/32 & 395 E, Kavadiguda Main Road, Old Praga tools, Secuderabad 500 080, Telangana
54. The Divisional Engineer(Technical)  
Andhra Pradesh Solar Power Corporation Pvt. Ltd, H.No. 6-3-856/A/3, Sadat Manzil Compound, Neeraj Public School Lane, Opposite to Green Park Hotel, Ameerpet, Hyderabad 500 016, Telangana

**Users of North Eastern Regional Load Despatch Centre (NERLDC):**

**Users under the category of Distribution licensees and Buyers**

1. Chairman, APDCL, Bijuli Bhavan, Paltan Bazar, Guwahati- 781001
2. Chairman & Managing Director, MePDCL, Meter Factory Area, Short Round Road, Integrated Office Complex, Shillong- 793001
3. Chairman & Managing Director, TSECL, Bidyut Bhavan, North Banamalipur, Agartala- 799001.
4. Chief Engineer (W. Zone), Dept. of Power, Govt. of Ar. Pradesh, Bidyut Bhavan, Itanagar- 791111.



5. Engineer-in-Chief, P & E Dept., Govt. of Mizoram, Kohima, Aizawl- 796001.
6. Chief Engineer (Power), Dept. of Power, Govt. of Nagaland, Kohima- 797001.
7. Managing Director, MSPDCL, 3<sup>rd</sup> Floor, New Directorate Building, Near 2<sup>nd</sup> MR Gate, Imphal – Dimapur Road, Imphal- 795001, Manipur
8. Addl. General Manager, Power Grid Corporation of India Ltd, 800 kV HVDC Converter Station, Biswanath Chariali, Vill- Niz Baghmari, P.O.- Burigang, Assam-784176

#### **Users under the category of Generating Stations and Sellers**

9. General Manager, Doyang HEP, NEEPCO, Wokha, Nagaland
10. General Manager, Ranganadi HEP, NEEPCO, P.O. Ranganadi Proj. Dist. Subansiri, Arunachal Pradesh-791121
11. General Manager, AGBPP, NEEPCO, Kathalguri, Tinsukia, Assam-786191
12. General Manager, AGTCCP, NEEPCO, Ramchandranagar, Agartala, Tripura-799008
13. General Manager, KHANDONG HEP, NEEPCO, Umrangsoo, N.C.Hills, Assam
14. General Manager, KOPILI HEP, NEEPCO, Umrangsoo, N.C.Hills, Assam
15. General Manager, KOPILI-2 HEP, NEEPCO, Umrangsoo, N.C.Hills, Assam
16. General Manager, Pare HEP, NEEPCO, Daimukh, Arunachal Pradesh-791112
17. Chief Engineer, NHPC Loktak HEP, Leimatak-795124, Manipur
18. Managing Director, ONGC Tripura Power Company Ltd, 6th Floor, A Wing, IFCI Tower-61, Nehru Place, New Delhi-110019
19. AGM, NTPC Ltd., BgTPP, Salakati (P), Dist: Kokrajhar (BTAD), Assam-783369.

#### **Users under the category of Inter State Transmission Licensees**

20. Executive Director, NERTS, Power Grid Corporation of India Ltd., Lapalang, Shillong-793006, Meghalaya.



21. The Managing Director, North Eastern Transmission Company Ltd, D-21, 3rd Floor-2C, 217 Corporate Park, DMRC Building, Sector-21, Dwarka, 110077
22. Vice President-Corporate Affairs & BD, ENICL, Sterlite Grid Limited, F-1, The Mira Corporate Suite, Ishwar Nagar, Mathura Road, New Delhi- 110065.

**...Respondents**

**Parties present:** Shri Manoj Kumar Agrawal, POSOCO  
Ms. Bindiya Jain, POSOCO  
Shri Shiv Kumar Sharma, POSOCO  
Shri Ashok Rajan, POSOCO  
Shri Hemant Singh, Advocate, Green Infra  
Shri Lakshyajit Singh Bagdwal, Advocate, Green Infra

**ORDER**

The National Load Despatch Centre (hereinafter referred to as “the Petitioner” or “NLDC”) and Regional Load Despatch Centres (hereinafter referred to as “RLDCs”) filed Petition Nos. 375/MP/2019, 374/MP/2019, 376/MP/2019, 378/MP/2019, 400/MP/2019 and 399/MP/2019 under Regulation 10 of Central Electricity Regulatory Commission (Fees & Charges of Regional Load Despatch Centre and other related matters) Regulations, 2019 (hereinafter referred to as “the 2019 RLDC Fees Regulations”) for determining the fees and charges of NLDC and RLDCs for the control period from 1.4.2019 to 31.3.2024.

2. Commission while determining the Fees and Charges for the control period 2019-24 vide orders dated 16.4.2021, 31.5.2021, 9.6.2021, 17.6.2021 and 10.6.2021 in Petition nos. 375/MP/2019, 374/MP/2019, 378/MP/2019, 400/MP/2019, 399/MP/2019 and 376/MP/2019 respectively had directed NLDC to file a consolidated petition projecting manpower for POSOCO as a whole for the Control Period 2019-24 along with detailed justifications and grade wise functional mapping. The relevant extract from the order of the Commission in Petition no. 375/MP/2019 is reproduced as under:

*“84. The Petitioner has submitted reasons for increase in manpower for the 2019-24 period. However, the commission is of the view that proposed increase in*



*manpower vis-à-vis current manpower for POSOCO as a whole is required to be looked into in detail and needs more deliberations. The Petitioner is required to do functional mapping of all posts and justify increase in posts particularly at higher levels. Therefore, the Petitioner is directed to file a consolidated petition projecting manpower for POSOCO as a whole for the Control Period 2019-24 along with detailed justifications and grade wise functional mapping. At present, HR Expenses for the control period 2019-24 have been worked out as per Regulation 24 of the 2019 RLDC Regulations without considering any increase in manpower.”*

3. NLDC has filed present petition seeking approval of manpower, revised HR expenses due to impact of increase in manpower and has made following prayers:

*“1. Approve the level wise manpower as per table 3, 4 and 5 (detailed plan in Annexure-II).*

*2. Approve the modified HR expenses (due to increase in the manpower) for the period 2021-24 as per table 8 above.*

*3. Approve the payment of HRA to RPCs as per the table 9 above.*

*4. Approve an addl. Expenditure of ₹ 232.37 Lakh on corporate leasing of flats as indicated in the table 10 above.*

*5. Approve the revised HR expenses for the control period 2019-24 as per table 11 above.*

*6. Pass such other order as the Hon’ble Commission deems fit and appropriate in this case and in the interest of justice.”*

#### **Submissions of Petitioner**

4. The brief submissions of the Petitioner are as follows:

(a) National Load Despatch Centre (NLDC) and the Regional Load Despatch Centre (RLDCs) are statutory bodies set up under Section 26 and Section 27 respectively of the Electricity Act, 2003. NLDC and the RLDCs are being operated by Power System Operation Corporation Limited (POSOCO), a Government of India undertaking, w.e.f. 1.10.2010 in accordance with the Gazette Notification dated 27.9.2010 and 19.12.2016 of Ministry of Power, Government of India.

(b) In exercise of powers conferred under Section 178 of the Electricity Act, 2003, the Central Electricity Regulatory Commission, vide notification dated 5<sup>th</sup> April 2019, issued the 2019 RLDC Fees Regulations for determination of fees and charges of NLDC and RLDCs for the control period 2019-24.





(c) In accordance with Regulation 24 (9) of the 2019 RLDC Fees Regulations, strength of manpower required for effective functioning of LDCs is to be approved by the Commission. Relevant extract from the Regulations is reproduced as below:

*“(9) The cost of anticipated increase in the manpower of each year of the control period shall also be considered after prudence check. The strength of manpower required for effective functioning of LDC will be as approved by the Commission while specifying the fees and charges”.*

(d) Further, Govt. of India vide OM No. 18/2/2015 dated 25th March 2015 has also directed that the strength of manpower required for effective functioning of RLDCs/NLDC will be as approved by the CERC while specifying the fees and charges. Relevant extract is reproduced as below:

*“POSOCO's revenue stream will be governed through fees and charges specified by the CERC as per Section 28(4) of the Electricity Act 2003. The strength of manpower required for effective functioning of RLDCs/NLDC will be as approved by the CERC while specifying the fees and charges. The expenses of POSOCO fees and charges so collected will be adequate to cover for the functioning of the Company and there would be no dependence on Government funds.”*

(e) Manpower strength approved by the Commission as per the order dated 10.6.2019 in Petition No. 344/MP/2018 is as below:

Table 1

<b>Name of the RLDC</b>	<b>Manpower Approved by the Commission vide order dated 10.06.2019 in Petition No. 344/MP/2018</b>
NLDC and CC	162
NRLDC	79
ERLDC	81
WRLDC	87
SRLDC	75
NERLDC	70
Total	554
Addl. as per Advertisement issued	80*
Grand Total	634

\*Keeping in view that advertisement had already been issued, to avoid delay



in recruitment, Commission had approved the additional manpower vide order dated 10.06.2019 in Petition No. 344/MP/2018.

(f) NLDC/RLDC wise details of the strength of the manpower required for effective functioning of the company have been prepared along with detailed justifications and grade wise functional mapping. Salient points of the manpower plan are mentioned below:

### **MANPOWER PLAN**

(g) POSOCO is responsible for mission critical activities on a 24X7 basis. Human Capital is the most important Asset in POSOCO. Human Resource adequacy has a direct effect on performance and efficiency of all functions and activities. Accordingly, POSOCO's Manpower Plan has been worked out after extensive research and discussion on future manpower requirements based on current, upcoming and anticipated assignments as well as necessity of carrying out corporate functions.

(h) The framework for Manpower and organisation structure for Load Despatch Centres was recommended by committee on 'Manpower, Certification, and Incentives for System Operation and Ring-fencing Load Despatch Centres' has been provided in the report on 'Capacity Building of Indian Load Despatchers' (CABIL) endorsed by the Forum of Regulators.

(i) Major changes in POSOCO's ecosystem for which additional manpower is envisaged for new functions, activities allotted by CEA, MoP etc., meeting expectations from POSOCO regarding market operation, research & analysis, support / advocacy in regulatory affairs, data dissemination, generation mix and electricity consumption patterns and new work domains undertaken to improve reliability, security and economy.

(j) Further, as part of organizational re-structuring in response to the above changes, an additional reserve shift is being planned to strengthen reserves. Additional human resources are also envisaged for increasing automation and bolstering cyber security. Additional resources required for support functions, arising out of the necessity of POSOCO being a corporate entity, were also identified.

(k) POSOCO's corporate organizational structure was strategized and mapped to accommodate existing and upcoming functions and activities. NLDC and RLDCs are grouped into 7 functions namely:

- i. System Operation
- ii. Market Operation
- iii. Logistics
- iv. Cyber Security
- v. Contract Services
- vi. Finance
- vii. HR (incl. HRD, Admin, Infrastructure Services, PR)

Corporate Centre is grouped into 12 functions namely:

- i. Directors' Secretariats
- ii. Corporate Information Technology & Decision Support, Corporate Engineering, IMS Certification & IT & OT Infrastructure Services
- iii. Corporate HR, Administration, CSR, Communication
- iv. Corporate HRD & Stakeholder Capacity Building
- v. Contract Services
- vi. Corporate Finance
- vii. CRO/ CISO
- viii. Corporate Legal & Regulatory Affairs
- ix. Vigilance
- x. Company Secretariat
- xi. ESCerts/ REC/ RPO/ HPO
- xii. Corporate Strategy, Planning & Monitoring.

(l) Following points were considered while estimating the manpower requirement:

- a. For administrative control, to ensure effective delegation of power and decentralized decision making, POSOCO is a hierarchal organization with different levels. Some of the other considerations are:
  - i. POSOCO is an executive oriented organization, no additional recruitment of workmen or replacement of superannuating workmen is



being planned.

- ii. E2-E6 levels are considered as working levels, and hence, these have been grouped together.
- iii. Functions will be headed by an overall In-charge at the level of E8.
- iv. Divisions within functions and Real-Time Grid Operation shifts will be headed by those at the level of E7.

- b. Comprehensive list of existing and anticipated activities was prepared based on present work profile and anticipated requirements.
- c. FTE (Full Time Equivalent) requirement was worked out for each activity. This was done based on daily time-required estimate for completion of each activity. FTEs have been estimated in particular function in increments of 0.25.
- d. While estimating FTE Requirement, degree of outsourcing and automation which is present and/ or anticipated was also accounted. In a function where there is high automation or certain part of the functions are outsourced, FTE requirement is estimated only in a supervisory role.
- e. Recruiting large batches is not advisable considering career progression of those who join. Also, given critical nature of POSOCO's activities, one to one mentoring and hand-holding is required to ensure that new recruits are fully integrated in the organization. Recruitment in large number is not conducive for learning and growth as well as for career planning and succession. Hence, the number of FTEs proposed earlier may be extended to be achieved by 2027 instead of 2024.

(m) The manpower requirement along with associated Human Resource expenses have been worked out and the same has been approved by POSOCO's board in its meeting held on 21.10.2021. The detailed Organisation chart for Corporate Centre as well as NLDC and RLDCs indicating administrative and functional reporting has been enclosed with the petition.

(n) Summary of actual manpower as on 01.10.2021 is as follows:



**Table 2**

	ED	E8	E7	E2-E6	Total Exec	Sup	Wkm	Total
CC		5	5	41	51	3	3	57
ERLDC		7	7	60	74	5	13	92
NERLDC		7	3	69	79	4	4	87
NLDC	1	6	9	68	84	5	4	93
NRLDC		9	6	65	80	12	7	99
SRLDC	1	8	7	67	83	6	2	91
WRLDC		9	9	58	76	12	11	99
Grand Total	<b>2</b>	<b>51</b>	<b>46</b>	<b>428</b>	<b>527</b>	<b>47</b>	<b>44</b>	<b>618</b>

(o) As per approved manpower plan by POSOCO board, the summary of the Year-Wise, Region-Wise requirement of manpower up to FY 2026-27 is as follows:

**Table 3**

Summary (Region-wise Manpower Requirement)						
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
CC	62	70	78	83	89	94
ERLDC	83	91	98	107	120	133
NERLDC	83	91	99	109	120	135
NLDC	93	105	119	130	138	143
NRLDC	83	91	99	109	121	137
SRLDC	83	91	99	109	120	134
WRLDC	83	91	99	109	120	134
Total FTEs	570	630	691	756	828	910
Supervisor	45	42	41	40	40	40
Workmen	41	28	18	14	12	11
Total overall	656	700	750	810	880	961

### Level-wise Manpower Requirement

(p) In order to facilitate decentralized decision making and empower control rooms to take decisions independently without any time lag and waiting for approval for all actions, it is imperative that appropriate senior level persons are deployed at every level.

#### A. E9 Level - Executive Directors (ED)

- i. Total 10 EDs are projected in RLDCs/ NLDC and CC.
- ii. All RLDCs and NLDC are required to be headed by Executive



Directors, as they are required to interact with external stake-holder and give inputs. Hence, experienced and senior person is required, who is able to communicate with all institutions such as SERCs, STUs & SLDCs and interact with head of institutions, at the level of Secretary of State Energy departments, CMDs / Directors of other Power Utilities etc.

- iii. RLDC/ NLDC Heads are ED Level posts as at present.
- iv. 4 EDs are envisaged in the Corporate Centre to lead their respective functions and interact with external as well as internal stakeholders with authority to take decisions and communicate with them. Functional Heads in Corporate centres are equivalent to Regional Heads. Requirement of EDs is as follows:
  - a. Finance- Finance function in POSOCO is critical, this function has statutory responsibilities and requires key functional expertise and in-depth knowledge. Quantum of funds handled through Pool accounts and related compliance related issues necessitate that this function be headed by an ED level person.
  - b. Corporate Strategy, Planning & Monitoring- This activity requires constant interaction and discussion with senior level officials at MoP, DPE and other peer organisations. This is a pivotal function which requires vision, innovation and leadership. Hence, it is imperative that an official at ED level head this function.
  - c. Human Resources- POSOCO is an HR oriented organization, it is important that there is a vision, roadmap for this function. New policies, new activities can be undertaken speedily. Several sensitive activities like recruitment, performance management, statutory compliances by DPE etc. are undertaken requiring regular interaction with stakeholders. There is decentralized decision making and projects can be executed. New emerging areas Corporate Communication also need to be developed. Capacity Building is a central aspect of POSOCO's culture, it is imperative



that skills & knowledge are updated. POSOCO not only ensures professional development of its own employees, but is also committed to skill development of System Operators across the country. POSOCO continuously engages with academic institutes. Learning collaborators and multilateral forum such as FOLD. Therefore, it is imperative that HRD as a function is led by an ED Level employee.

- d. Cyber Security, CERT-GO- As per MoP communication dated 18<sup>th</sup> March 2021, it was informed that CERT-GO has to be established at POSOCO, and it was further informed that “officer at the level of Executive Director shall be the nodal officer for CERT-GO Operation and perform the functions for ensuring secure operation of the grid in coordination with CISO, MoP, CERT-IN and NCIIPC”. Further, as per CEA (Cyber Security in Power Sector) Guidelines, 2021, each responsibility entity shall have an Information Security Division (ISD) headed by CISO and must be functional on 24x7x365 basis. Accordingly, the functional reporting of CISO/Cyber Security Head in every NLDC and RLDCs shall be to Cyber Security and CERT-GO Head at Corporate office. Hence, accordingly Cyber Security and CERT-GO has to be headed by an ED level person.

## **B. E8 Level- 69 FTEs at Functional Head Level**

- i. They typically serve as Heads of functions (based on their seniority). They are envisaged as functional heads, who will coordinate efforts with POSOCO's peer organisations. Further, it is essential to keep succession planning in mind and these senior executives shall take the roles of Head of RLDCs / future Directors of similar institutions. Each function and offline Real-Time Operation, Regulatory Cell in RLDCs will be headed by an FTE at E8 Level.
- ii. Since POSOCO is envisaged as a Matrix Style Organisation, specialized group of activities within functions in Corporate Centre are to be headed by persons at E8 level, so that they are able to lead,



manage and coordinate efforts across POSOCO in all RLDCs. These include Department Heads in CC and functions within HR, Finance and Directors' Secretariat, functions within REC, ESCerts PAT, Corporate Engineering etc.

iii. Officers at E8 level represent POSOCO at various forums and multi-lateral agencies. They are responsible for motivating their teams, leading and coordinating efforts, and have to undertake assignments. POSOCO is asked to send representatives of generally E8 level as members of various committees and sub committees at RPCs. It is essential that there are sufficient executives at E8 level in all functions to be able to represent POSOCO at these committees.

### **C. E7 Level- 89 FTEs**

E7 level will head each shift group and divisions, within functions in RLDCs, NLDC and CC including Company Secretariat and Vigilance. It is essential that an E7 level person is given this responsibility to ensure that there is independent real-time decision making. They are empowered to take complex actions and decisions. Thus, there is decentralization of authority and responsibility.

### **D. Up to E6 Level**

These are working and learning levels. POSOCO typically inducts at E2 and E3 level and these employees progress through the hierarchy to take more responsibilities.

### **E. Workmen**

POSOCO is an executive oriented organization and further recruitment of workmen is not being planned and the numbers will taper-off as they superannuate. Workmen, who superannuate will not be replaced through recruitment.





As per approved manpower plan by POSOCO board, the summary of the Level-Wise, Region-wise requirement of FTEs up to FY 2026-27 is as follows:

**Table-4**

Levels	FTEs- total required							
	NLDC	NRLDC	WRLDC	SRLDC	ERLDC	NERLDC	CC	Total
Executive Directors (E9)	1	1	1	1	1	1	4	<b>10</b>
Department Head (E8)	9	9	9	9	9	9	15	<b>69</b>
Division Head (E7)	14	14	14	14	13	13	7	<b>89</b>
E2-E6	119	113	110	110	110	112	68	<b>742</b>
<b>Total</b>	<b>143</b>	<b>137</b>	<b>134</b>	<b>134</b>	<b>133</b>	<b>135</b>	<b>94</b>	<b>910</b>

Even though the manpower plan approved by board is indicating the requirement of human resources up to FY 2026-27, the manpower requirement till the completion of the present control period i.e. till FY 2023-24 is being considered in this petition. However, the manpower plan shall be reviewed and the same shall be submitted for approval before Commission at the time of filing the applications for determining the fees and charges of NLDC and RLDCs for the next control period i.e. 2024-29.

The proposed manpower for the control period 2019-24 is as mentioned hereunder:

**Table-5**

RLDC/ NLDC	2019-20 (actual)			2020-21 (actual)			2021-22 (projected)			2022-23 (projected)			2023-24 (projected)		
	Exe	Non-Exe	Total	Exe	Non-Exe	Total	Exe	Non-Exe	Total	Exe	Non-Exe	Total	Exe	Non-Exe	Total
NLDC*	158	15	173	134	15	149	155	15	170	175	15	190	197	12	209
NRLDC	65	20	85	82	18	100	83	18	101	91	16	107	99	13	112
ERLDC	60	26	86	71	24	95	83	16	99	91	11	102	98	9	107
WRLDC	64	29	93	79	24	103	83	22	105	91	14	105	99	12	111
SRLDC	69	11	80	83	9	92	83	7	90	91	6	97	99	6	105
NERLDC	65	9	74	78	9	87	83	8	91	91	8	99	99	7	106
<b>Total</b>	<b>481</b>	<b>110</b>	<b>591</b>	<b>527</b>	<b>99</b>	<b>626</b>	<b>570</b>	<b>86</b>	<b>656</b>	<b>630</b>	<b>70</b>	<b>700</b>	<b>691</b>	<b>59</b>	<b>750</b>

\*Includes the manpower numbers of Corporate Centre.



## Human Resource Expenses (HR Expenses)

5. The HR expenses approved by the Commission in its orders against the petitions of RLDCs and NLDC (375/MP/2019 by NLDC, 374/MP/2019 by NRLDC, 400/MP/2019 by WRLDC, 378/MP/2019 by SRLDC, 399/MP/2019 by ERLDC and 376/MP/2019 by NERLDC), without considering the impact of increase in manpower are summarized below:

**Table-6**

All figures are in ₹ lakh							
HR Expenses allowed by the CERC for FY 2019-20 to FY 2023-24 without the impact of increase in manpower							
Region		2019-20	2020-21	2021-22	2022-23	2023-24	Total
NLDC*	HR	3622.36	3795.15	3976.18	4165.84	4364.55	<b>19924.07</b>
	HRD	181.12	189.76	198.81	208.29	218.23	<b>996.20</b>
	<b>Total</b>	<b>3803.48</b>	<b>3984.90</b>	<b>4174.98</b>	<b>4374.13</b>	<b>4582.78</b>	<b>20920.27</b>
NRLDC	HR	1954.00	2047.21	2144.86	2247.17	2354.36	<b>10747.59</b>
	HRD	97.70	102.36	107.24	112.36	117.72	<b>537.38</b>
	<b>Total</b>	<b>2051.70</b>	<b>2149.57</b>	<b>2252.10</b>	<b>2359.53</b>	<b>2472.07</b>	<b>11284.97</b>
ERLDC	HR	2089.92	2189.61	2294.05	2403.48	2518.13	<b>11495.19</b>
	HRD	104.50	109.48	114.70	120.17	125.91	<b>574.76</b>
	<b>Total</b>	<b>2194.42</b>	<b>2299.09</b>	<b>2408.76</b>	<b>2523.65</b>	<b>2644.03</b>	<b>12069.95</b>
WRLDC	HR	2352.85	2450.89	2553.60	2690.97	2803.71	<b>12852.02</b>
	HRD	102.76	107.66	112.80	118.18	123.82	<b>565.22</b>
	<b>Total</b>	<b>2455.61</b>	<b>2558.55</b>	<b>2666.40</b>	<b>2809.15</b>	<b>2927.53</b>	<b>13417.24</b>
SRLDC	HR	1989.67	2084.58	2184.01	2288.19	2397.34	<b>10943.78</b>
	HRD	99.48	104.23	109.20	114.41	119.87	<b>547.19</b>
	<b>Total</b>	<b>2089.15</b>	<b>2188.81</b>	<b>2293.21</b>	<b>2402.60</b>	<b>2517.20</b>	<b>11490.97</b>
NERLDC	HR	1514.88	1587.14	1662.85	1742.16	1825.27	<b>8332.30</b>
	HRD	75.74	79.36	83.14	87.11	91.26	<b>416.61</b>
	<b>Total</b>	<b>1590.62</b>	<b>1666.50</b>	<b>1745.99</b>	<b>1829.27</b>	<b>1916.53</b>	<b>8748.91</b>
<b>Total</b>	HR	<b>13523.68</b>	<b>14154.57</b>	<b>14815.54</b>	<b>15537.81</b>	<b>16263.34</b>	<b>74294.94</b>
	HRD	<b>661.30</b>	<b>692.84</b>	<b>725.90</b>	<b>760.52</b>	<b>796.80</b>	<b>3637.37</b>
	<b>Total</b>	<b>14184.98</b>	<b>14847.41</b>	<b>15541.44</b>	<b>16298.33</b>	<b>17060.14</b>	<b>77932.31</b>

\*Includes the HR expenses of Corporate Centre.

6. Commission while allowing the HR expenses vide orders dated 16th April 2021, 31st May 2021, 9th June 2021, 17th June 2021 and 10th June 2021 in Petitions No. 375/MP/2019, 374/MP/2019, 378/MP/2019, 400/MP/2019, 399/MP/2019 and 376/MP/2019 respectively had directed to NLDC and RLDCs to file a separate petition for associated HR expenses due to additional recruitment of manpower. The relevant



extract from the order of the Commission in Petition No. 375/MP/2019 is reproduced below for reference:

*“89. Any impact on HR Expenses due to additional recruitment of manpower as approved later by the Commission, shall be considered on filing separate petition by the Petitioner along with associated increase in O&M or HR expenses.”*

7. In accordance with the directions of the Commission, HR expenses associated with the additional manpower (proposed as per manpower plan) have been calculated and submitted.

8. The actual HR expenses incurred during FY 2019-20 and FY 2020-21 are as follows:

**Table-7**

All figures are in ₹ lakh				
Region		2019-20	2020-21	Total
NLDC*	HR	3380.50	3912.22	7292.72
	HRD	404.03	61.35	465.38
	<b>Total</b>	<b>3784.53</b>	<b>3973.57</b>	<b>7758.10</b>
NRLDC	HR	2056.80	2589.05	4645.85
	HRD	39.39	35.30	74.69
	<b>Total</b>	<b>2096.19</b>	<b>2624.35</b>	<b>4720.54</b>
ERLDC	HR	2294.24	2471.91	4766.15
	HRD	44.86	20.23	65.09
	<b>Total</b>	<b>2339.10</b>	<b>2492.14</b>	<b>4831.24</b>
WRLDC	HR	2630.28	2989.95	5620.23
	HRD	43.12	24.55	67.67
	<b>Total</b>	<b>2673.40</b>	<b>3014.50</b>	<b>5687.90</b>
SRLDC	HR	2225.07	2470.42	4695.49
	HRD	43.10	21.13	64.23
	<b>Total</b>	<b>2268.17</b>	<b>2491.55</b>	<b>4759.72</b>
NERLDC	HR	1749.62	1798.62	3548.24
	HRD	65.16	35.83	100.99
	<b>Total</b>	<b>1814.78</b>	<b>1834.45</b>	<b>3649.23</b>
<b>Total</b>	HR	<b>14336.51</b>	<b>16232.17</b>	<b>30568.68</b>
	HRD	<b>639.66</b>	<b>198.39</b>	<b>838.05</b>
	<b>Total</b>	<b>14976.17</b>	<b>16430.56</b>	<b>31406.73</b>

\*Includes the HR expenses of Corporate Centre.

9. Normalized actual HR expenses excluding HRD expenses and one-time HRA payment booked in the accounts of FY 2020-21 (For NLDC, NRLDC, WRLDC and ERLDC) along with the actual manpower numbers for FY 2019-20 and FY 2020-21 have been considered to estimate the impact of increased manpower from FY 2021-22 onwards.



10. Average cost per employee was calculated for FY 2019-20 in each category (Executive and Non-Executive) and escalated at a rate of 4.77% to arrive at FY 2020-21 level. Average cost per employee was calculated for FY 2020-21 in each category.

11. Category-wise average of the two figures (Average cost per employee for FY 2019-20 at FY 2020-21 level and Average cost per employee for FY 2020-21) was calculated and the same is multiplied with the actual manpower numbers for FY 2020-21 to arrive at HR expenses at FY 2020-21 level. These expenses are further escalated category-wise in the following manner to arrive at the HR expenses for FY 2021-22:

- i. Annual escalation rate (4.77%)
- ii. Escalation in terms of Manpower (Ratio of no. of employees in the current FY to that of previous FY)

12. The same procedure was repeated to work out the HR expenses for FY 2022-23 and FY 2023-24. Further, as per clause 10 of Regulation 24 of the RLDC Fees and Charges Regulations, 2019, Human Resource Development (HRD) expenses are being considered @5% of HR expenses.

13. The projected HR expenses excluding the additional HRA payment liabilities to RPCs from FY 2021-22 to 2023-24 are as mentioned hereunder:

**Table-8**

All figures are in ₹ lakh					
Region		2021-22	2022-23	2023-24	Total
NLDC*	HR	4151.35	4881.24	5679.41	14712.00
	HRD	207.57	244.06	283.97	735.60
	<b>Total</b>	4358.92	5125.31	5963.38	15447.61
NRLDC	HR	2660.24	2978.05	3298.33	8936.62
	HRD	133.01	148.90	164.92	446.83
	<b>Total</b>	2793.25	3126.95	3463.24	9383.44
ERLDC	HR	2868.05	3135.93	3465.98	9469.96
	HRD	143.40	156.80	173.30	473.50
	<b>Total</b>	3011.45	3292.73	3639.28	9943.46
WRLDC	HR	3150.48	3331.09	3700.54	10182.11
	HRD	157.52	166.56	185.03	509.11
	<b>Total</b>	3308.00	3497.65	3885.56	10691.21
SRLDC	HR	2672.56	3032.52	3444.14	9149.22
	HRD	133.63	151.63	172.21	457.47
	<b>Total</b>	2806.19	3184.15	3616.35	9606.69



<b>NERLDC</b>	<b>HR</b>	2176.32	2483.72	2793.50	7453.54
	<b>HRD</b>	108.82	124.19	139.68	372.69
	<b>Total</b>	2285.13	2607.90	2933.18	7826.21
<b>Total</b>	<b>HR</b>	<b>17679.00</b>	<b>19842.55</b>	<b>22381.90</b>	<b>59903.45</b>
	<b>HRD</b>	<b>883.95</b>	<b>992.14</b>	<b>1119.11</b>	<b>2995.20</b>
	<b>Total</b>	<b>18562.95</b>	<b>20834.69</b>	<b>23501.01</b>	<b>62898.65</b>

*\*Includes the HR expenses of Corporate Centre.*

14. In view of the above, it has been requested that Commission may consider and approve the HR expenses as per the tables 7 and 8 above.

### **Payment of HRA to RPCs**

15. Grid operation was entrusted to POWERGRID and thus management of RLDCs were transferred from CEA to POWERGRID, progressively from 01.01.1994 to 01.01.1996. While broad principles for transfer of RLDCs and working modalities were finalized at National level, working arrangement with respect to usage of RPC buildings and staff quarters were finalized at RLDC levels at the time of transfer. Common facilities like colony building are being handled accordingly. However, there is some variance among the arrangements in each RLDC-RPC. In accordance with the past working arrangement between RLDCs and RPCs, only license fee was being paid to the RPCs for use of facilities such as staff quarters. In addition to this, all charges of electricity, water etc. we're being shared between RLDCs and RPCs and being paid regularly by RLDCs to RPCs.

16. It was informed by CEA that Audit Paras were received from CAG in respect of rental value pertaining to office premises and staff quarters in possession with POSOCO at different RLDCs. Further, in the meeting held to review the Quarterly Performance of POSOCO on 18.03.2019, CEA stated that "there have been queries from CAG in the past regarding utilization of space by POSOCO". Secretary, Ministry of Power, in response observed that as RLDCs were earlier part of CEA, and hence purpose of land has not changed.

17. A meeting was held on 26.06.2020 between CEA and POSOCO on sharing of the space in RPC complexes and CAG queries wherein Secretary, CEA stated that "before exploring the new building options and sending any proposal to MoP in this



regard, all the pending audit paras related to sharing of assets in RPC complexes need to be settled by POSOCO/PGCIL”.

18. Under the chairmanship of Secretary, Ministry of Power, a meeting was held on 25.05.2021 to discuss various issues including the CEA Audit Paras regarding payment for HRA for the RPC quarters in possession with POSOCO wherein it was advised that “POSOCO to pay the amount of HRA w.r.t. CEA quarters in possession with POSOCO for POSOCO period and the rest from POWERGRID for their period in line with appropriate Govt. rules”. Further, Joint Secretary (OM&RR), Ministry of Power was advised to get the Audit paras dropped on transfer of amount of HRA.

19. As advised in the aforementioned meeting held on 25.05.2021, POSOCO has already paid the HRA amount on the basis of occupancy status of RPC quarters in possession with POSOCO to CEA and the same amount has been provisioned in the books of accounts for the FY 2020-21. However, after detailed calculations for the period 01.10.2010 to 31.03.2021, it was observed that HRA payment i.r.o. the vacant quarters etc. also need to be paid to CEA.

20. These additional expenses form part of HR expenses and the impact of this component was not accounted for while filing petitions for the control period as the same was not anticipated at that point of time. In view of this, details of HRA amount paid and the estimated HRA amount to be paid to RPCs for the subsequent years are summarized and mentioned below:

**Table-9**

All figures are in ₹ Lakh				
NLDC/ RLDC	The expenditure booked in FY 2020-21 related to the HRA payment to RPCs	Estimated HRA amount		
		2021-22	2022-23	2023-24
NRLDC	188.07	70.29*	32.60	33.58
WRLDC	197.80	92.71**	6.48	6.68
ERLDC	24.51	0.00***	0.00	0.00
<b>Total</b>	<b>410.38</b>	<b>163.00</b>	<b>39.08</b>	<b>40.26</b>

\*The amount includes an expenditure of ₹ 38.64 lakh towards the balance HRA to be paid to NRPC for the period from 01.10.2010 to 31.03.2021.



*\*\* The amount includes an estimated expenditure of ₹ 88.02 lakh towards the HRA to be paid to WRPC i.r.o. the vacant quarters and quarters occupied by the Diploma Trainees/ Transit Camps for the period from 01.10.2010 to 31.10.2021.*

*\*\*\*The quarters in ERPC were vacated and handed over in Nov'2017. Hence, the projected expenditure for ERLDC is nil, in this regard.*

21. In view of the above, it has been requested that Commission may consider and approve the payment of HRA to RPCs as per the table 9 above.

### **Corporate Leasing of Flats at WRLDC:**

22. WRLDC, in its petition no. 400/MP/2019 for determining the Fees and Charges for the control period 2019-24 had also sought approval of the “direct corporate leasing accommodation” expenses separately over and above HR expenses for 2019-24 period for 40 flats in the initial year i.e. 2019-20 and thereafter an increase of 11, 21, 32 and 47 no. of flats in FY2020-21, FY 2021-22, FY 2022-23 and FY 2023-24 respectively.

23. The Commission in its order dated 9th June 2021 in the aforesaid petition of WRLDC had directed as below:

*“110. The increase in number of flats under such leasing shall be considered on submission of detailed guidelines followed by the Petitioner while leasing such flats and the rationale for number of flats proposed under such arrangement is provided. The approval shall be considered on filing separate petition for O&M and HR expenses after approval of manpower for the control period 2019-24.*

*111. We observe that Board may exercise control meticulously including the rationale for number of flats required to be hired under corporate leasing where the flats are booked for rent higher than the entitlement.*

*112. As per the above discussion, following expenditure is allowed for 40 flats under “Direct Corporate Leasing of Accommodation” under HR Expenses:*

*(Rs. in lakh)*

<b>Year</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>Total</b>
Expenses Allowed	297.60	297.60	297.60	327.36*	327.36	1547.52

*\*considering 10% escalation every three years*

*113. We direct the Petitioner to submit the documentary proofs of the procedure followed while the Petitioner hires and allots the flats for leasing of accommodation. We also direct the Petitioner to provide for the reasons and justification of number of flats hired for leasing of accommodation at the time of truing up.*

*114. We also direct the Petitioner to intimate the status of the existing staff quarters.”*



24. In accordance with the directions of the Commission, the procedure followed for hiring and allotting the flats along with the rationale for number of flats proposed under such arrangement for leasing of accommodation has been enclosed with petition.

25. It has also been submitted that there would be additional requirement of flats from FY 2022-23 onwards (addl. 10 nos. in 2022-23 (cumulative 50) and 10 in FY 2023-24 (cumulative 60)) in view of the following reasons:

- a. No. of executives deployed at WRLDC are likely to be increased from 64 (in FY 2019-20) to 99 by the end of this control period 2023-24.
- b. The new inductees were provided with bachelor / transit accommodation on sharing basis in their training period since they were unmarried. Most of the trainees have since been regularised in the services of the company. Also, they may get married in the coming 1-2 years. Some of the new recruitees have also applied for family accommodation for shifting their dependent parents citing medical reasons.
- c. Most of the recently retired employees were having their own accommodations in Mumbai. Therefore, no provision of accommodation was made for them while hiring the said 40 quarters on corporate leasing by the company during 2018-19. Subsequent to the retirement of the senior employees, new employees are being inducted / proposed to be inducted in the company and many senior executives are being transferred from other RLDCs/NLDC to WRLDC who would also require residential accommodation in Mumbai. Therefore, provision of additional accommodation needs to be made for them as well.

26. In view of the above, the financial implications of the leased accommodation are summarised asfollows:

**Table-10**





All figures are in ₹ lakh				
Financial Year	Expenditure allowed by CERC under corporate leasing (A)	Total No. of leased flats in the FY	Expenditure towards corporate leasing in ₹ lakh (B)	Variance in ₹ lakh (B-A)
2019-20	297.60	40	297.60	0.00
2020-21	297.60	40	297.60	0.00
2021-22	297.60	40	298.80*	1.20
2022-23	327.36	50	393.84**	66.48
2023-24	327.36	60	492.05***	164.69
<b>Total</b>	<b>1547.52</b>		<b>1779.89</b>	<b>232.37</b>

\*Considering the Rate per flat ₹ 62000/- per month from April'21 till February'22 and ₹ 65000/- for March'22.

\*\* Considering the rate per flat ₹ 65000/- per month for 40 Flats and ₹ 68200/- (10% escalation) for additional 10 flats.

\*\*\* Considering the rate per flat ₹ 65000/- per month for 40 Flats and ₹ 75020/- (10% escalation) for additional 20 flats.

27. In view of the above, it is requested that Commission may kindly consider and approve the payment of additional expenses of ₹ 232.37 Lakh for corporate leasing of flats as indicated in the table 10 above.

28. Final revised HR expenses after accounting for the impact of all the three components namely (i) Proposed additional Manpower during FY 2019-24, (ii) Payment of HRA to RPCs and (iii) Leasing of additional quarters for WRLDC Employees are as below:

**Table-11**

All figures are in ₹ lakh						
Revised HR expenses for the control period 2019-24						
RLDC/ NLDC	2019-20	2020-21	2021-22	2022-23	2023-24	Total
NLDC*	3784.53	3973.57	4358.92	5125.31	5963.38	<b>23205.70</b>
NRLDC	2096.19	2624.35	2863.53	3159.55	3496.82	<b>14240.44</b>
ERLDC	2339.10	2492.14	3011.45	3292.73	3639.28	<b>14774.70</b>
WRLDC	2673.40	3014.50	3401.91	3570.61	4056.93	<b>16717.35</b>
SRLDC	2268.17	2491.55	2806.19	3184.15	3616.35	<b>14366.41</b>
NERLDC	1814.78	1834.45	2285.13	2607.90	2933.18	<b>11475.44</b>
<b>Total</b>	<b>14976.17</b>	<b>16430.56</b>	<b>18727.13</b>	<b>20940.24</b>	<b>23705.95</b>	<b>94780.05</b>

\*Includes the HR expenses of Corporate Centre.



## Hearing dated 21.12.2021

29. Commission admitted the Petition and directed the Petitioner to submit information as below:

*“(i) Level-wise manpower for NLDC and each RLDC approved by the Commission as on 31.3.2019.*

*“(ii) Year-wise and level-wise manpower for NLDC and each RLDC proposed to be added till 31.3.2024.*

*“(iii) Justification of such additional manpower viz. additional functions envisaged to be added or increased work in existing functions.”*

## Additional information vide affidavit dated 3.1.2022

30. The Petitioner has filed the above information as under:

a) Level-wise manpower for NLDC and each RLDC approved by the Commission as on 31.3.2019:

i. The Manpower strength as on 31.03.2019 approved by Commission as per order dated 10.6.2019 in Petition No. 344/MP/2018 is as below:

Name of the RLDC	Manpower Approved
NLDC and CC	162
NRLDC	79
ERLDC	81
WRLDC	87
SRLDC	75
NERLDC	70
Total	554 <sup>#</sup>
Addl. as per Advertisement issued	80*
<b>Total (POSOCO-Overall)</b>	<b>634</b>

*# Including 5 Functional Directors*

*\*Keeping in view that advertisement has already been issued, to avoid delay in recruitment, Commission had approved the additional manpower vide order dated 10.06.2019 in Petition No. 344/MP/2018.*

ii. The level-wise details of actual manpower as on 31.03.2019 in each RLDC and NLDC are as mentioned hereunder:

Level/Grade	Designation	NLDC & CC	NRLDC	WRLDC	SRLDC	ERLDC	NERLDC	POSOCO Overall
E9	Executive Director	0 (*2)	1	1	1	1	0(#1)	4(**7)
E8	GM/ Sr. GM/CGM	13	5	10	10	6	9	53
E7	DGM/	7	9	8	5	7	1	37



Level/Grade	Designation	NLDC & CC	NRLDC	WRLDC	SRLDC	ERLDC	NERLDC	POSO Overall
	Sr. DGM							
E2-E6	CM/MGR/DM/AM/ET	123	41	35	41	37	51	328
Total Executives		143	56	54	57	51	61	422
Supervisor		11	12	13	12	13	5	66
Workmen		5	11	19	5	17	4	61
<b>Grand Total</b>		<b>159</b>	<b>79</b>	<b>86</b>	<b>74</b>	<b>81</b>	<b>70</b>	<b>549</b>

\*Two posts at E9 Level (Head of NLDC and Head of Corporate Planning department in CC) were vacant as on 31.03.2019.

#One post at E9 level (Head of NERLDC) was vacant as on 31.03.2019.

\*\* Total 3 post at E9 level were vacant as on 31.03.2019

b) Details pertaining to Year-wise and level-wise manpower for NLDC and each RLDC proposed to be added till 31.3.2024:

**Year-wise and level-wise manpower projections for NLDC (inc. CC)**

Level/Grade	Designation	2019-20	2020-21	2021-22	2022-23	2023-24
E9	Executive Director	2	2	5	5	5
E8	GM/Sr. GM/CGM	12	10	18	19	21
E7	DGM/Sr. DGM	9	10	15	16	18
E2-E6	CM/MGR/DM/AM/ET	135	112	117	135	153
Total Executives		158	134	155	175	197
Supervisor		9	8	8	8	8
Workmen		6	7	7	7	4
<b>Grand Total</b>		<b>173</b>	<b>149</b>	<b>170</b>	<b>190</b>	<b>209</b>

**Year-wise and level-wise manpower projections for NRLDC**

Level/Grade	Designation	2019-20	2020-21	2021-22	2022-23	2023-24
E9	Executive Director	1	0	1	1	1
E8	GM/Sr. GM/CGM	4	9	9	9	9
E7	DGM/Sr. DGM	9	5	9	10	12
E2-E6	CM/MGR/DM/AM/ET	51	68	64	71	77
Total Executives		65	82	83	91	99
Supervisor		12	12	11	10	9
Workmen		8	6	7	6	4
<b>Grand Total</b>		<b>85</b>	<b>100</b>	<b>101</b>	<b>107</b>	<b>112</b>



**Year-wise and level-wise manpower projections for WRLDC**

Level/Grade	Designation	2019-20	2020-21	2021-22	2022-23	2023-24
E9	Executive Director	1	0	1	1	1
E8	GM/ Sr. GM/CGM	10	11	9	9	9
E7	DGM/ Sr. DGM	10	7	9	10	12
E2-E6	CM/MGR/ DM/AM/ET	43	61	64	71	77
Total Executives		64	79	83	91	99
Supervisor		14	13	11	9	9
Workmen		15	11	11	5	3
<b>Grand Total</b>		<b>93</b>	<b>103</b>	<b>105</b>	<b>105</b>	<b>111</b>

**Year-wise and level-wise manpower projections for SRLDC**

Level/Grade	Designation	2019-20	2020-21	2021-22	2022-23	2023-24
E9	Executive Director	1	1	1	1	1
E8	GM/ Sr. GM/CGM	9	9	9	9	9
E7	DGM/ Sr. DGM	7	5	9	10	12
E2-E6	CM/MGR/ DM/AM/ET	52	68	64	71	77
Total Executives		69	83	83	91	99
Supervisor		7	6	6	6	6
Workmen		4	3	1	0	0
<b>Grand Total</b>		<b>80</b>	<b>92</b>	<b>90</b>	<b>97</b>	<b>105</b>

**Year-wise and level-wise manpower projections for ERLDC**

Level/Grade	Designation	2019-20	2020-21	2021-22	2022-23	2023-24
E9	Executive Director	1	1	1	1	1
E8	GM/ Sr. GM/CGM	7	8	9	9	9
E7	DGM/ Sr. DGM	7	5	9	10	12
E2-E6	CM/MGR/ DM/AM/ET	45	57	64	71	76
Total Executives		60	71	83	91	98
Supervisor		11	11	5	5	5
Workmen		15	13	11	6	4
<b>Grand Total</b>		<b>86</b>	<b>95</b>	<b>99</b>	<b>102</b>	<b>107</b>

**Year-wise and level-wise manpower projections for NERLDC**



Level/Grade	Designation	2019-20	2020-21	2021-22	2022-23	2023-24
E9	Executive Director	1	0	1	1	1
E8	GM/ Sr. GM/CGM	7	7	9	9	9
E7	DGM/ Sr. DGM	3	2	9	10	12
E2-E6	CM/MGR/ DM/AM/ET	54	69	64	71	77
Total Executives		65	78	83	91	99
Supervisor		5	5	4	4	4
Workmen		4	4	4	4	3
<b>Grand Total</b>		<b>74</b>	<b>87</b>	<b>91</b>	<b>99</b>	<b>106</b>

**Year-wise and level-wise manpower projections for POSOCO as a whole:**

Level/Grade	Designation	2019-20	2020-21	2021-22	2022-23	2023-24
E9	Executive Director	7	4	10	10	10
E8	GM/ Sr. GM/CGM	49	54	63	64	66
E7	DGM/ Sr. DGM	45	34	60	66	78
E2-E6	CM/MGR/ DM/AM/ET	380	435	437	490	537
Total Executives		481	527	570	630	691
Supervisor		58	55	45	42	41
Workmen		52	44	41	28	18
<b>Grand Total</b>		<b>591</b>	<b>626</b>	<b>656</b>	<b>700</b>	<b>750</b>

**Proposed level-wise manpower for POSOCO (Overall) at the end of the Control Period 2019-24**

Level/Grade	Designation	As on 31 <sup>st</sup> March 2019	As on 31 <sup>st</sup> March 2024	Proposed Addition during the Control Period 2019-24
E9	Executive Director	4*(7)	10	6*(3)
E8	GM/ Sr. GM/CGM	53	66	13
E7	DGM/ Sr. DGM	37	78	41
E2-E6	CM/MGR/ DM/AM/ET	328	537	209
Total Executives		422	691	269
Supervisor		66	41	-25
Workmen		61	18	-43
<b>Grand Total</b>		<b>549</b>	<b>750</b>	<b>201</b>

\*Three posts at E9 level (2 at NLDC and 1 at NERLDC) were vacant as on 31.03.2019.

Note:



- a. *The proposed addition of total executives will be mainly through recruitment at the ET level while at other levels it would be through career progression of executives.*
- b. *The manpower details provided for the period 2019-21 are actual numbers and for the period 2021-24, proposed numbers are mentioned (As on 31<sup>st</sup> March of the FY).*
- c) Justification of such additional manpower viz. additional functions envisaged to be added or increased work in existing functions: Petitioner has given the following justification:
- a. **E9 Level - Executive Directors (ED):** There were 7 posts already existed as on 31.03.2019. However, as on 31<sup>st</sup> March 2019, total 4 no. of EDs were present and three posts (Head Corporate Planning at CC, Head NLDC and Head NERLDC at E9 level) were vacant. Further, 3 additional posts at E9 level are proposed in the Corporate Centre to lead their respective functions and interact with external as well as internal stakeholders with authority to take decisions and communicate them.
- b. 3 Nos. of additional posts at E9 level are proposed in the Corporate Centre to lead following respective functions and interact with external as well as internal stakeholders with authority to take decisions and communicate them:-
- **Cyber Security, CERT-GO:** As per MoP communication dated 18th March 2021, it was informed that CERT-GO has to be established to be housed at POSOCO, and it was further informed that “officer at the level of Executive Director shall be the nodal officer for CERT-GO Operation and perform the functions for ensuring secure operation of the grid in coordination with CISO, MoP, CERT-IN and NCIIPC”. Further, as per CEA, each responsibility entity shall have an Information Security Division (ISD) headed by CISO and must be functional on 24x7x365 basis. Accordingly, the functional reporting of CISO/Cyber Security Head in every NLDC and RLDCs shall be to Cyber Security and CERT-GO Head at Corporate office. Hence, accordingly Cyber Security and CERT-GO has to be headed by an ED level person.
  - **Human Resources:** It is imperative that skills & knowledge are updated. POSOCO not only ensures professional development of its own employees, but is also committed to skill development of System



Operators across the country. POSOCO continuously engages with academic institutes. Learning collaborators and multilateral forum such as FOLD. Therefore, it is imperative that HRD as a function is led by an ED Level employee.

- **Finance-** Finance function in POSOCO is critical, this function has statutory responsibilities and requires key functional expertise and in-depth knowledge. Quantum of funds handled through Pool accounts and related compliance related issues necessitate that this function be headed by an ED level person.

c. **E8 Level (Chief General Manager/Senior GM/GM) :** As on 31.03.2019, **53** no. of executives were posted across CC/NLDC/RLDCs. For the control period, **only 13 no.** of additional posts at E8 level are proposed at this level gradually from 2019 to 2024. On an average only additional **2** post at E8 level at each RLDCs/NLDC/CC has been proposed in the control period 2019-24. Officers at E8 level represent POSOCO at various forums and multi-lateral agencies. They are responsible for motivating their teams, leading and coordinating efforts, and have to undertake assignments. POSOCO is asked to send representatives of generally E8 level to be members at various committees and sub committees at RPCs. It is essential that there are sufficient executives at E8 level in all functions to be able to represent POSOCO at these committees.

d. **E7 Level (Senior Deputy General Manager/DGM :** E7 level will head each shift group and divisions, within functions in RLDCs, NLDC and CC including Company Secretariat and Vigilance. The shift charge managers should be at E7 level, as they have to take care of real time operation including contingencies, interact with senior officers of SLDCs, utilities, generating companies etc. However due to non-availability of adequate manpower at E7 level, shift groups are headed by officers of E6 level. It is expected that in next 2-3 years shift groups at all RLDCs and NLDC will be headed by E7 level officers.

Therefore, it is essential that an E7 level person is given this



responsibility to ensure that there is independent real-time decision making and they are empowered to take complex actions and decisions. Thus, there is decentralization of authority and responsibility. Only **41 no.** of executives at E7 level are proposed to be added considering CC/NLDC/RLDCs. Accordingly, only **6-7** additional level executives at E7 level are proposed across each RLDCs/NLDC & CC during the control period 2019-24

e. **Up to E6 Level (Chief Manager/Manager/Deputy Manager/Asst. Manager/ET/ Engineer/ AET/Officer/AOT) :** With the continuously evolving Indian Power Market, many new activities are envisaged such as Real Time Market (RTM), Green Day Ahead Market (GDAM), Market Based Ancillary Services, changes due to GNA, monitoring of Renewable & Hydro Purchase Obligation (RPO/HPO) etc. For discharging the aforementioned functions/responsibilities, the human resources across each RLDCs/NLDC/CC need to be strengthened. These are working and learning levels. POSOCO typically inducts at E2 and E3 level and these employees progress through the hierarchy to take more responsibilities. Considering the requirement of sufficient Human Resources for effectively discharging the mission critical activities, at these levels **209 no.** of executives are proposed to be added by 31.03.2024. Accordingly, on an average **30** additional executives are proposed for each RLDCs/NLDC & CC during the control period 2019-24.

f. **Non-executives:** POSOCO is an executive oriented organization and further recruitment of workmen is not being planned, workmen are being added to the requirement on actual basis and the numbers will taper-off as they superannuate, workmen who superannuate will not be replaced through recruitment. The no. of non-executives is expected to be reduced to 59 by the end of the Control Period 2019-24.

### **Hearing dated 21.3.2022**

31. Commission in hearing vide RoP of hearing dated 21.3.2022, observed as follows:





“4. In response to the query by the Commission regarding present manpower of POSOCO, the representative of the Petitioner submitted that the present manpower as on 2021-22 is 630 (against the projected strength of 656) and the projected manpower, as approved by the Board of POSOCO, for the 2019-24 control period i.e. upto 2023-24 is 750. He further added that initially the total manpower requirement across various functions and activities of POSOCO for this control period had been worked out at 910 (Full Time Equivalent - FTE). However, considering that recruitment in such large numbers not being conducive for learning, growth, career planning and succession, the timeline for recruitment of the proposed FTEs has been extended to 2027 instead of 2024. The representative of the Petitioner also added that in the present Petition, the Petitioner has considered the manpower requirement for the present control period only i.e. up to 2023-24.

5. In response to another query of the Commission regarding any approval of Ministry of Power, Government of India and/or Department of Public Enterprise for sanctioning of additional posts, the representative of the Petitioner submitted that the strength of the manpower required for effective functioning of RLDCs/NLDC is required to be approved by this Commission. The representative of the Petitioner relied upon the Office Memorandum of Ministry of Power, Government of India dated 25.3.2015.

6. In response to further query of the Commission regarding POSOCO having compared the ratio of posts at various levels with that of other Public Sector Enterprise (PSEs) in the Power sector, the representative of the Petitioner submitted that although the functioning and activities of POSOCO are quite different from the other PSEs, POSOCO had examined manpower strength of Power Finance Corporation Limited. He further submitted that the committee constituted for the above purpose had examined the FTE-wise requirement of posts for each activity of POSOCO. The POSOCO has adopted a conservative approach for approval of additional manpower and has proposed only the minimum number of posts required for each activity.

7. After hearing the representative of the Petitioner and learned counsel for the Respondent, the Commission directed the Petitioner to clarify the following, on affidavit, by 15.4.2022:

(a) As per affidavit dated 8.11.2018 in Petition No. 344/MP/2018, the number of E9 level post projected for approval is 5. The same is provided as 7 (4 occupied + 3 vacant) vide affidavit dated 3.1.2022 in instant Petition. Clarify the discrepancy in projected posts of E9 as per submissions in Petition No. 344/MP/2018 and in instant petition. **Whether any approval was taken from competent authority for increasing Posts at E9 from 5 to 7.**

(b) As per affidavit dated 8.11.2018 in Petition No. 344/MP/2018, the Petitioner had indicated projected functional directors (including CMD) as 4 numbers. However, vide affidavit dated 3.1.2022 in instant petition, the Petitioner has provided that manpower of 554 numbers as approved vide Order dated 10.6.2019 in Petition No. 334/MP/2018 and includes 5 functional Directors. Clarify the discrepancy in projected posts of Directors/CMD as per submissions in Petition No. 344/MP/2018 and in instant Petition. Whether any approval has been taken from competent authority regarding increase of Posts at Director/CMD level from 4 to 5.

(c) Vide RoP for the hearing dated 21.12.2021, the Petitioner was directed to submit year-wise and level-wise manpower for NLDC and each RLDC proposed to be added till 31.3.2024. However, the Petitioner in its affidavit dated 3.1.2022 has submitted the cumulative manpower projected for the control period instead of required year on year additions. Submit projected additions in each year of 2019-2024 level-wise in each RLDC and NLDC.



*Provide justification of such additions clearly stating what additional functions it is envisaging or whether it is due to increased work in the existing functions.*

*(d) Vide affidavit dated 3.1.2022 in instant Petition, the Petitioner has submitted that total manpower POSOCO in the year 2019-20 is 591 and in year 2020-21 is 626. The Commission, vide order dated 10.6.2019 in Petition No. 344/MP/2018 had approved total manpower of 634 (554 existing + 80 proposed to be recruited). Clarify as to once approval of 634 is already granted vide Order dated 10.6.2019 in Petition No. 344/MP/2018, the need to approve 591 posts in 2019-20 as sought in affidavit dated 3.1.2022 in the instant petition.*

*(e) Provide details of comparative studies done of manpower projected at different levels for POSOCO vis-a-vis other Power sector CPSUs such as NTPC, PGCIL, PFC, REC etc.”*

*..9. Subject to the above, the Commission reserved the order in the Petition.”*

### **Additional Affidavit dated 12.4.2022**

32. Petitioner vide affidavit dated 12.4.2022 has submitted reply to ROP for hearing dated 21.3.2022 and has mainly submitted as under:

- i. As per affidavit dated 8.11.2018 in Petition No. 344/MP/2018, the number of E9 level post projected for approval is 5. The same is provided as 7 (4 occupied + 3 vacant) vide affidavit dated 3.1.2022 in instant Petition. Clarify the discrepancy in projected posts of E9 as per submissions in Petition No. 344/MP/2018 and in instant petition. Whether any approval was taken from competent authority for increasing Posts at E9 from 5 to 7.**
  - (i) NLDC and RLDCs vide Petitions (Petition Nos. 240/TT/2015 by NERLDC, 241/TT/2015 by WRLDC, 242/TT/2015 by SRLDC, 243/TT/2015 by NRLDC, 244/TT/2015 by NLDC and 245/TT/2015 by ERLDC) filed for approval of Fees & Charges for the control period 2014-19, requested Commission to allow additional manpower for effective functioning.
  - (ii) While Approving the Fees & Charges for the control period 2014-19, Commission had advised NLDC & RLDCs to approach the Commission based on the actual increase in manpower. The relevant extract from Commission Order in Petition no. 244/TT/2015 dated 26.12.2016 pertaining to NLDC is reproduced below:



## **Quote**

*49. The petitioner has claimed HR Expenses by considering increased number of manpower. The petitioner has also submitted the approval of its Board in support of the increase of manpower. The petitioner has submitted that assignment of additional responsibilities in the areas of system operation, regulatory affairs, integration of renewable, WAMS project, SCADA up-gradation, ancillary services etc. requires additional manpower. It is observed that the additional responsibilities considered by the petitioner have already been factored while providing for the manpower in the regulations. The petitioner should optimize the utilization of existing manpower to discharge any additional responsibilities already assigned to POSOCO (NLDC). It appears that NLDC has not recruited the manpower commensurate with the projections made for the years 2015-16 and 2016-17. The Commission is of the view that NLDC should approach the Commission based on the actual increase in manpower and accordingly liberty is granted to NLDC.*

## **Unquote**

Similar observations were also made in Orders of all RLDCs.

- (iii) Commission, vide Order dated 26.12.2016 in Petition No. 244/TT/2015 advised that POSOCO should approach CERC based on the actual increase in manpower and accordingly liberty was granted to POSOCO. As per the Form-7B regarding the details of Human Resource expenses mentioned in CERC (Fees and Charges of Regional Load Despatch Centre and Other Related Matters) Regulations, 2015, no provisions were provided to submit the level-wise manpower of NLDC/ RLDCs and therefore the same was not furnished. Accordingly, there were no specific remarks by Commission regarding the level wise/year wise manpower in the order dated 26.12.2016 in Petition No. 244/TT/2015.
- (iv) The details mentioned in Table no. 4 (Page no. 26) of the Petition No. 344/MP/2018 (filed on 06.11.2018) reflected as follows:
- The number of manpower at the level of E9, E8 and E7A, E7, E6 & E6A who were actual incumbents in the posts, not the requirement at the post.
  - As on 06.11.2018, Five (5) number of EDs (E9 level) were on roll of the Company. Accordingly, five (5) number of E9 level



posts were indicated only and not the six numbers of E9 level posts that already existed and had been operationalised till 31<sup>st</sup> March 2019. All RLDCs/ NLDC were being headed by E9 level persons.

- At NERLDC, where the no. of E9 (ED) level posts was shown as “0”, ED was appointed on 11.08.2017 and retired on 31.12.2018. Hence, the same was not shown as only actual numbers were submitted in the petition.
  - Vide affidavit dated 03.01.2022, submitted in compliance to directions of Commission in RoP dated 21.12.2021 it was inadvertently mentioned that four (4) EDs (E9 level) were on roll and three (3) ED posts (E9 level) were vacant as on 31.03.2019. However, it is resubmitted that four (4) EDs (E9 level) were on roll and 2 posts at E9 level [ED (NLDC), ED (NERLDC)] were vacant as on 31.03.2019. Further, ED (CP, C&M and Renewables) was appointed on 06.09.2019.
- (v) Commission vide Order dated 26.12.2016 in Petition No. 244/TT/2015 had provided liberty to POSOCO to approach Commission based on actual number for the purpose of HR expenses component.
- It was understood from the order that POSOCO can undertake recruitments and necessary internal movement of employees including promotion as per organisational requirement and it was also understood that POSOCO should approach the Commission for approval of the required manpower after recruiting the same.
  - As submitted earlier vide para 4 of affidavit dated 03.01.2022, POSOCO Board inter-alia had approved the 12 posts at E9 level in the 42<sup>nd</sup> Board meeting held on dated 17.08.2015 *and the same was submitted in Petition No. 244/TT/2015 filed for approval of Fees and Charges of NLDC for the control period 2014-19*. Six (6) posts at E9 level were operationalised till



31.03.2019 and Seventh (7<sup>th</sup>) Post was operationalised in September 2019. It was understood that no explicit approval was required for increase in number of E9 Posts from six (6) to seven (7).

- ii. **As per affidavit dated 8.11.2018 in Petition No. 344/MP/2018, the Petitioner had indicated projected functional directors (including CMD) as 4 numbers. However, vide affidavit dated 3.1.2022 in instant petition, the Petitioner has provided that manpower of 554 numbers as approved vide Order dated 10.6.2019 in Petition No. 334/MP/2018 and includes 5 functional Directors. Clarify the discrepancy in projected posts of Directors/CMD as per submissions in Petition No. 344/MP/2018 and in instant Petition. Whether any approval has been taken from competent authority regarding increase of Posts at Director/CMD level from 4 to 5.**

Ministry of Power vide OM No. 18/2/2015-PG dated 25<sup>th</sup> March 2015, set up Power System Operation Corporation Limited (POSOCO) as a wholly owned Government Company to ensure independent system operation. It was also mentioned that the newly created POSOCO would have five (5) functional directors on its Board including one Chairman & Managing Director (CMD). The relevant extracts regarding Composition of Board are re-produced below:

**Quote**

*4. The newly created POSOCO will have five (5) functional Directors on its Board including one Chairman & Managing Director (CMD). The other four Directors would be for System Operation, Market Operation, Human Resources and Finance. The Directors shall be appointed as per the laid down procedures for Board level appointment for CPSUs of a Schedule 'A' Company. There would be three (3) Government Nominee Directors, one each from Ministry of Power, Ministry of New & Renewable Energy and Department of Atomic Energy and the requisite number of Independent Directors.*

**Unquote**

Though the sanctioned strength in respect of functional Directors is five (5), the actual number of functional Directors (including CMD) at the time of



filing the Petition No. 344/MP/2018 i.e. 06.11.2018 was four only since one post was vacant. As on 31.03.2019, five number of functional Directors (including CMD) were present. Since Ministry of Power, Govt. of India had already specified that POSOCO Board will have five (5) functional Directors including one Chairman & Managing Director, no separate approval was required from Ministry of Power, Govt. of India. The information regarding number of functional Directors mentioned in affidavit dated 06.11.2018 is to apprise the actual number of functional Directors in place, on the particular date and it was not pertaining to the number of posts sanctioned at that level.

**iii. Vide RoP for the hearing dated 21.12.2021, the Petitioner was directed to submit year-wise and level-wise manpower for NLDC and each RLDC proposed to be added till 31.3.2024. However, the Petitioner in its affidavit dated 3.1.2022 has submitted the cumulative manpower projected for the control period instead of required year on year additions. Submit projected additions in each year of 2019-2024 level-wise in each RLDC and NLDC. Provide justification of such additions clearly stating what additional functions it is envisaging or whether it is due to increased work in the existing functions.**

- (i) The details mentioned in Table no. 4 (Page no. 26) of the Petition No. 344/MP/2018 (filed on 06.11.2018) reflected number of manpower at the level of E9, E8 & E7A and E7 & E6A & E6 who were actual incumbents in the posts, not the requirement at the post. It also accounted for 80 vacancies, that had already been advertised.
- (ii) Further, as POSOCO Board had approved the 12 posts at ED level in the 42<sup>nd</sup> Board meeting held on dated 17.08.2015, 7 posts of EDs were operationalized, one each at every RLDC/NLDC and to head corporate Planning & REC Functions.
- (iii) As per the extract of the 42<sup>nd</sup> Board Meeting of the POSOCO Board, it is apparent that there were 14 executives already in position in August 2014 in the level of E8 and E7A. However, due to separations of executives at this level from the organisation for



various reasons, internal eligibility and selection criteria restrictions, only Four (4) of these vacancies were filled as on date of filing Petition No. 344/MP/2018. Though, these vacancies still existed but were omitted in the table no. 4 (Page No. 26) of the Petition No. 344/MP/2018.

- (iv) In light of the above, the table no. 4 indicating manpower submitted in 344/MP/2018 is being re-submitted as follows:

**Table-1 (Table-4 in Petition No. 344/MP/2018):  
Total Manpower as on 31<sup>st</sup> March 2019 (Including Expected Joining till 31<sup>st</sup> March 2019)**

Region	CMD/ Dir	E9	E8, E7A	E7, E6A, E6	E5- E1	Exe	Sup	Wkm	Total
ERLDC		1	1	13	53	68	12	17	97
NERLDC		1	1	10	71	83	8	5	96
NLDC		1	2	10	68	81	4	4	89
NRLDC		1	2	14	59	76	10	12	98
Corporate Centre	5	0	4	7	39	55	5	2	62
SRLDC		1	2	16	58	77	12	5	94
WRLDC		1	2	19	42	64	14	20	98
<b>Total</b>	<b>5</b>	<b>6</b>	<b>14</b>	<b>89</b>	<b>390</b>	<b>504</b>	<b>65</b>	<b>65</b>	<b>634</b>

**Notes:**

- The re-submission of the above table is a correction of the earlier omission. Following changes have been made:
  - Number of posts for directors has been updated to 5, as these posts were already sanctioned.
  - Number of posts at E9 level has been updated to 6. E9 level post in NERLDC has been added.
  - Number of posts at E8, E7A level have been updated to 14. The increase has been reflected in CC, NLDC & RLDCs.



- Overall strength has been updated to 634 (projected retirements have been removed, as these posts already existed).

2. The manpower numbers indicated are reflecting the number of posts only and the actual number may be different.

(v) The Manpower Requirement is primarily due to the Additional Functions and increasing complexity of existing functions. The relevant details of the same were provided in “Manpower Plan” annexed with the instant Petition (Petition No. 248/MP/2021). These are being enclosed again for easy reference. The detailed level-wise requirement and justification thereof was also provided in Manpower Plan.

(vi) Further, Commission vide Order dated 26.12.2016 in Petition No. 244/TT/2015 had advised POSOCO to optimize utilization of existing manpower to discharge any additional responsibility already assigned to POSOCO. As advised by CERC, the posts at E9 level (ED) were set up to head multiple functions/departments. For example, ED (Corporate Engineering) also discharges the additional responsibilities like the nodal officer for CERT-GO, Chief Information Security Officer (CISO), Chief Risk Officer (CRO), Chief Public Information Officer (CPIO) for POSOCO and Corporate Management Representative (CMR) for Integrated Management System (IMS). Further ED (Corporate Planning) also heads the Corporate Contracts & Materials department and Renewables department (NLDC is the nodal agency for REC/Escerts/RPO/HPO).

(vii) Region-wise, year-wise and level-wise requirement of the manpower is as mentioned hereunder:

<b>Table-8: Summary - POSOCO Overall</b>			
<b>Level</b>	<b>Approved vide Order dated</b>	<b>Year-wise (year-on-year) proposed addition in manpower</b>	<b>Projected level-wise manpower</b>





	<b>10.06.2019 in Petition No. 344/MP/ 2018</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>as on 31<sup>st</sup> March 2024</b>
E9	6	1	0	3	0	0	10
E8 & E7	103	0	0	20	7	14	144
E2-E6	390	0	40	7	53	47	537
Sup	65	0	0	0	0	0	41
Wkm	65	0	0	0	0	0	18
<b>Total</b>	<b>629</b>	<b>0</b>	<b>0</b>	<b>27</b>	<b>44</b>	<b>50</b>	<b>750</b>

**Notes:**

1. Re-designation: E1-E5 was re-designated as E2-E6, E6/E6A was re-designated as E7, E7/E7A/E8 was re-designated as E8 w.e.f. 10.11.2018. Therefore, direct comparison and computing additional level-wise manpower is difficult with the approved manpower as per 344/MP/ 2018 and projected manpower up to 2024. Therefore, levels E7 and E8 or E8, E7A, E7, E6A and E6 have been merged to enable a year on year comparison and computation of Additional Manpower required.
2. It may also be noted that recruitment and joining are person centric activities, moreover, POSOCO hires young engineers at Induction level, who are able to join wither after serving notice periods at their parent organization or on completion of their academics. Thus, it may be noted that number of joining scheduled for a particular year carries forward to subsequent years. Commission is requested to allow the liberty to POSOCO to plan its recruitment exercises within the overall limit of 750 to be achieved by 2024.
3. As the Board Level position are unchanged and no approval from CERC is solicited, the same have been excluded.

**Justification for addition of posts (Level-wise):**



### **E9 level (Executive Director):**

Three (3) additional posts at E9 level are proposed in the Corporate Centre to lead their respective functions and interact with external as well as internal stakeholders with authority to take decisions and communicate them. Functional Heads in Corporate centres are equivalent to Regional Heads. Requirement of EDs is as follows:

**a. Finance:** Finance function in POSOCO is critical, this function has statutory responsibilities and requires key functional expertise and in-depth knowledge. Quantum of funds handled through Pool accounts and related compliance related issues necessitate that this function be headed by an ED level person.

**b. Human Resources:** POSOCO is an HR oriented organization, it is important that there is a vision, roadmap for this function. New policies, new activities can be undertaken speedily, several sensitive activities like recruitment, performance management, statutory compliances by DPE etc. are undertaken requiring regular interaction with stakeholders. There is decentralized decision making and projects can be executed. Hence, it is important that the HR function. New emerging areas like Corporate Communication also need to be developed. Capacity Building is a central aspect of POSOCO's culture. It is imperative that skills & knowledge are updated. POSOCO not only ensures professional development of its own employees, but is also committed to skill development of System Operators across the country. POSOCO continuously engages with academic institutes. Learning collaborators and multilateral forum such as FOLD. Therefore, it is imperative that HRD as a function is led by an ED Level employee.

**c. Cyber Security, CERT-GO:** As per MoP communication dated 18th March 2021, it was informed that CERT-GO has to be established to be housed at POSOCO, and it was further informed that "officer at the level of Executive Director shall be the nodal officer for CERT-GO Operation and perform the functions for ensuring secure operation of the grid in coordination with CISO, MoP, CERT-IN and NCIIPC". Further, as per CEA, each responsibility entity shall have an Information Security Division (ISD)



headed by CISO and must be functional on 24x7x365 basis. Accordingly, the functional reporting of CISO/Cyber Security Head in every NLDC and RLDCs shall be to Cyber Security and CERT-GO Head at Corporate office. Hence, accordingly Cyber Security and CERT-GO has to be headed by an ED level person.

**E8 & E7 level (Chief General Manager/Senior GM/GM & Senior Deputy General Manager/DGM)**

The executives at E8 level typically serve as Heads of functions (based on their seniority) i.e. they will coordinate with POSOCO's peer organisations. Since POSOCO is envisaged as a Matrix Style Organisation, specialized group of activities within functions in Corporate Centre are to be headed by persons at E8 level, so that they are able to lead, manage and coordinate efforts across POSOCO in all RLDCs. These include Department Heads in CC and functions within HR, Finance and Directors' Secretariat, functions within REC, ESCerts, Corporate Engineering etc. In general, POSOCO is being asked to send representatives of E8 level to be members at various committees and sub committees at RPCs. It is essential that there are sufficient executives at E8 level in all functions to be able to represent POSOCO at these committees.

The executives at E7 level will head each shift group and divisions, within functions in RLDCs, NLDC and CC including Company Secretariat and Vigilance. The shift charge managers should be at E7 level, as they have to take care of real time operation including contingencies, interact with senior officers of SLDCs, utilities, generating companies etc. However due to non-availability of adequate manpower at E7 level, shift groups are being headed by executives at E6 level. It is expected that in next 2-3 years shift groups at all RLDCs and NLDC will be headed by E7 level executives. Therefore, it is essential that an E7 level executive may be assigned with this responsibility to ensure that there is independent real-time decision making and they are empowered to take necessary actions and critical decisions. Thus, there is decentralization of authority and responsibility.

At these levels (E8 & E7), 41 no. of posts are proposed to be added by 31.03.2024.



**E6-E2 Level (Chief Manager/Manager/Deputy Manager/Asst. Manager/ET/ Engineer/ AET/Officer/AOT):**

Grid management has transitioned from supervisory role to sophisticated controls & faster Electricity Market administration such as Automatic Generation Control, System Integrity Protection Systems, Real Time Market, Advance metering Architecture/Smart Grid. There is an increased thrust on optimization – Economic Dispatch, Energy Optimization, Asset Optimization and Demand Optimization. Accordingly, multiple reporting desks are proposed in shifts viz. Forecasting, Switching & Planned/Emergency Outage Coordination, Scheduling, Ancillary Despatch (Rescheduling, AGC and TRAS) & Congestion Alleviation and Real-Time Security etc. With the continuously evolving Indian Power Market, many new activities are envisaged such as Real Time Market (RTM), Green Day Ahead Market (GDAM), Market Based Ancillary Services, changes due to GNA, monitoring of Renewable & Hydro Purchase Obligation (RPO/HPO) etc. For discharging the aforementioned functions/responsibilities, the human resources across each RLDCs/NLDC/CC need to be strengthened. These are working and learning levels. POSOCO typically inducts at E2 and E3 level and these employees progress through the hierarchy to take more responsibilities. Considering the requirement of sufficient Human Resources for effectively discharging the mission critical activities, at these levels 147 no. of posts are proposed to be added by 31.03.2024.

- iv. **Vide affidavit dated 3.1.2022 in instant Petition, the Petitioner has submitted that total manpower POSOCO in the year 2019-20 is 591 and in year 2020-21 is 626. The Commission, vide order dated 10.6.2019 in Petition No. 344/MP/2018 had approved total manpower of 634 (554 existing + 80 proposed to be recruited). Clarify as to once approval of 634 is already granted vide Order dated 10.6.2019 in Petition No. 344/MP/2018, the need to approve 591 posts in 2019-20 as sought in affidavit dated 3.1.2022 in the instant petition.**

The Commission, vide order dated 10.6.2019 in Petition No. 344/MP/2018 had approved total manpower of 634 (554 existing + 80 proposed to be recruited). The manpower details submitted for FY 2019-20 and FY 2020-



21 vide affidavit dated 03.01.2022 are actual number of employees as on 31<sup>st</sup> March of the respective financial years and that does not include vacant posts. The level-wise approval of 634 posts by the Commission is noted. Since HR Expenses component of NLDC/RLDCs fees & charges is computed based on actual number of manpower, the same (number of manpower in place in each RLDC/NLDC & CC) was mentioned for financial years 2019-20 and 2020-21 in the instant petition.

**v. Provide details of comparative studies done of manpower projected at different levels for POSOCO vis-a-vis other Power sector CPSUs such as NTPC, PGCIL, PFC, REC etc.**

As advised by the Commission, manpower projections in different Power Sector CPSEs like NTPC, PGCIL, PFC, REC are compared with that of POSOCO. The level-wise manpower and percentage of executives at all levels have been studied for different CPSEs under administrative control of Ministry of Power, as desired by the Commission.

POSOCO, PFC and REC are similar sized organisations in terms of manpower. They are also knowledge based and executive oriented organisations and hence comparison amongst the three is contextually sounder. These two organisations are a more accurate model for comparison of level-wise manpower with POSOCO. Whereas, NTPC Ltd. and Power Grid Corporation of India Ltd are much larger organisations which are geographically more diverse and their business models are very different, these have a large non-executive population as well, POSOCO's manpower philosophy is not compatible with these two organisations.

Executive Manpower for 2022-23 has been taken as basis for conducting this exercise. Sanctioned/ projected Manpower for 2022-23 was available for PFC, REC, POWERGRID and the same has been used. For NTPC actual manpower as on 31<sup>st</sup> March 2022 has been used for the basis of comparison.

2022-23					
	POSOCO	PFC	REC	POWERGRID	NTPC
E9 (ED)	10	14	13	33	35



2022-23					
	POSOCO	PFC	REC	POWERGRID	NTPC
E8	64	82	98	581	1898
E7	66	70	33	628	1957
Upto E6	490	399	416	3571	7466
Total Executives	630	565	560	4813	11356
Remarks	Projected	Projected	Projected	Projected	Actual

2022-23 (Level Wise Percentage of Total Executives)					
	POSOCO	PFC	REC	POWERGRID	NTPC
E9 (ED)	1.59%	2.50%	2.30%	0.70%	0.30%
E8	10.16%	14.50%	17.50%	12.10%	16.70%
E7	10.48%	12.40%	5.90%	13.00%	17.20%
E2-E6	77.78%	70.60%	74.30%	74.20%	65.70%
	Projected	Projected	Projected	Projected	Actual

Salient points/ observations from the aforementioned comparative study are as mentioned hereunder:

1. Compared to the other 4 organisations, which were studied, POSOCO has projected the highest percentage of Executives at Junior level (upto E6), this is an important indicator signifying organisational health. There is a sufficient pool of talent available for selection to higher levels. It also has resulted in POSOCO's average age being low. At present the average age of executives is 35 years.
2. Compared to similar organisations i.e. PFC and REC, POSOCO has projected the lowest number of EDs, both in actual number terms and in terms of percentage of overall executive population.
3. POSOCO has projected 10% of executives at E8 level, which is senior management level, whereas this number is around 14% in PFC, 17.5% in REC, 17% in NTPC and 12.1% in POWERGRID.



4. POSOCO has projected 10.5 % at E7 level, which is considered middle management level, whereas this number is 12.4% at PFC, 13% in POWERGRID, 5.9% at REC and 17.2% in NTPC.

### **Analysis and Decision**

33. Petitioner has submitted that Commission while determining the Fees and Charges for the control period 2019-24 vide orders dated 16.04.2021, 31.05.2021, 09.06.2021, 17.06.2021 and 10.06.2021 in Petition No. 375/MP/2019, 374/MP/2019, 378/MP/2019, 400/MP/2019, 399/MP/2019 and 376/MP/2019 respectively had directed NLDC to file a consolidated petition projecting manpower for POSOCO as a whole for the Control Period 2019-24 along with detailed justifications and grade wise functional mapping. The relevant extract from the order of the Commission in Petition no. 375/MP/2019 is reproduced as under:

*“84. The Petitioner has submitted reasons for increase in manpower for the 2019-24 period. However, the commission is of the view that proposed increase in manpower vis-à-vis current manpower for POSOCO as a whole is required to be looked into in detail and needs more deliberations. The Petitioner is required to do functional mapping of all posts and justify increase in posts particularly at higher levels. Therefore, the Petitioner is directed to file a consolidated petition projecting manpower for POSOCO as a whole for the Control Period 2019-24 along with detailed justifications and grade wise functional mapping. At present, HR Expenses for the control period 2019-24 have been worked out as per Regulation 24 of the 2019 RLDC Regulations without considering any increase in manpower.”*

Accordingly, the instant Petition has been filed seeking approval of manpower for the control period 2019-24.

34. Petitioner has also sought approval of associated HR expenses corresponding to additional manpower proposed, expenses in lieu of HRA for CEA quarters and leasing of flats for WRLDC.

35. We have considered the submissions of Petitioner and perused documents available on record. The following issues arises for our consideration:

**Issue No. 1: Total manpower requirement of the Petitioner for the control period 2019-24.**

**Issue No. 2: Additional HR expenses associated with the proposed additional manpower to be approved from FY 2021-20 to FY 2023-24.**



**Issue No. 3: HRA amount to be paid to RPCs w.r.t CEA quarters in possession with POSOCO.**

**Issue No.4: Leasing of additional quarters for WRLDC Employees.**

The above issues are dealt with in the succeeding paragraphs.

**Issue No. 1: Total manpower requirement of the Petitioner for the control period 2019-24.**

36. Petitioner vide the instant Petition has submitted the NLDC/RLDC wise details of the strength of the manpower and grade wise functional mapping to accommodate existing and upcoming functions and activities. NLDC and RLDCs are grouped into 7 functions namely:

- i. System Operation
- ii. Market Operation
- iii. Logistics
- iv. Cyber Security
- v. Contract Services
- vi. Finance
- vii. HR (incl. HRD, Admin, Infrastructure Services, PR)

Corporate Centre is grouped into 12 functions namely:

- i. Directors' Secretariats
- ii. Corporate Information Technology & Decision Support, Corporate Engineering, IMS Certification & IT & OT Infrastructure Services
- iii. Corporate HR, Administration, CSR, Communication
- iv. Corporate HRD & Stakeholder Capacity Building
- v. Contract Services
- vi. Corporate Finance
- vii. CRO/ CISO
- viii. Corporate Legal & Regulatory Affairs
- ix. Vigilance
- x. Company Secretariat





- xi. ESCerts/ REC/ RPO/ HPO
- xii. Corporate Strategy, Planning & Monitoring.

37. Petitioner has submitted that even though the manpower plan approved by Board is indicating the requirement of human resources up to FY 2026-27, the manpower requirement till the completion of the present control period i.e. till FY 2023-24 is considered in this petition.

38. Petitioner has submitted the following details on manpower:

(a) Proposed manpower for the control period 2019-24 in accordance with the Manpower Plan approved by the Board

RLDC/ NLDC	2019-20 (actual)			2020-21 (actual)			2021-22 (projected)			2022-23 (projected)			2023-24 (projected)		
	Exe	Non-Exe	Total	Exe	Non-Exe	Total	Exe	Non-Exe	Total	Exe	Non-Exe	Total	Exe	Non-Exe	Total
<b>NLDC*</b>	158	15	173	134	15	149	155	15	170	175	15	190	197	12	209
<b>NRLDC</b>	65	20	85	82	18	100	83	18	101	91	16	107	99	13	112
<b>ERLDC</b>	60	26	86	71	24	95	83	16	99	91	11	102	98	9	107
<b>WRLDC</b>	64	29	93	79	24	103	83	22	105	91	14	105	99	12	111
<b>SRLDC</b>	69	11	80	83	9	92	83	7	90	91	6	97	99	6	105
<b>NERLDC</b>	65	9	74	78	9	87	83	8	91	91	8	99	99	7	106
<b>Total</b>	<b>481</b>	<b>110</b>	<b>591</b>	<b>527</b>	<b>99</b>	<b>626</b>	<b>570</b>	<b>86</b>	<b>656</b>	<b>630</b>	<b>70</b>	<b>700</b>	<b>691</b>	<b>59</b>	<b>750</b>

*\*Includes the manpower numbers of Corporate Centre*

(b) Details pertaining to Year-wise and level-wise manpower for **POSOCO (Overall)** proposed to be added till 31.3.2024:

**POSOCO as a whole:**

Level/ Grade	Designation	2019-20	2020-21	2021-22	2022-23	2023-24
E9	Executive Director	7	4	10	10	10
E8	GM/ Sr. GM/CGM	49	54	63	64	66
E7	DGM/ Sr. DGM	45	34	60	66	78
E2-E6	CM/MGR/ DM/AM/ET	380	435	437	490	537
Total Executives		481	527	570	630	691
Supervisor		58	55	45	42	41
Workmen		52	44	41	28	18
<b>Grand Total</b>		<b>591</b>	<b>626</b>	<b>656</b>	<b>700</b>	<b>750</b>



**Proposed level-wise manpower for POSOCO (Overall) at the end of the Control Period 2019-24**

Level/Grade	Designation	As on 31 <sup>st</sup> March 2019	As on 31 <sup>st</sup> March 2024	Proposed Addition during the Control Period 2019-24
E9	Executive Director	4*(7)	10	6*(3)
E8	GM/ Sr. GM/CGM	53	66	13
E7	DGM/ Sr. DGM	37	78	41
E2-E6	CM/MGR/ DM/AM/ET	328	537	209
Total Executives		422	691	269
Supervisor		66	41	-25
Workmen		61	18	-43
<b>Grand Total</b>		<b>549</b>	<b>750</b>	<b>201</b>

\*Three posts at E9 level (2 at NLDC and 1 at NERLDC) were vacant as on 31.03.2019.  
Note:

- The proposed addition of total executives will be mainly through recruitment at the ET level while at other levels it would be through career progression of executives.
- The manpower details provided for the period 2019-21 are actual numbers and for the period 2021-24, proposed numbers are mentioned (As on 31<sup>st</sup> March of the FY).

(c) Year wise & level wise proposed addition of manpower as below:

Level	Approved vide Order dated 10.06.2019 in Petition No. 344/MP/2018	Year-wise (year-on-year) proposed addition in manpower					Projected level-wise manpower as on 31 <sup>st</sup> March 2024
		2019-20	2020-21	2021-22	2022-23	2023-24	
E9	6	1	0	3	0	0	10
E8 & E7	103	0	0	20	7	14	144
E2-E6	390	0	40	7	53	47	537
Sup	65	0	0	0	0	0	41
Wkm	65	0	0	0	0	0	18
Total	<b>629</b>	<b>0</b>	<b>0</b>	<b>27</b>	<b>44</b>	<b>50</b>	<b>750</b>

**Notes:**

- Re-designation: E1-E5 was re-designated as E2-E6, E6/E6A was re-designated as E7, E7/E7A/E8 was re-designated as E8 w.e.f. 10.11.2018. Therefore, direct comparison and computing additional level-wise manpower is difficult with the



approved manpower as per 344/MP/ 2018 and projected manpower up to 2024. Therefore, levels E7 and E8 or E8, E7A, E7, E6A and E6 (i.e. nos. of manpower at the level of E6, E6A, E7, E7A and E8 have been reflected together as total manpower under E7-E8 level), have been merged to enable a year on year comparison and computation of Additional Manpower required.

**(d) Justification of such additional manpower viz. additional functions envisaged to be added or increased work in existing functions:**

- a. **E9 Level - Executive Directors (ED):** There were 7 post already existed as on 31.03.2019. However, as on 31<sup>st</sup> March 2019, total 4 no. of EDs were present and three posts (Head Corporate Planning at CC, Head NLDC and Head NERLDC at E9 level) were vacant Further, 3 additional posts at E9 level are proposed in the Corporate Centre to lead their respective functions (in respect of “Cyber Security, CERT-GO”, “Human Resources” and “Finance”) and interact with external as well as internal stakeholders with authority to take decisions and communicate them.
- b. **E8 Level (Chief General Manager/Senior GM/GM):** As on 31.03.2019, **53** no. of executives were posted across CC/NLDC/RLDCs. For the control period, only 13 no. of additional posts at E8 level are proposed at this level gradually from 2019 to 2024. Officers at E8 level represent POSOCO at various forums and multi-lateral agencies. They are responsible for motivating their teams, leading and coordinating efforts, and have to undertake assignments.
- c. **E7 Level (Senior Deputy General Manager/DGM):** E7 level will head each shift group and divisions, within functions in RLDCs, NLDC and CC including Company Secretariat and Vigilance. The shift charge managers should be at E7 level, as they have to take care of real time operation including contingencies, interact with senior officers of SLDCs, utilities, generating companies etc. Only 41 no. of executives at E7 level are proposed to be added considering CC/NLDC/RLDCs.
- d. **Up to E6 Level (Chief Manager/Manager/Deputy Manager/ Asst. Manager/ET/Engineer/AET/Officer/AOT):** With the continuously evolving Indian Power Market, many new activities are envisaged such as Real Time Market (RTM), Green Day Ahead Market (GDAM), Market Based Ancillary Services, changes due to GNA, monitoring of Renewable & Hydro Purchase Obligation (RPO/HPO) etc. For discharging the aforementioned functions/responsibilities, the human resources across each RLDCs/NLDC/CC need to be strengthened. These are working and learning levels. POSOCO typically inducts at E2 and E3



level and these employees progress through the hierarchy to take more responsibilities. Considering the requirement of sufficient Human Resources for effectively discharging the mission critical activities, at these levels 209 no. of executives are proposed to be added by 31.03.2024.

- e. **Non-executives:** POSOCO is an executive oriented organization and further recruitment of workmen is not being planned and the numbers will taper-off as they superannuate, workmen who superannuate will not be replaced through recruitment. The no. of non-executives is expected to be reduced to 59 by the end of the Control Period 2019-24.

39. Petitioner has submitted following in the Manpower Plan and has submitted that the recruitment may be staggered till 2026-27 to fill such requirements:

- i. Summary of Full Time Equivalentents (FTEs) allocation in Corporate Centre is as follow:

<b>Functions</b>	<b>FTEs (No of FTEs allocated to activities)</b>
Secretariat	7
Corporate information Technology & Decision Support, Corporate Engineering, IMS Certifications & IT &OT infrastructure service.	10
Corporate HR, Administration, CSR, Communication	19.5
Corporate HRD, Stakeholders Capacity Building	6
Contract Services	5
Corporate finance	18
CRO/CISO	6
Corporate Legal & Regulatory Affairs	3
Vigilance	2
Company Secretariat	2
Nodal Agency for ESCerts/REC/RPO/HPO	10.5
Corporate Strategy, Planning & Monitoring	5
<b>Total Corporate Centre FTEs</b>	<b>94</b>

- ii. Summary of FTEs allocation in each RLDC and NLDC is as below:



Function	FTEs (No of FTEs allocated to activities)						
	NLDC	NRLDC	WRLDC	SRLDC	ERLDC	NERLDC	Total
Office I/C	1	1	1	1	1	1	6
System Operation	60	60	59	59	60	60	358
Market Operation	26	21	20	20	21	21	129
Logistics	32	31	30	30	27	29	179
Cyber Security	4	4	4	4	4	4	24
Contract Services	3	3	3	3	3	3	18
Finance and Accounts	9	9	9	9	9	9	54
HR, Admin & Infrastructure Services	8	8	8	8	8	8	48
<b>Total</b>	<b>143</b>	<b>137</b>	<b>134</b>	<b>134</b>	<b>133</b>	<b>135</b>	<b>816</b>

iii. Summary of Level-wise FTEs Required is as below:

Levels	FTEs total required							Total
	NLDC	NRLDC	WRLDC	SRLDC	ERLDC	NERLDC	CC	
Executive Directors (E9)	1	1	1	1	1	1	4	10
Department head (E8)	9	9	9	9	9	9	15	69
Division Head (E7)	14	14	14	14	13	13	7	89
E2-E6	119	113	110	110	110	112	68	742
<b>Total</b>	<b>143</b>	<b>137</b>	<b>134</b>	<b>134</b>	<b>133</b>	<b>135</b>	<b>94</b>	<b>910</b>



iv. Summary of year-wise HR Recruitment



Cadres	Workforce on 1 <sup>st</sup> October 2021	HR Requirement ( In Numbers)					
		2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Executives	527	570	630	691	756	828	910
Supervisors	47	45	42	41	40	40	40
Work men	44	41	28	18	14	12	11
Total (HR Requirement)	618	656	700	750	810	880	961

40. Petitioner has submitted following justifications for level wise additions:

(i) E9 level

Petitioner has added 1 additional posts (ED-Corporate Planning) at E9 level in the year 2019-20 and proposed 3 additional posts at E9 level in the year 2021-22 at Corporate Centre. One each for Finance, Human Resources and Cyber Security, CERT-GO. Petitioner has stated that four (4) additional posts at E9 level are proposed in the Corporate Centre to lead their respective functions and interact with external as well as internal stakeholders with authority to take decisions and communicate them. Functional Heads in Corporate centres are equivalent to Regional Heads. Requirement of EDs is as follows:

**a. Finance:** Finance function in POSOCO is critical; this function has statutory responsibilities and requires key functional expertise and in-depth knowledge. Quantum of funds handled through Pool accounts and related compliance related issues necessitate that this function be headed by an ED level person.

**b. Corporate Strategy, Planning & Monitoring:** This activity requires constant interaction and discussion with senior level officials at MoP, DPE and other peer organisations. This is a pivotal function which requires vision, innovation and leadership. Hence, it is imperative that an official at ED level head this function.

**c. Human Resources:** POSOCO is an HR oriented organization, it is important that there is a vision, roadmap for this function. New policies, new activities can be undertaken speedily, several sensitive activities like recruitment, performance management, statutory compliances by DPE etc. are undertaken requiring regular interaction with stakeholders. There is decentralized decision making and projects can be executed. New emerging areas Corporate Communication also need to be developed. Capacity Building is a central aspect of POSOCO's culture, it is imperative that skills & knowledge are updated. POSOCO not only ensures professional development of its own



employees, but is also committed to skill development of System Operators across the country. POSOCO continuously engages with academic institutes. Learning collaborators and multilateral forum such as FOLD. Therefore, it is imperative that HRD as a function is led by an ED Level employee.

**d. Cyber Security, CERT-GO:** As per MoP communication dated 18th March 2021, it was informed that CERT-GO has to be established and to be housed at POSOCO, and it was further informed that “officer at the level of Executive Director shall be the nodal officer for CERT-GO Operation and perform the functions for ensuring secure operation of the grid in coordination with CISO, MoP, CERT-IN and NCIIPC”. Further, as per CEA, each responsibility entity shall have an Information Security Division (ISD) headed by CISO and must be functional on 24x7x365 basis. Accordingly, the functional reporting of CISO/Cyber Security Head in every NLDC and RLDCs shall be to Cyber Security and CERT-GO Head at Corporate office. Hence, accordingly Cyber Security and CERT-GO has to be headed by an ED level person.

**(ii) E7 & E8 Level**

Petitioner has proposed additional 41 posts and 13 posts respectively till control period 2024. Petitioner has stated that the executives at E8 level typically serve as Heads of functions (based on their seniority) i.e. they will coordinate with POSOCO’s peer organisations. Since POSOCO is envisaged as a Matrix Style Organisation, specialized group of activities within functions in Corporate Centre are to be headed by persons at E8 level, so that they are able to lead, manage and coordinate efforts across POSOCO in all RLDCs. These include Department Heads in CC and functions within HR, Finance and Directors’ Secretariat, functions within REC, ESCerts PAT, Corporate Engineering etc. The executives at E7 level will head each shift group and divisions, within functions in RLDCs, NLDC and CC including Company Secretariat and Vigilance. The shift charge managers should be at E7 level, as they have to take care of real time operation including contingencies, interact with senior officers of SLDCs, utilities, generating companies etc. However due to non-availability of adequate manpower at E7 level, shift groups are being headed by executives at E6 level. It is expected that in next 2-3 years shift groups at all RLDCs and NLDC will be headed by E7 level executives. Therefore, it is essential that an E7 level executive may be assigned with this



responsibility to ensure that there is independent real-time decision making and they are empowered to take necessary actions and critical decisions. Thus, there will be decentralization of authority and responsibility.

**(iii)E2-E6 level**

Petitioner has stated that POSOCO typically inducts at E2 and E3 level and these employees progress through the hierarchy to take more responsibilities. Considering the requirement of sufficient Human Resources for effectively discharging the mission critical activities, 147 no. of posts are proposed to be added by 31.03.2024 for E2-E6 level.

41. Commission vide RoP dated 21.03.2022 directed Petitioner to provide details of comparative studies done of manpower projected at different levels for POSOCO viz-a-viz other Power sector CPSUs such as NTPC, PGCIL, PFC, REC etc. Petitioner has submitted the following details:

2022-23					
	POSOCO	PFC	REC	POWERGRID	NTPC
E9 (ED)	10	14	13	33	35
E8	64	82	98	581	1898
E7	66	70	33	628	1957
Upto E6	490	399	416	3571	7466
Total Executives	630	565	560	4813	11356
Remarks	Projected	Projected	Projected	Projected	Actual

2022-23 (Level Wise Percentage of Total Executives)					
	POSOCO	PFC	REC	POWERGRID	NTPC
E9 (ED)	1.59%	2.50%	2.30%	0.70%	0.30%
E8	10.16%	14.50%	17.50%	12.10%	16.70%
E7	10.48%	12.40%	5.90%	13.00%	17.20%
E2-E6	77.78%	70.60%	74.30%	74.20%	65.70%
	Projected	Projected	Projected	Projected	Actual





Petitioner has stated that executive manpower for 2022-23 has been taken as basis for conducting the exercise. Sanctioned/ projected Manpower for 2022-23 was available for PFC, REC, POWERGRID and the same has been used. For NTPC actual manpower as on 31st March 2022 has been used for the basis of comparison. Petitioner has further stated that POSOCO, PFC and REC are similar sized organisations in terms of manpower. They are also knowledge based and executive oriented organisations and hence comparison amongst the three is contextually sounder. These two organisations are a more accurate model for comparison of level-wise manpower with POSOCO. Whereas, NTPC Ltd. and Power Grid Corporation of India Ltd are much larger organisations which are geographically more diverse and their business models are very different and have a large non-executive population. Therefore, POSOCO's manpower philosophy is not compatible with these two organisations.

42. We have considered the submissions of Petitioner. We observe that OM of Ministry of Power dated 25.03.2015 on subject 'Setting up of Power System Operation Corporation (POSOCO) as an independent Government Company' provides that:

*"6. POSOCO's revenue stream will be governed through fees and charges specified by the CERC as per Section 28(4) of the Electricity Act 2003. The strength of manpower required for effective functioning of RLDCs/NLDC will be as approved by the CERC while specifying the fees and charges. The expenses of POSOCO fees and charges so collected will be adequate to cover for the functioning of the Company and there would be no dependence on Government funds."*

43. Further, Regulation 24 of the 2019 RLDC Fees Regulations provides for approval of manpower as below:

***"24. Human Resource Expenses***

*(9) The cost of anticipated increase in the manpower of each year of the control period shall also be considered after prudence check. The strength of manpower required for effective functioning of LDC will be as approved by the Commission while specifying the fees and charges."*

As per the above, strength of manpower for the petitioner is to be approved by the Commission.

44. For the previous control period 2014-2019, the approved manpower is as follows:



(e) While approving HR expenses in 244/TT/2015, for control period 2014-2019, vide order dated 26.12.2016, it was observed as follows:

*“49. The petitioner has claimed HR Expenses by considering increased number of manpower. The petitioner has also submitted the approval of its Board in support of the increase of manpower. The petitioner has submitted that assignment of additional responsibilities in the areas of system operation, regulatory affairs, integration of renewable, WAMS project, SCADA up-gradation, ancillary services etc. requires additional manpower. It is observed that the additional responsibilities considered by the petitioner have already been factored while providing for the manpower in the regulations. The petitioner should optimize the utilization of existing manpower to discharge any additional responsibilities already assigned to POSOCO (NLDC). **It appears that NLDC has not recruited the manpower commensurate with the projections made for the years 2015-16 and 2016-17. The Commission is of the view that NLDC should approach the Commission based on the actual increase in manpower and accordingly liberty is granted to NLDC.**”*

Similar observation was made by the Commission in Petition no. 240/TT/2015 by NERLDC, 241/TT/2015 by WRLDC, 242/TT/2015 by SRLDC, 243/TT/2015 by NRLDC, and 245/TT/2015 by ERLDC.

45. Commission vide order dated 10.6.2019 in 344/MP/2018 has approved the following manpower:

*“41. Actual manpower as on 31.3.2019 is indicated below.*

Region		2014-15	2015-16	2016-17	2017-18	2018-19 <sup>#</sup>	2018-19 <sup>\$</sup>	2018-19 (As per actual as on 31-Mar-2019)
NLDC	Recruitment	5	0	4	16	12	41	71
	Separation	5	5	5	6	2		3
	Total Manpower *	86	80	83	93	105	146	162
NRLDC	Recruitment	3	0	4	3	1	21	7
	Separation	5	6	2	3	2	1	3
	Total Manpower *	89	82	78	79	76	96	79
ERLDC	Recruitment	5	0	3	4	0	23	4
	Separation	9	7	3	6	3	2	6
	Total Manpower *	88	80	81	78	78	99	81
WRLDC	Recruitment	4	0	3	6	0	6	
	Separation	2	6	3	4	2	1	5



Region		2014-15	2015-16	2016-17	2017-18	2018-19 <sup>#</sup>	2018-19 <sup>\$</sup>	2018-19 (As per actual as on 31-Mar-2019)
	Total Manpower *	93	89	88	94	91	96	87
SRLDC	Recruitment	4	0	4	5	1	19	1
	Separation	6	2	3	3	2	1	3
	Total Manpower *	69	65	67	75	74	92	75
NERLDC	Recruitment	3	0	15	5	14	23	14
	Separation	0	0	1	2	1	1	2
	Total Manpower *	52	54	57	60	73	95	70
Total Recruitment in POSOCO		24	0	33	39	30	133	97
Total Separation in POSOCO		27	26	17	24	12	6	22
Total Manpower in POSOCO		477	450	454	479	497	624	554

\* By 31st March and after accounting for retirement

# From April 18- Sept. 18

\$ Planned recruitment from October 2018 to March 2019 (As mentioned in petition no 344/MP/2018)"

.....  
 .....  
 52. In exercise of provisions of "Power to Relax" under Regulations 35 of CERC (Fees and Charges of Regional Load Despatch Centre and other related matters) Regulations, 2015, we hereby approve the claim of the Petitioner regarding the impact of wage revision after implementation of 3rd pay revision w.e.f 1.1.2017 as mentioned at table titled as "Effect of Pay Revision submitted vide affidavit dated 15.4.2019" at Para 40 and also the additional manpower for the year 2014-19 as mentioned at table at Para 41 of this Order. We observe that as per Presidential directive quoted by Petitioner, the strength of manpower required for effective functioning of RLDCs/ NLDC will be as approved by the CERC, Hence, we direct petitioner to file an application for projected manpower for year 2019-24 along with application of fees and charges for 2019-24. However, we observe that Petitioner has already notified advertisement for 80 Executive Trainees. Keeping in view that advertisement has already been issued, to avoid delay in recruitment; we approve the additional manpower for which advertisement has already been issued as on date of issue of this Order. The above decisions are subject to true-up petition to be filed by the Petitioner.

46. Commission in order dated 10.6.2019 in Petition No. 344/MP/2018 had approved cumulative number 554 and additional 80 number as total manpower of the Company as a whole. The actual manpower as submitted by the Petitioner was approved and a separate breakup of level wise manpower was not provided for in the Order. However, the actual manpower submitted by petitioner in Petition No.



344/MP/2018 was based on level wise manpower details of which was sought in the instant petition. Petitioner vide affidavit dated 12.04.2022 submitted the total manpower as on 31<sup>st</sup> March 2019, as below:

Region	CMD/ Director	E9	E8, E7A	E7, E6A, E6	E5- E1	Exe	Sup	Wkm	Total
ERLDC		1	1	13	53	68	12	17	97
NERLDC		1	1	10	71	83	8	5	96
NLDC		1	2	10	68	81	4	4	89
NRLDC		1	2	14	59	76	10	12	98
Corporate Centre	5	0	4	7	39	50	5	2	57
SRLDC		1	2	16	58	77	12	5	94
WRLDC		1	2	19	42	64	14	20	98
<b>Total</b>	<b>5</b>	<b>6</b>	<b>14</b>	<b>89</b>	<b>390</b>	<b>499</b>	<b>65</b>	<b>65</b>	<b>634</b>

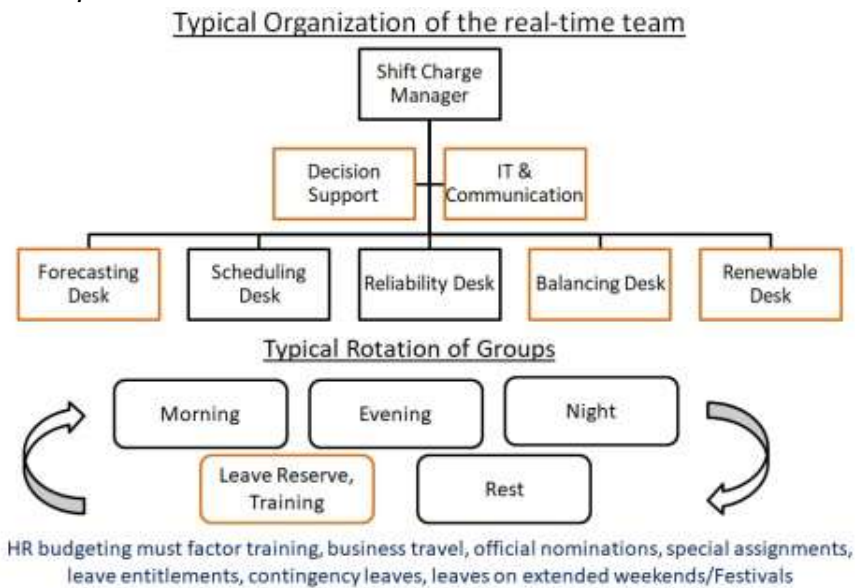
The above number is including 5 Functional Directors and 80 additional Executive Trainees (ETs) for whom advertisement had already been issued as on date of issue of the Order in 344/MP/2018.

47. The Commission observes that the report on “Capacity Building of Indian Load Despatch Centres (CABIL)” endorsed by Forum of Regulator (FOR) also states the following:

- v. *Human Resource Adequacy - The adequacy of ‘Human ware’ at LDCs has to be ensured. After carrying out detailed analysis of the surveys carried out by the sub-group, it is felt that total number of executives (including Supervisors, excluding staff for Sub-LDCs & Physical Security) in Group-A (Large LDCs) is in the range of 100 – 150 nos., in Group-B (Medium LDCs) is in the range of 70 – 100 Nos. and Group-C (emerging/small LDCs) is in the range of 30 – 50 nos. The sub-LDCs may be staffed with 4-10 nos. of additional personnel for support activities in back-up SLDC functionalities. The proportion of executive Staff in System Operation: Market Operation: System Logistics: Others may be in the range of (35 – 45) % : (20 – 30) % : (15 – 20) % : (10 – 15) %. Further, the support staff (HR, F&A, and Contracts etc.) may constitute about 10 - 15 % of the total HR of an LDC.*
- vi. *Real time shift operations - The number of personnel in real-time needs to be enhanced to ensure adequate strength in the control room, round-the-clock after taking into account entitled leaves, public holidays, festivals, business travel, training, special assignments. There is a need for five groups to factor leave reserves and training of*



real-time operations personnel. A typical LDC can have rotating shift for control room operation with 3-8 nos. per shift with total 15 – 40 nos. so that at least 30 % of the total HR is allocated for Real-time operation. It is also essential that staff in general shift have to be adequately trained to support the real time shift personnel. Based on the deliberations, the sub-group suggests the following typical framework for running of real time shift operations:



As per above the need for adequate staffing of LDCs have been emphasized.

48. The Commission also observes that in light of newly notified regulations and upcoming regulations and Rules viz. CERC( Connectivity and General Network Access to the inter-State Transmission System) Regulations, 2022, revised Indian Electricity Grid Code (IEGC), additional works such as Real Time Market (RTM), Green Day Ahead Market (GDAM), Market Based Ancillary Services, monitoring of Renewable & Hydro Purchase Obligation (RPO/HPO), POSOCO will require adequate manpower to complete the assigned tasks, responsibilities within the stipulated time and to smoothly operate the Grid as per the provisions of IEGC.

49. We now analyse the level wise additions projected by Petitioner and its justifications.

### **E9 level**

- (a) We observe that Petitioner was a subsidiary of PowerGrid till 2015 and has separated since then as a separate company. Till the petitioner was part of PowerGrid, it was under the administrative control of Ministry of Power. However, since its separation as a separate Public Sector Company, it is

governed by the relevant rules for a PSE which also includes approval of manpower by the Ministry as required under DPE guidelines. However, MOP vide OM dated 25.3.2015 stated that manpower strength of POSOCO shall be approved by CERC. Accordingly, the 2019 RLDC Fees Regulations provides for approval of manpower for POSOCO by the Commission.

- (b) We observe that Petitioner already had E9 post heading each RLDC and NLDC before it separated from Powergrid. Hence in the instant Petition, 6 nos. of E9 posts already existing, is being considered.
- (c) Petitioner has submitted that it operationalized seventh (7<sup>th</sup>) post of E9 level in September, 2019 without prior approval of the Commission or administrative Ministry. Petitioner has submitted that POSOCO Board inter-alia had approved the 12 posts at E9 level in the 42nd Board meeting held on dated 17.08.2015 out of which six (6) posts at E9 level were operationalised till 31.03.2019 and Seventh (7<sup>th</sup>) Post was operationalised in September 2019. On a query from Commission regarding approval for such increase, the Petitioner has submitted that “it was understood that no explicit approval was required for increase in number of E9 Posts from six (6) to seven (7)”. We express our displeasure on this action of the Petitioner as explicit approval of manpower strength is provided for in the Regulations. The petitioner must first obtain the approval of the Commission before sanctioning or filling the posts. Petitioner is directed to submit at the time of filing Petition for the 2024-29 period, details of DPE/ MoP guidelines or any other provision, which allows Petitioner to create new posts.
- (d) Ministry of Power vide order dated 18.3.2021 has assigned the work of Cyber Security/ CERT-GO as a new work to POSOCO and directed that Officer at the level of Executive Director shall be the nodal officer for CERT-Grid Operations. Considering the same we allow 1 additional post at E9 Level as proposed by petitioner for cyber security.
- (e) Petitioner has proposed additional E9 post for HR functions. We sanction one Post at E9 level to carry out HR functions at company level considering the nature of organisation as knowledge based organisation where capacity building is to be undertaken not only at RLDC level but at State level.



- (f) Petitioner has proposed additional E9 post for Finance function. We are not inclined to sanction Post at E9 level to carry out Finance function as of now since POSOCO is a knowledge based organisation and finance is not the main function at POSOCO. Petitioner has submitted that funds handled through Pool accounts and related compliance related issues necessitate that this function be headed by an ED level person. We observe that Director (Finance) may guide and oversee the functions of finance at company level and each RLDC and NLDC may have an E8 level to undertake finance activities.
- (g) Petitioner has proposed additional E9 post for Corporate Strategy, Planning & Monitoring stating that this activity requires constant interaction and discussion with senior level officials at MoP, DPE and other peer organisations and is a pivotal function which requires vision, innovation and leadership. We observe that proposed function may be handled by E8 level officers along with heads of RLDC and NLDC, as required and accordingly additional E9 for the same is not sanctioned.
- (h) We observe that Petitioner has operationalised some E9 posts which have not been sanctioned. In such a case, the Commission also directs that, if Petitioner has operationalized some E9 post which is not being sanctioned vide this Order, such officer may continue to be on the post till retirement/elevation. Any new officer shall not be given the post till the post is sanctioned by the Commission. Further Petitioner is directed to furnish the details of responsibilities handled by such post since its creation, at time of filing Petition for 2024-29 period.
- (i) Thus, the new sanctioned strength at E9 level till March 2024 shall be 8 against existing sanctioned strength of 6.

### **E-8 level**

- (a) Petitioner has submitted that as on 1.10.2021, 51 nos. E8 level posts were existing. Petitioner has proposed 66 nos. of manpower at E-8 level at FY 2023-24.



(b) As per the “Manpower Plan October, 2021” submitted by the Petitioner each Function is proposed to be headed by an overall In-charge at the level of E8.

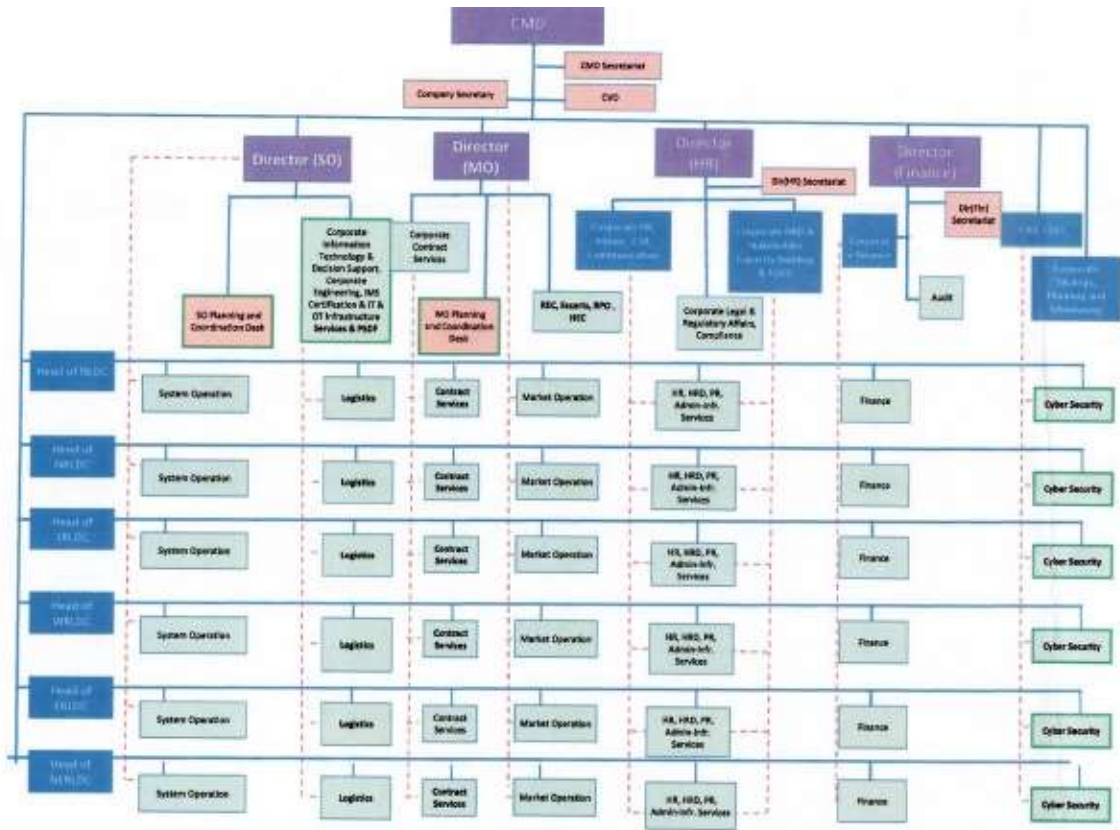
(c) We observe the following from the Manpower plan:

(i) There are 7 functions that have been identified in each RLDC and NLDC viz (i) System Operation, (ii) Market operation, (iii) Logistics, (iv) Cyber Security, (v) Contracts Services, (vi) Finance and Accounts and (vii) HR, Admin & Infrastructure Services. Functions in corporate Centre have been allocated in 12 categories, viz Directors’ Secretariats, (ii) Corporate Information Technology & Decision Support ,Corporate Engineering ,IMS Certification & IT &OT Infrastructure Services, (iii) Corporate HR , Administration ,CSR, Communication, (iv) Corporate HRD & Stakeholder Capacity Building, (v) Contract Services, (vi) Corporate Finance, (vii) CRO/CISO, (viii) Corporate Legal &Regulatory Affairs, (ix) Vigilance, (x) Company Secretariat, (xi) Nodal Agency for ESCerts/REC/RPO/HPO and (xii) Corporate Strategy, Planning & Monitoring. Thus, considering the heads of each function, the total manpower required at E8 level comes out as 54 (7 X 6 =42 for RLDC &NLDC + 12 for Corporate).

(ii) As per the organisation chart enclosed under the Manpower Plan, October 2021, 47 nos. are required at E-8 level [(6X7) for RLDC + 5 for Corporate].







(d) Thus, there are differences in manpower nos. at E8 level upto year 2023-24 at different places as proposed by the Petitioner i.e. 66 in the instant petition, 54 as per the nos. of function identified in Manpower Plan October 2021 and 47 as per the organisation chart in Manpower Plan October 2021. Further, appropriate justification for proposed manpower at E8 as 66 nos. against the 54 nos. is not provided for in the Petition.

(e) Accordingly, we allow the nos. of post at E8 level is equal to the nos. of functions as identified under the Manpower Plan, October, 2021 submitted by the Petitioner as 54 nos. at E8 level upto 2023-24. We observe that 51 Nos. were already existing as on 1.10.2021 as submitted by Petitioner, and additional 3 Nos. are allowed at E8 level making total as 54 upto 2023-24.

**E-7 level**

(a) Petitioner has submitted that as on 1.10.2021 46 officers were at E7 level for entire POSOCO. Petitioner has proposed 78 officers at E-7 level by FY 2023-24. Under the 'Manpower Plan October, 2021' divisions within functions and Real-Time Grid Operation shifts will be headed by those at the level of E7.



- (b) Petitioner has submitted the following manpower projections in different Power Sector CPSEs like NTPC, PGCIL, PFC, REC compared with the proposed manpower for POSOCO at 2022-23:

2022-23					
	POSOCO	PFC	REC	POWERGRID	NTPC
E9 (ED)	10	14	13	33	35
E8	64	82	98	581	1898
E7	66	70	33	628	1957
Upto E6	490	399	416	3571	7466
Total Executives	630	565	560	4813	11356
Remarks	Projected	Projected	Projected	Projected	Actual

2022-23 (Level Wise Percentage with respect to Total Executives)					
	POSOCO	PFC	REC	POWERGRID	NTPC
E9 (ED)	1.59%	2.50%	2.30%	0.70%	0.30%
E8	10.16%	14.50%	17.50%	12.10%	16.70%
E7	10.48%	12.40%	5.90%	13.00%	17.20%
E2-E6	77.78%	70.60%	74.30%	74.20%	65.70%
	Projected	Projected	Projected	Projected	Actual

- (c) We observe from the above table that manpower at E8 level as compared to manpower at E7 level is greater in PFC and REC and is lesser in POWERGRID and NTPC. An hierarchical organisation is required to taper as we move up the ladder. Thus, for our analysis we have considered the case of POWERGRID and NTPC only. We observe that the difference in percentage of manpower at E7 level and at E8 level with respect to total executive is in the range of 0.9% to 1.5% in POWERGRID and NTPC.
- (d) We observe from the year on year proposed manpower by the petitioner that there is minor difference in manpower at E7 level and at E8 level.
- (e) Considering the above discussion, we allow manpower at E7 level in a manner that the difference in percentage of manpower at E7 level and at E8 level with respect to total executive shall be 1.5%, which is also in line to difference at E7 level and E8 level in POWERGRID and NTPC. Accordingly, we allow 64 nos.



of posts at E7 level. Petitioner has merged E6, E7 and E7A as per Order dated 10.6.2019 in 344/MP/2018 vs E7 proposed in the instant Petition. Petitioner has submitted that 46 Nos. E7 were existing as on 1.10.2021. Accordingly, additional 18 Nos. posts are allowed at E7 level to make it as 64 Nos.

**E-2 to E-6 level**

- (a) Petitioner has proposed 102 additional manpower at E2 to E6 level from 435 (the actual nos. at 2020-21) to make it as 537 nos. by FY 2023-24.
- (b) The growth of manpower at E2-E6 level has been proposed by Petitioner as follows:

<b>Level/ Grade</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>
E2-E6	380	435	437	490	537
% growth with respect to previous year		14%	0%	12%	10%
Average growth excluding the 0% growth in 2021-22	12%				

- (c) We observe that Petitioner needs to recruit officers at working level and Petitioner has submitted that recruitment of large. manpower within a short span may not be possible considering learning and career progression of the newly recruited. Considering that most of the period of control period 2019-24 have already passed, permissible manpower at E2-E6 level at 2023-24 has been arrived at by increasing the actual nos. at 2020-21 by 12% (average growth in E2-E6 level as per the Petitioner' proposal). Hence, additional manpower at E2-E6 level comes out as 52 Nos.
- (d) Petitioner in Manpower Plan, October, 2021 has also kept manpower increase in the range of 8 to 12 percent. Petitioner may approach the Commission for approving of additional manpower, if any required, in the next control period with proper justification and work mapping.

We further observe that the Petitioner has already advertised for 34 vacancies for Executive Trainees, who were likely to join in FY 2021-22. The status of this new recruitment is not known as on date. Therefore, we allow additional 34 nos. of manpower over and above the manpower as allowed at the above Para. Thus, the Commission allows total 521 nos. of manpower at E2-E6 level by 2023-24 [521= 487 (435 X1.12) + 34]. Accordingly, 86 Nos. of additional manpower at E2-E6 level



above 435 as actual manpower at E2-E6 level existing as on 1.10.2021 making total allowed at E2-E6 level as 521 by 2023-24.

**Non-executives**

50. Petitioner has submitted that recruitment of workmen is not being planned and the numbers will taper-off as they superannuate. Workmen who superannuate will not be replaced through recruitment. Accordingly, no additional manpower has been proposed.

51. We find that Petitioner has worked out manpower at different levels during 2021-24 among RLDCs, NLDC and Corporate. We direct that Petitioner shall be at liberty to allocate the manpower as per its functional requirement and as approved by its Board among RLDCs, NLDC and Corporate Centre except for E9 level which are approved for specific post.

**Issue No. 2: Additional HR expenses associated with the proposed additional manpower to be approved from FY 2021-22 to 2023-24.**

52. Petitioner has submitted that the Commission while allowing the HR expenses vide orders dated 16th April 2021, 31st May 2021, 9th June 2021, 17th June 2021 and 10th June 2021 in Petitions No. 375/MP/2019, 374/MP/2019, 378/MP/2019, 400/MP/2019, 399/MP/2019 and 376/MP/2019 respectively had directed to NLDC and RLDCs to file a separate petition for associated HR expenses due to additional recruitment of manpower. The relevant extract from the order of the Commission in Petition No. 375/MP/2019 is reproduced below for reference:

*“89. Any impact on HR Expenses due to additional recruitment of manpower as approved later by the Commission, shall be considered on filing separate petition by the Petitioner along with associated increase in O&M or HR expenses.”*

53. Petitioner vide the instant Petition has prayed to approve the modified HR expenses (due to increase in the manpower) for the period 2021-24.

54. Petitioner has submitted the following HR expenses associated with the additional manpower (proposed as per manpower plan).



Petitioner has submitted the actual HR expenses incurred during FY 2019-20 and FY 2020-21 and Petitioner has submitted projected HR expenses (excluding the additional HRA payment liabilities to RPCs) from FY 2021-22 to 2023-24 as below:

All figures are in ₹ lakh					
Region		2021-22	2022-23	2023-24	Total
NLDC*	HR	4151.35	4881.24	5679.41	14712.00
	HRD	207.57	244.06	283.97	735.60
	<b>Total</b>	<b>4358.92</b>	<b>5125.31</b>	<b>5963.38</b>	<b>15447.61</b>
NRLDC	HR	2660.24	2978.05	3298.33	8936.62
	HRD	133.01	148.90	164.92	446.83
	<b>Total</b>	<b>2793.25</b>	<b>3126.95</b>	<b>3463.24</b>	<b>9383.44</b>
ERLDC	HR	2868.05	3135.93	3465.98	9469.96
	HRD	143.40	156.80	173.30	473.50
	<b>Total</b>	<b>3011.45</b>	<b>3292.73</b>	<b>3639.28</b>	<b>9943.46</b>
WRLDC	HR	3150.48	3331.09	3700.54	10182.11
	HRD	157.52	166.56	185.03	509.11
	<b>Total</b>	<b>3308.00</b>	<b>3497.65</b>	<b>3885.56</b>	<b>10691.21</b>
SRLDC	HR	2672.56	3032.52	3444.14	9149.22
	HRD	133.63	151.63	172.21	457.47
	<b>Total</b>	<b>2806.19</b>	<b>3184.15</b>	<b>3616.35</b>	<b>9606.69</b>
NERLDC	HR	2176.32	2483.72	2793.50	7453.54
	HRD	108.82	124.19	139.68	372.69
	<b>Total</b>	<b>2285.13</b>	<b>2607.90</b>	<b>2933.18</b>	<b>7826.21</b>
<b>Total</b>	<b>HR</b>	<b>17679.00</b>	<b>19842.55</b>	<b>22381.90</b>	<b>59903.45</b>
	<b>HRD</b>	<b>883.95</b>	<b>992.14</b>	<b>1119.11</b>	<b>2995.20</b>
	<b>Total</b>	<b>18562.95</b>	<b>20834.69</b>	<b>23501.01</b>	<b>62898.65</b>

\*Includes the HR expenses of Corporate Centre.

55. Commission Vide orders in Petitions 375/MP/2019 by NLDC, 374/MP/2019 by NRLDC, 400/MP/2019 by WRLDC, 378/MP/2019 by SRLDC, 399/MP/2019 by ERLDC and 376/MP/2019 by NERLDC allowed HR expenses without considering the impact of increase in manpower as below:



All figures are in ₹ lakh							
HR Expenses allowed provisionally by the CERC for FY 2019-20 to FY 2023-24 without the impact of increase in manpower							
Region		2019-20	2020-21	2021-22	2022-23	2023-24	Total
NLDC*	HR	3622.36	3795.15	3976.18	4165.84	4364.55	19924.07
	HRD	181.12	189.76	198.81	208.29	218.23	996.20
	<b>Total</b>	<b>3803.48</b>	<b>3984.90</b>	<b>4174.98</b>	<b>4374.13</b>	<b>4582.78</b>	<b>20920.27</b>
NRLDC	HR	1954.00	2047.21	2144.86	2247.17	2354.36	10747.59
	HRD	97.70	102.36	107.24	112.36	117.72	537.38
	<b>Total</b>	<b>2051.70</b>	<b>2149.57</b>	<b>2252.10</b>	<b>2359.53</b>	<b>2472.07</b>	<b>11284.97</b>
ERLDC	HR	2089.92	2189.61	2294.05	2403.48	2518.13	11495.19
	HRD	104.50	109.48	114.70	120.17	125.91	574.76
	<b>Total</b>	<b>2194.42</b>	<b>2299.09</b>	<b>2408.76</b>	<b>2523.65</b>	<b>2644.03</b>	<b>12069.95</b>
WRLDC**	HR	2352.85	2450.89	2553.60	2690.97	2803.71	12852.02
	HRD	102.76	107.66	112.80	118.18	123.82	565.22
	<b>Total</b>	<b>2455.61</b>	<b>2558.55</b>	<b>2666.40</b>	<b>2809.15</b>	<b>2927.53</b>	<b>13417.24</b>
SRLDC	HR	1989.67	2084.58	2184.01	2288.19	2397.34	10943.78
	HRD	99.48	104.23	109.20	114.41	119.87	547.19
	<b>Total</b>	<b>2089.15</b>	<b>2188.81</b>	<b>2293.21</b>	<b>2402.60</b>	<b>2517.20</b>	<b>11490.97</b>
NERLDC	HR	1514.88	1587.14	1662.85	1742.16	1825.27	8332.30
	HRD	75.74	79.36	83.14	87.11	91.26	416.61
	<b>Total</b>	<b>1590.62</b>	<b>1666.50</b>	<b>1745.99</b>	<b>1829.27</b>	<b>1916.53</b>	<b>8748.91</b>
<b>Total</b>	HR	<b>13523.68</b>	<b>14154.57</b>	<b>14815.54</b>	<b>15537.81</b>	<b>16263.34</b>	<b>74294.94</b>
	HRD	<b>661.30</b>	<b>692.84</b>	<b>725.90</b>	<b>760.52</b>	<b>796.80</b>	<b>3637.37</b>
	<b>Total</b>	<b>14184.98</b>	<b>14847.41</b>	<b>15541.44</b>	<b>16298.33</b>	<b>17060.14</b>	<b>77932.31</b>

\*Includes the HR expenses of Corporate Centre.

\*\* Includes the Corporate leasing expenses.

56. We observe that manpower for which HR expenses has already been allowed in Petitions 375/MP/2019 by NLDC, 374/MP/2019 by NRLDC, 400/MP/2019 by WRLDC, 378/MP/2019 by SRLDC, 399/MP/2019 by ERLDC and 376/MP/2019 by NERLDC is 554 Nos. ( Executives plus Non-Executives) as per following:

	NLDC & CC	NRLDC	ERLDC	WRLDC	SRLDC	NERLDC	Total
Executive	146	56	51	55	58	61	427
Non-Executive	16	23	30	32	17	9	127
<b>Total</b>	<b>162</b>	<b>79</b>	<b>81</b>	<b>87</b>	<b>75</b>	<b>70</b>	<b>554</b>

57. Petitioner has submitted actual manpower as on 01.10.2021 as given below:



As on 01.10.2021							
Level	NLDC&CC	NRLDC	ERLDC	WRLDC	SRLDC	NERLDC	Total
Executive	135	80	74	76	83	79	527
Non-Executive	15	19	18	23	8	8	91
<b>Total</b>	150	99	92	99	91	87	618

Level	E9	E8	E7	E2-E6	Total Exe	Supervisor	Workmen	Total
Numbers	2	51	46	428	527	47	44	<b>618</b>

58. Vide the instant Order additional manpower has been approved for up to 2023-24. Although Petitioner shall be at liberty to allocate manpower in each RLDC, NLDC or Corporate Center as per para 50 of this Order, for the purpose of allowing additional HR expenses under instant order for the years 2021-2024 following approach has been undertaken:

- (i) The additional Executive manpower during period 2021 is taken as the actual Executive manpower in 2021 minus the manpower for which HR expenses were allowed in Petitions 375/MP/2019 by NLDC, 374/MP/2019 by NRLDC, 400/MP/2019 by WRLDC, 378/MP/2019 by SRLDC, 399/MP/2019 by ERLDC and 376/MP/2019 by NERLDC, which is = 618 (manpower including non - executives as on 1.10.21) – 554 (manpower for which HR expenses already allowed) = 64 Nos. Petitioner has submitted that Non executives have been reducing in the Organization. Hence the difference of executive manpower has been considered to allow additional HR expenses as = 527 (manpower of executives as on 1.10.2021) – 427 (Executive manpower for which HR expenses already allowed) = 100 Nos.
- (ii) Petitioner has advertised for 34 vacancies for Executive Trainees (ETs) who were likely to join in 2021-22. Therefore, for the computation of provisional additional HR and HRD expenses for 2021-22 and 2022-23, additional executive manpower has been considered as 100 Nos. (as calculated at clause(i) above and 34 nos. of executive manpower who may join in year 2021-22, i.e. Total 134 Nos. have been considered for additional expenses POSOCO vide for years 2021-22 and 2022-23. For calculation of HR



expenses, 34 nos. of new executives have been distributed equally amongst the LDCs and 4 no. at CC.

(iii) The total Executive manpower allowed under Issue No.1 upto year 23-24 is 647 Nos. Hence, the additional manpower by the year 2023-24 works out to be 220 [647 (Executive manpower allowed up to 2023-24 minus 427(Executive manpower for which HR expenses already allowed). The same has been segregated into NLDC +CC and RLDCs in a manner so as to have equal distribution of executives at LDCs, as the similar pattern has also been proposed by the Petitioner under Manpower Plan, for the purpose of HR expenses as given below:

Level	NLDC & CC	NRLDC	ERLDC	WRLDC	SRLDC	NERLDC	Total
Exe	182	93	93	93	93	93	<b>647</b>

(iv) The executive additional manpower as calculated as per clauses (i) to (iii) for purpose of additional HR expense under instant Order has been worked out as follows:

	Year	allocation of 100 Executives for year 21-23 and 220 Executives for year 2023-2024	Tentative allocation of 34 Executives likely to join in 2021-2022 (@5 at each LDC and 4 at CC)	Total additional manpower for year
NLDC & CC	2021-2022	0	9	9
	22-23	0	9	9
	23-24	36		36
NRLDC	21-22	22	5	27
	22-23	22	5	27
	23-24	37		37
ERLDC	21-22	21	5	26
	22-23	21	5	26
	23-24	42		42
WRLDC	21-22	19	5	24
	22-23	19	5	24
	23-24	38		38
SRLDC	21-22	22	5	27
	22-23	22	5	27
	23-24	35		35





NERLDC	21-22	16	5	21
	22-23	16	5	21
	23-24	32		32
Total (POSOCO overall)	21-22	100	34	134
	22-23	100	34	134
	23-24	220	0	220

59. Commission while allowing HR Expenses vide order in Petition No. 375/MP/2019, 374/MP/2019, 400/MP/2019, 378/MP/2019, 399/MP/2019 and 376/MP/2019, considered the normalised Average HR Expenses per employee of FY 2017-18 and FY 2018-19 at FY 2018-19 Price Level and manpower as in FY 2018-19 to arrive at HR Expenses for FY 2019-20. Escalation factor used for arriving at HR Expenses for FY 2019-20 and onwards is 4.77%. The relevant extract of the Commission order in Petition No. 375/MP/2019 is as below:

*“87. As per Regulation 24(4) of the 2019 RLDC Regulations, the escalation rate of 4.77% has been considered to arrive at normalized category wise HR Expenses per employee of 2017-18 at price level of 2018-19. The HR expenses per employee in each category thus arrived for 2017-18 and 2018-19 are averaged to arrive at average normalised HR Expenses per employee at 2018-19 price level.”*

Accordingly, the HR expenses as worked out vide the Orders in petition No. 375/MP/2019, 374/MP/2019, 400/MP/2019, 378/MP/2019, 399/MP/2019 and 376/MP/2019, at 2019-2020 level have been considered with annual escalation factor of 4.77%, to work out per employee HR expense for year 2021-22, 2022-23 and 2023-24.

60. As per the above discussion the provisional additional HR Expenses and HRD Expenses allowed for RLDC and NLDC upto 2023-24 are considered as follows:

(Rs. In lakh)

NLDC & CC	2021-22	2022-23	2023-24	Total up to 2023-24
HR	0.00	0.00	1016.49	1016.49
HRD	0.00	0.00	50.82	50.82
Total	0.00	0.00	1067.32	1067.32
<b>NRLDC</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	



HR	845.79	886.13	1272.25	3004.17
HRD	42.29	44.31	63.61	150.21
Total	888.08	930.44	1335.86	3154.38
<b>ERLDC</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	
HR	875.49	917.25	1552.39	3345.12
HRD	43.77	45.86	77.62	167.26
Total	919.26	963.11	1630.01	3512.38
<b>WRLDC</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	
HR	718.18	752.44	1248.19	2718.81
HRD	35.91	37.62	62.41	135.94
Total	754.09	790.06	1310.60	2854.75
<b>SRLDC</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	
HR	887.64	929.98	1263.04	3080.66
HRD	44.38	46.50	63.15	154.03
Total	932.03	976.48	1326.19	3234.70
<b>NERLDC</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	
HR	528.25	553.45	883.58	1965.27
HRD	26.41	27.67	44.18	98.26
Total	554.66	581.12	927.76	2063.54

**Issue No. 3: HRA amount to be paid to RPCs w.r.t. CEA quarters in possession with POSOCO.**

61. Petitioner has submitted that a meeting was held on 25.05.2021 under the chairmanship of Secretary, Ministry of Power to discuss various issues including the CEA Audit Paras regarding payment for HRA for the RPC quarters in possession with POSOCO wherein it was advised that POSOCO to pay the amount of HRA w.r.t. CEA quarters in possession with POSOCO for the POSOCO period.

62. Petitioner has submitted that as advised in the aforementioned meeting held on 25.05.2021, POSOCO has already paid the HRA amount on the basis of occupancy status of RPC quarters in possession with POSOCO to CEA and the same amount has been provisioned in the books of accounts for the FY 2020-21. Petitioner has further submitted that after detailed calculations for the period 01.10.2010 to 31.03.2021, Petitioner observed that HRA payment in respect of the vacant quarters

etc. also need to be paid to CEA which was not accounted for while filing petitions for the control period since the same was not anticipated at that point of time. In view of this, Petitioner has submitted the following details of HRA amount paid and the estimated HRA amount to be paid to RPCs for the subsequent years:

All figures are in ₹ Lakh				
NLDC/ RLDC	The expenditure booked in FY 2020-21 related to the HRA payment to RPCs	Estimated HRA amount		
		2021-22	2022-23	2023-24
<b>NRLDC</b>	188.07	70.29*	32.60	33.58
<b>WRLDC</b>	197.80	92.71**	6.48	6.68
<b>ERLDC</b>	24.51	0.00***	0.00	0.00
<b>Total</b>	<b>410.38</b>	<b>163.00</b>	<b>39.08</b>	<b>40.26</b>

\*The amount includes an expenditure of ₹ 38.64 lakh towards the balance HRA to be paid to NRPC for the period from 01.10.2010 to 31.03.2021.

\*\* The amount includes an estimated expenditure of ₹ 88.02 lakh towards the HRA to be paid to WRPC i.r.o. the vacant quarters and quarters occupied by the Diploma Trainees/ Transit Camps for the period from 01.10.2010 to 31.10.2021.

\*\*\*The quarters in ERPC were vacated and handed over in Nov'2017. Hence, the projected expenditure for ERLDC is nil, in this regard.

63. Petitioner has submitted HRA amount to be paid to RPCs includes an expenditure of ₹ 38.64 lakh and ₹ 88.02 lakh towards the balance HRA to be paid to NRPC and WRPC respectively for the period from 01.10.2010 to 31.03.2021.

64. Petitioner is seeking HRA payments towards vacant flats occupied by Petitioner for the period from 01.10.2010 to 31.03.2021. We observe that Petitioner should not have kept vacant flats in its possession and as and when flats are occupied by an officer it is counted in HRA expenses of the concerned employee. Further, Petitioner has also taken flats on corporate lease for its employee at WRLDC which may be one of the reasons for flats at WRPC were kept vacant. This may lead to double burden on power sector entities - one of the HRA and another of leased flats. Since the period has already elapsed, we allow the HRA expense of the vacant flats as one-time dispensation. However, the petitioner is directed to ensure optimum utilization of flats and hand back the possession to RPCs if they are not needed.



65. As, per the above following expenses as proposed by the Petitioner towards CEA quarters in possession with POSOCO is allowed:

(All figures are in ₹ Lakh)

NLDC/ RLDC	Estimated HRA amount		
	2021-22	2022-23	2023-24
<b>NRLDC</b>	70.29*	32.60	33.58
<b>WRLDC</b>	92.71**	6.48	6.68
<b>Total</b>	<b>163.00</b>	<b>39.08</b>	<b>40.26</b>

\*The amount includes an expenditure of ₹ 38.64 lakh towards the balance HRA to be paid to NRPC for the period from 01.10.2010 to 31.03.2021.

\*\* The amount includes an estimated expenditure of ₹ 88.02 lakh towards the HRA to be paid to WRPC i.r.o. the vacant quarters and quarters occupied for the period from 01.10.2010 to 31.10.2021.

#### **Issue No.4: Leasing of additional quarters for WRLDC Employees.**

66. Petitioner has submitted that WRLDC, in its petition no. 400/MP/2019 for determining the Fees and Charges for the control period 2019-24 had also sought approval of the “direct corporate leasing accommodation” expenses separately over and above HR expenses for 2019-24 period for 40 flats in the initial year i.e. 2019-20 and thereafter an increase of 11, 21, 32 and 47 flats in FY2020-21, FY 2021-22, FY 2022-23 and FY 2023-24 respectively. The Commission in its order dated 9<sup>th</sup> June 2021 in Petition no. 400/MP/2019 directed as below:

“110. The increase in number of flats under such leasing shall be considered on submission of detailed guidelines followed by the Petitioner while leasing such flats and the rationale for number of flats proposed under such arrangement is provided. The approval shall be considered on filing separate petition for O&M and HR expenses after approval of manpower for the control period 2019-24.

111. We observe that Board may exercise control meticulously including the rationale for number of flats required to be hired under corporate leasing where the flats are booked for rent higher than the entitlement.

112. As per the above discussion, following expenditure is allowed for 40 flats under “Direct Corporate Leasing of Accommodation” under HR Expenses:

(Rs. in lakh)

Year	2019-20	202-21	2021-22	2022-23	2023-24	Total
Expenses Allowed	297.60	297.60	297.60	327.36*	327.36	1547.52



*\*considering 10% escalation every three years*

*113. We direct the Petitioner to submit the documentary proofs of the procedure followed while the Petitioner hires and allots the flats for leasing of accommodation. We also direct the Petitioner to provide for the reasons and justification of number of flats hired for leasing of accommodation at the time of truing up.*

*114. We also direct the Petitioner to intimate the status of the existing staff quarters.”*

As per the above, increase in number of flats under such leasing was to be considered on submission of detailed guidelines to be followed by the Petitioner, while leasing such flats and the rationale for number of flats proposed under such arrangement is provided, through filing of separate petition for O&M and HR expenses after approval of manpower for the control period 2019-24.

67. Petitioner has submitted that there would be additional requirement of flats from FY 2022-23 onwards (addl. 10 in 2022-23 (cumulative 50) and 10 in FY 2023-24 (cumulative 60) as below:

All figures are in ₹ lakh				
Financial Year	Expenditure allowed by CERC under corporate leasing (A)	Total No. of leased flats in the FY	Expenditure towards corporate leasing in ₹ lakh (B)	Variance in ₹ lakh (B-A)
2019-20	297.60	40	297.60	0.00
2020-21	297.60	40	297.60	0.00
2021-22	297.60	40	298.80*	1.20
2022-23	327.36	50	393.84**	66.48
2023-24	327.36	60	492.05***	164.69
<b>Total</b>	<b>1547.52</b>		<b>1779.89</b>	<b>232.37</b>

\*Considering the Rate per flat ₹ 62000/- per month from April'21 till February'22 and ₹ 65000/- for March'22.

\*\* Considering the rate per flat ₹ 65000/- per month for 40 Flats and ₹ 68200/- (10% escalation) for additional 10 flats.

\*\*\* Considering the rate per flat ₹ 65000/- per month for 40 Flats and ₹ 75020/- (10% escalation) for additional 20 flats.

68. We observe that WRLDC was allowed leasing of 40 flats vide Petition No. 400/MP/2019. Vide Order dated in Petition No. 400/MP/2019, following has been noted :

*“103. The Petitioner in support of its claim against corporate leasing has submitted the following details:*

*(a) The nature of control room functions require WRDLC staff to reside in the vicinity of the office building and owing to extreme difficulty to find*



accommodation near WRLDC within the company prescribed lease entitlements due to higher rentals in Mumbai when compared to other metro cities.

(b) In order to resolve the accommodation issue at Mumbai, corporate leasing of 40 flats have been done by WRLDC, in line with the leasing practice prevalent in other government organizations such as RBI. Similar approach was recommended in CABIL (Capacity Building of Indian Load Despatch Centres) report of the FOR Technical Committee sub-group.....

.....  
.....

109. The Petitioner has submitted that the nature of control room functions requires staff to reside in the vicinity of the office building. We agree with the Petitioner's contention that staff of the control room should preferably reside in vicinity of their offices considering criticality of the functions of RLDCs. However, we observe that the Petitioner has not provided the modus operandi, procedure and criteria followed for hiring and allotment of the residential accommodation. Since the Board has already approved the leasing for 40 flats, the expenses against the same is allowed in the instant Petition.

110. The increase in number of flats under such leasing shall be considered on submission of detailed guidelines followed by the Petitioner while leasing such flats and the rationale for number of flats proposed under such arrangement is provided. The approval shall be considered on filing separate petition for O&M and HR expenses after approval of manpower for the control period 2019-24.

111. We observe that Board may exercise control meticulously including the rationale for number of flats required to be hired under corporate leasing where the flats are booked for rent higher than the entitlement.

112. As per the above discussion, following expenditure is allowed for 40 flats under "Direct Corporate Leasing of Accommodation" under HR Expenses:  
....."

As per the above, WRLDC in Petition No. 400/MP/2019, stated that the manpower which are involved under control room functions are recommended to reside in the vicinity of the office building.

69. Vide the instant Petition, the Petitioner has submitted that the 40 flats taken on lease have been allotted as per the laid down criteria under the extant POSOCO Allotment of Residential Accommodation Rules. The list of eligible employees was drawn in the order of seniority and the quarters allotted as per the entitlement of the employees. Senior executives were allowed to opt as per their preferences for floors, blocks and locations. Quarters to the junior executives have been allotted based on the merits of the case.

70. We observe that employees are entitled for HRA or lease as per entitlement. Under the proposed leasing, flats with lease rental more than entitlement have also been taken. The requirement of such corporate leasing of flats with lease rental more than entitlement, may need to be considered keeping in view functional requirement as the employees are engaged in system operations. Petitioner has not furnished any Board



approval with respect to such requirement. We are not inclined to allow additional flats under corporate leasing in the instant Petition. Petitioner/WRLDC may file the requirement of corporate leasing keeping functional requirements with appropriate Board approval along with petition for fees and charges for WRLDC for the period 2024-29.

71. Billing and payment of charges allowed shall be governed by Regulation 34 of the 2019 RLDC Fees Regulations. Accordingly, each RLDC shall raise bills for charges allowed as per instant Order on monthly basis directly from the users as per the said Regulation.

72. Accordingly, the Petition No. 248/MP/2021 is disposed of in terms of above.

Sd/  
**(P.K. Singh)**  
**Member**

Sd/  
**(Arun Goyal)**  
**Member**

Sd/  
**(I.S. Jha)**  
**Member**

