

BANGLADESH RURAL ELECTRIFICATION BOARD
DHAKA, BANGLADESH

PBS INSTRUCTION 300-11

**SUBJECT: JOB SPECIFICATION, FUNCTIONS, DUTIES & RESPONSIBILITIES
OF THE PBS SENIOR GENERAL MANAGER/ GENERAL MANAGER.**

Date of Approval : 09/11/1978
Last Revision : 19/02/2020

PURPOSE : To set forth BREB guidelines on the qualifications and duties of a PBS General Manager.

A. QUALIFICATION STANDARD FOR SENIOR GENERAL MANAGER.

1. CRITERIA FOR SENIOR GENERAL MANAGER:

Be a General Manager with total 3 years regular service experience

- a) Will have ACR rating not below 3.75 for 3 (three) years within last 04 (Four) years in scale of 5 (five) points;
- b) will have clean service record as per PBS Service Rule;
- c) Will have better achievement records in some key areas (such as system loss, month outstanding system improvement etc.) for last 04 (Four) years or immediate past 2 (two) PBSs which is longer.

Note: Subject to fulfillment of all other conditions maximum 33% of the approved posts of PBS General Manager may be promoted to Senior General Manager.

2. MODE OF APPOINTMENT:

Candidates, after fulfillment of the criteria described in section-1 above and conditions as outlined in PBS Instruction 300-24, selected by the selection/ promotion Committee shall be promoted/ appointed as Senior General Manager.

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B. QUALIFICATION STANDARD FOR GENERAL MANAGER.

1. Qualification:

- a) At least 8 (eight) years continuous service experience as Deputy General Manager OR as regular Additional General Manager of a PBS with a Minimum of 3.50 average rating in the immediate preceding 04 (four) years performance appraisal including clean and reputed service record.

Candidates upon fulfillment of the condition as stipulated in policy Instruction 300-24 and selected by the selection committee shall be appointed as General Manager (current charge) for a period of 1 (one) year on the basis of his/her seniority reflected as per the date of joining as seated in the panel for promotion to the post of Deputy General Manager in PBS.

OR

- b) Masters Degree any discipline or Graduation in Engineering with at least 20 (Twenty) years of experience in a class-1 post in Government or public sector/ a Manager of successful Business Enterprise. His/her maximum age should be 45 years.

NOTE: Candidates having requisite qualification and proper aptitude as per 1(a) above shall be given preference for appointment to this position. In the cases of non-availability of qualified and suitable candidates from department (1.a above), direct recruitment to this position shall be considered as mentioned at 1.b herein above.

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2. Experiences

In case of direct recruitment the following experience are required/ desired:

- 1.2 Experiences in Planning and Organizing Operations for Business Enterprise.
- 1.3 Capability for the development and implementation of operations methods.
- 1.4 Ability to Supervise and influence people.
- 1.5 Knowledge of Co-operative principles desirable.
- 1.6 Record of personal integrity.
- 1.7 Good health.

Age: In case of direct recruitment Maximum 45 Years.

3. PROCEDURE FOR APPOINTMENT:

- 3.1 The PBS Board of Directors shall adopt qualification guide-lines for the Senior General Manager/General Manager and a position description forth his duties and responsibilities and the authority delegated to him by the Samity Board.
- 3.2 The qualifications guidelines and position description maybe prepared by the Samity Board or someone designated by the Samity Board.
- 3.3 BREB approval is required before the PBS qualifications and position description may be placed in effect.
- 3.4 A copy of the BREB approved position description shall be furnished with the Senior General Manager /General Manager, each member of the Samity Board, and BREB.
- 3.5 Periodically, at least annually, the officers of the Samity Board or a committee approved by a majority of the Samity Board, shall meet with the Senior General Manager/General Manager to evaluate his performance using the position description as the basis for the evaluation.

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3.6 MODE OF APPOINTMENT:

Candidates described in para 1.a & 1.b of Clause- I, selected by the following Selection/ Promotion Committee shall be appointed as General Manager (current charge) for a period of 1 (One) year:

SELECTION/PROMOTION COMMITTEE :

- | | | | |
|----|-------------------------------|---|-------------------|
| 1. | Chairman, BREB | - | Chairman |
| 2. | All full time Member | - | Member |
| 3. | Executive Director | - | Member |
| 4. | Director (PBS Human Resource) | - | Member-Secretary. |

Confirmation to the post of General Manager shall be as per PBS Instruction 300-24.

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C. POSITION DESCRIPTION AND SCOPE OF RESPONSIBILITIES OF SENIOR GENERAL MANAGER/GENERAL MANAGER

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

- (1) Advice and assistance to the Samity Board of Directors on objectives, plans, policies and programs in all areas of concern to the PBS.
- (2) The development of a program and the organization of a staff for the engineering, construction and operation of the electric facilities required to meet needs of the PBS.
- (3) Managing the affairs of the PBS, with the objective of making area coverage electric service available to all farms, homes, commercial and industrial establishments and community facilities within the PBS registration area.
- (4) Providing at the lowest feasible cost and adequate supply of dependable electric energy that will add profitability to farming and industry and develop the local economy.
- (5) Developing among the members an understanding as to their ownership responsibilities and benefits in the PBS and an acceptance of the PBS objectives and policies in the local communities.
- (6) Operating the PBS on a prescribed margin basis for service in accordance with modern principles of management organization and sound human relations.
- (7) Assuring good working conditions for the PBS Personnel and providing them opportunity for maximum creativeness, personal satisfactions and sense of accomplishments.
- (8) Advising and assisting the Samity Board of Directors in developing sound written policies and in making informed decisions about objectives, programs and basis controls for the PBS.

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D. FUNCTIONS AND DUTIES OF SENIOR GENERAL MANAGER/GENERAL MANAGER

It will be the responsibility of the Senior General Manager /General Manager to:

- (a) Plan, Direct and Coordinate a membership drive throughout the PBS service area.
- (b) Direct and coordinate the engineering design and construction of the electric facilities authorized by the Samity Board of Directors.
- (c) Develop and implement the house wiring program so that wiring of houses will proceed concurrently with the construction of the distribution lines.
- (d) Develop and implement the operational directives required to carry out the policies and decisions of the Samity Board of Directors.
- (e) Establish and direct an organization to operate and maintain the facilities necessary to carry out the objectives of the program.
- (f) Develop management practices methods and procedures to assure effective operations of the system.
- (g) Provide advice and assistance to the organization staff to carry out an efficient operation.

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E. CHECK LIST OF SENIOR GENERAL MANAGER/GENERAL MANAGER'S FUNCTIONS

Within the limits of PBS policies and budgets approved by the Samity Board of Directors and BREB and depending on the PBS stage of Development, the General Manager assumes responsibility for and has corresponding authority, except as specified, over the following activities:

1. Organization

1.1 Structure:

Reviews periodically the organizational structure, man power requirements and activities of the Samity, and recommends to the Samity Board the organizational structure best suited to carry out its objectives.

1.2 Staffing:

Interviews, selects, appoints, promotes and terminates PBS staff as per Regulation and By-Laws adopted from time to time.

1.3 Training:

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

1.4 Performance Appraisal:

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

1.5 Wage and Salary Administration:

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

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

1.6 **Position Description:**

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

1.7 **Morale**

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

2. **OPERATIONS**

2.1 **Planning**

- 2.1.1 Formulates policies on operations, finance, wage and salary administration and research needed to carry out the objectives of the PBS and submits them to the Samity Board of Directors for approval.
- 2.1.2 Studies and plans the organizational structure staffing requirements and facilities necessary for the operation of the system.
- 2.1.3 Develops departmental procedures for the day to day operations of the PBS and studies ways and means to improve these procedures for a more efficient operation.
- 2.1.4 Plans and prepares agenda for weekly staff meetings.
- 2.1.5 Plans and develops ways and means that will ensure effective communication with all Departments and personnel.
- 2.1.6 Prepares reports to the Samity Board of Directors and to the members.
- 2.1.7 Coordinates with his staff in planning social activities for all personnel, to

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promote harmonious relationships within the entire organization.

- i. Initiates management development programs embracing all aspects of personnel administration.
- 2.1.9 Prepares the proposed consolidated budget, based on departmental budgets.
- 2.1.10 Prepares the Annual work plan.
- 2.1.11 Determines the operating cash requirements for the present and future needs.
- 2.1.12 Prepares the agenda for regular and special meetings of the Samity Board of Directors.
- 2.1.13 Coordinates with Department Heads in the preparation of the Annual Meeting program and submits it to the Samity Board of Directors for approval.
- 2.1.14 Develops plans and programs that will ensure a well rounded safety and training program for the PBS.
- 2.1.15 Plans a Power use program to assist the members in the use of electricity, and to promote its further use.
- 2.1.16 With the assistance of the BREB Engineering Department and Engineering Consultants, Plans and Develops long and short range Engineering studies and system improvements where needed.
- 2.1.17 Studies the system load growth and plans, in consultation with the BREB and Engineering Consultants, to assure all necessary actions are taken for an adequate wholesale power supply.
- 2.1.18 Studies and plans long and short range financial program.
- 2.1.19 Determines the need for consultants and makes appropriate recommendations to the Samity Board of Directors.

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2.2 Directing

Directs the activities of the PBS, delegates authorities and responsibilities but with full awareness that after taking into account the experience and ideas expressed by his subordinates, he is accountable for the final decision. The delegations are enumerated as follows:

2.2.1 TO THE GENERAL STAFF

1. Participation in the formulation of general policies for recommendation to the Samity Board.
2. Development of operating procedures to meet departmental requirements.
3. Interpretation of objectives, policies and procedures to their personnel.
4. Screening personnel for their respective Departments.
5. Approval of wage and salary adjustment for their department personnel in accordance with established wage scale, subject to the final approval of the Senior General Manager/General Manager.
6. Approval of travel and other expenses of their department personnel.
7. Scheduling of vacations for their department personnel.
8. Authorization of overtime work for personnel of their Departments.
9. Appraisal of the performance of personnel assigned to their Departments.
10. Directing the activities of the Departments, making certain that all responsibilities, authorities and relationships are understood and accepted.
11. Preparation of accident reports for department personnel.
12. Development of training and safety programs for personnel reporting to them.
13. Developing, generating and maintaining team spirit and enthusiasm throughout their Departments by appropriate delegations, recognition of

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accomplishments, coaching and counseling and by advancement according to merit, ability and interest.

14. Coordination of their respective activities with those of other Departments.
15. Assembling, compiling and submitting reports on their activities, work schedules, events and personnel problems with respect to their Departments.
16. Participation in Staff Meetings.
17. Participation in the development of the agenda for Staff meetings.
18. Participation in the planning of the Annual Meeting of the members.
19. Acceptance of appointments to Union and Upazilla Committees.
20. Observing that tools, transportation and other work equipment, which are assigned to their Departments, are kept in good condition and are properly used.
21. Observing that an inventory of departmental supplies, tools and equipment are kept and properly accounted for.
22. Planning and development of annual and long-range work programs and budgets for their respective Departments, and assisting in the formulation of the consolidated budget system.
23. Keeping informed on new developments, current trends, research, industry practices and procedures helpful to the PBS through trade magazines and other publications, attendance at conferences and relationships with other

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industry personnel.

24. Participation in the development of Power Use, promotion and public relations programs.
25. Keeping informed of BREB Rules, Regulations, Instructions, and national laws affecting their Departments.

2.2.2 TO THE OFFICERS

Directing, supervising, monitoring and coordinating of all activities and responsibilities of all the Departments and Zonal offices of the PBS and officers in the respective offices.

2.3. CONTROLLING

- 2.3.1 Periodically reviews with his staff the organizational structure, staffing requirements, employee policies and fringe benefits to determine the necessary revisions.
- 2.3.2 Utilizes regular staff meetings, performance appraisals, coaching and counseling of his staff to keep abreast of special problems, habit patterns and individual attitudes for which his personal assistance or advice may be needed.
- 2.3.3 Reviews and analyses work procedures to determine if improvements can be made and sees that such improvements are carried out.
- 2.3.4 Reviews periodically the overall operations to determine if they conform to and comply with, BREB Rules, Regulations and Instructions and Rules, Regulations, Objectives, Policies and Procedures of the PBS and directs appropriate action as required.

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(Debasish Chakraborty)
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Asst. Secy. (Board), BREB.

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- 2.3.5 Reviews and analyzes operating reports, statements of income and expense, audit reports, financial reports that need improvement and sees that required action is taken.
- 2.3.6 Reviews and analyses work programs, operations and maintenance, system studies, load growth and power requirements to determine if changes or adjustments are necessary and appropriate action taken.
- 2.3.7 Attends to member complaints and effects action and cooperation of all Departments concerned in rendering satisfactory and efficient service.
- 2.3.8 Reviews periodically summaries of outage reports, voltage charts and records, and maintenance summaries to determine any corrective action required.
- 2.3.9 Reviews with staff, major construction programs, system improvement line extensions, operating and maintenance programs to see that they are carried out according to plans and budget.
- 2.3.10 Determines compliance with electric rate classifications as stipulated in whole sale power contract.
- 2.3.11 Reviews the monthly and annual financial reports of the Accounts Officer to determine their conformity to policies and budgets and takes action as required.
- 2.3.12 Reviews with staff expenditures compared to budget and takes the required action.
- 2.3.13 Reviews the annual financial audit and takes action as required.
- 2.3.14 Reviews periodically completed extensions and service drops to determine conformance to established policies and procedures and takes appropriate action.
- 2.3.15 Analyses with his staff the annual meeting participation, interest and support to determine adequacy of program and improvements which can be made.
- 2.3.16 Reviews with his staff the member and public relations and power use programs to determine if improvements can be made and takes appropriate action as required.

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(Md. Duhidul Islam)
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(Md. Mozammel Huq)
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2.4. COORDINATION

- 2.4.1 Coordinates the activities of all departments of the PBS along with the concerned officers.
- 2.4.2 Coordinates with the staff in respect of planning, organizing, directing, & controlling of the PBS activities, as well as social activities of all personnel to promote harmonies relationships within the entire organization.
- 2.4.3 Coordinates Engineering design and construction of the electric facilities.
- 2.4.4 Coordinates Government, semi-Government, Autonomous Body and other Organizations.

2.5 PERFORMS PERSONALLY

- 2.5.1 Interprets approved policies and objectives to his staff and sees such interpretations are communicated through appropriate channels and delegations to all personnel concerned.
- 2.5.2 Advises and counsels his staff on special problems beyond their authority and makes necessary decisions.
- 2.5.3 Approves travel and other expenses of his staff, in accordance with approved policies.
- 2.5.4 Prepares his own expense account.
- 2.5.5 Reviews all correspondence to BREB.
- 2.5.6 Approves vacation schedules and leaves for his staff.
- 2.5.7 Prepares, with the assistance of his staff and BREB personnel, loan application and recommends to the Board of Directors for approval.
- 2.5.8 Approves requisitions for BREB loan funds based on the loan budget.

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- 2.5.9 Prepares, with the assistance of his staff, the annual budget and submits to the Samity Board for approval.
- 2.5.10 Studies and directs the investment of reserve funds.
- 2.5.11 Recommends to the Samity Board the write-off delinquent accounts.
- 2.5.12 Signs checks and drafts for payment of monies as required.
- 2.5.13 Reviews and approves applications for primary line extensions.
- 2.5.14 Reviews and approves normal system improvements and operating and maintenance programs and schedules.
- 2.5.15 Reviews and secures the approval of the Samity Board for major system improvements involving distribution, substation and general plant.
- 2.5.16 Approves purchase of transportation equipment, tools and work equipment, in accordance with approved policies and budgets.
- 2.5.17 Assists, in emergencies, in restoring service, dispatching and locating distribution troubles.
- 2.5.18 Advises the Samity Board on system operations and providing information as requested.
- 2.5.19 Attends regular and special meetings of the Samity Board to provide information as requested and to report on the affairs of the PBS.
- 2.5.20 Assists in conducting the Annual Meeting of members.
- 2.5.21 Reports to the members on the affairs of the Samity at the Annual Meeting of the members.
- 2.5.22 Holds weekly meetings with staff; schedules discussion sessions for the purpose of consultative management to gain full benefit of information regarding suggestions, viewpoints, programs and group thinking.
- 2.5.23 Assigns staff members to represent the Samity at technical and educational meetings.
- 2.5.24 Participates in special management courses and special meetings to improve technical skills and management ability and to obtain professional advice and services that are available.
- 2.5.25 Accepts speaking engagements when such opportunities arise to promote goodwill and to improve public relations.
- 2.5.26 Approves and signs for the Samity Board, member agreements for electric service.
- 2.5.27 Prepares and approves, with the assistance of the Engineer, contracts for large power service.

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- 2.5.28 Reviews and recommends to the Samity Board agreements for services of contractors.
- 2.5.29 Selects and recommends to the Samity Board the employment of auditors, attorney, engineers for contractual services and outside consultants, and negotiate contracts or agreements for their services.
- 2.5.30 Negotiates with PDB and recommends to the Samity Board contracts for purchase of wholesale power.
- 2.5.31 Obtains approval of the Samity Board on all contractual agreements and reports when necessary or required.
- 2.5.32 Attends to complaints and inquiries from members and other persons as often as necessary.
- 2.5.33 Answers correspondence involving basic policy decisions affecting overall operations of the PBS.
- 2.5.34 Sees that the tools and work equipment of the General Plants are properly used and maintained in good working order.
- 2.5.35 Consults the Attorney regarding legal problems of the Samity.
- 2.5.36 Cooperates with BREB field Representatives when they make their periodic visits.
- 2.5.37 Selects and approves collection agents when vacancies occur or when changes are necessary.
- 2.5.38 Consults with engineering consultants and specialists on technical matters pertaining to the distribution system.
- 2.5.39 Determines the adequacy of insurance coverage, and when necessary, increases or decreases the amount of coverage in accordance with policies as adopted.
- 2.5.40 Keeps informed on national and local laws, industry practices research, studies, industrial trends, and developments which affect the PBS through trade publications, newspapers and magazines; attends conferences and meetings and makes personal contacts with personnel of other utilities and industries; interprets them in terms of desirable developments, expansion or competitive needs of the PBS and makes appropriate recommendation to the Samity Board on matters

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requiring their consideration and approval.

- 2.5.41 Reviews Bye-Laws of the Samity and when necessary, recommends changes to the Samity Board.
- 2.5.42 Recommends to the Samity Board the purchase of general plant items, when the need arises.
- 2.5.43 Recommends to the Samity Board revisions or changes in the wage and salary plan, benefits and working conditions of the employees.
- 2.5.44 Recommends the organizational structure, manpower requirements and facilities to the Samity Board, changes which are necessary to carry out the objectives of the PBS.
- 2.5.45 Approves line changes due to major highway construction.
- 2.5.46 Determines the need for the purchase of supplies, tools and general plant items for the General Manager's office and personal use in accordance with established policies and procedures.
- 2.5.47 Advises and consults with consumers and the public on matters involving them and the PBS as required or requested.
- 2.5.48 Reviews Power cost and long range financial and engineering plans; recommends proposals to the Samity Board when necessary.
- 2.5.49 Studies the need for, and recommends to the Samity Board, the purchase of major apparatus and transportation equipment.
- 2.5.50 Negotiates, with assistance of attorney, for purchase, sale, or lease agreements of real estate properties subject to approval of the Samity Board.
- 2.5.51 Approves all work orders prepared by Engineering Department.
- 2.5.52 Accepts and performs other responsibilities and duties which may be given and assigned to him from time to time by the Samity Board.

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