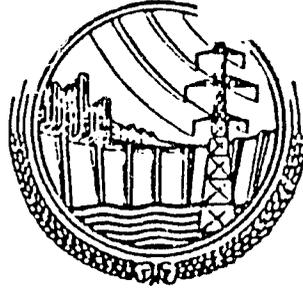


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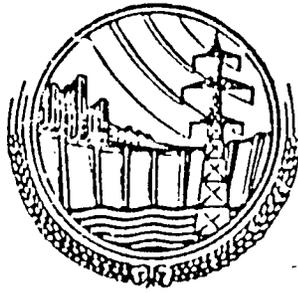


**MODEL DIVISIONS REORGANIZATION PLAN
INSTITUTIONAL IMPROVEMENT PROGRAM**

Volume 1 of 2

**FINAL REPORT
November 23, 1986**

**POWER DISTRIBUTION WING
WATER AND POWER DEVELOPMENT AUTHORITY**



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INSTITUTIONAL IMPROVEMENT PROGRAM

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MODEL DIVISION REORGANIZATION

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F O R E W O R D

This Model Division Reorganization Plan was developed and produced by WAPDA Personnel and the Component I Consultants of the EBASCO/AEPES/ITECO Joint Venture under the WAPDA/USAID Rural Electrification Project No. 391-0473. The basic objective is to create two model grass-roots Centers of Excellence in which all basic power distribution activities can be tested and perfected and eventually applied throughout the WAPDA system.

This plan is a continuation of the Institutional Improvement Plan which was approved by the Authority on September 1, 1986. In this plan certain shortcomings were brought forward in the WAPDA organizational structure, one of which was in the present Division Organization. In the program it was recommended that two Model Divisions be created on an experimental basis to plan an organization equipped and staffed to meet the increasing demand for electric power in a forward moving society. Details of individual activities which have been completed in support of this plan have been excluded in an effort to keep the text of the document brief and to concentrate on the key issues and decisions which have yet to be made.

Special recognition must be extended to the Chief Engineer Gujranwala AEB, the SE of Sheikhupura Circle, the XEN's and the SDO's of the Muridke and Sheikhupura divisions and the many staff personnel and officers of the WAPDA organization for their unselfish and cooperative attitude in this endeavour.

1.0 INTRODUCTION

The objective of the Power Distribution Plan is to improve the effectiveness of the WAPDA Distribution Organization. To accomplish this it is proposed to introduce a different organizational concept and to strengthen the role of management. It is therefore recommended that the present organization be changed and that a more effective supervisory structure be introduced.

A reorganization of the Power Distribution Headquarters was outlined in the Institutional Improvement Plan and has been approved by WAPDA. The program also included the reorganization of the Area Electricity Boards, Circles and Divisions. However before reorganizing the AEB's and Circles the program recommended that the reorganization of some divisions be initiated on an experimental basis to form a working model for other divisions. The present divisional organization has been studied and as a result it is now recommended that changes be introduced in the management structure so that the number of customers that can be efficiently managed in a division can be increased. The direct result of this will curtail the need for additional divisions and thus have an effect in reducing the cost of operations.

The American Electric Power Company is a utility like WAPDA that generates, transmits and distributes power to residential, commercial, agricultural and industrial customers. Over the years they have developed an organization that has proven to be very successful. This utility has been chosen to be the model which will form the framework for the implementation of a reorganization of WAPDA's distribution system. The selection of AEP was not unique since there are many major modern electric utilities in the USA which are organized along similar lines.

However there are differences between the conditions under which American Electric Power and WAPDA operate. The need for extensive mechanization and the reduction of manpower which is so imperative in AEP is not at this time a necessity in Pakistan nor is it advisable. Certainly more mechanization than exists now is needed so that adequate service reliability can be provided and the manpower more effectively utilized. It is therefore proposed that a modest increase in mechanization and a more modern management structure be provided to reduce the rate of increase of the number of divisions and personnel as the number of customers increase.

2.0 REASONS FOR REORGANIZING

As a result of the studies that were carried out in two divisions and discussions held with responsible WAPDA personnel it was ascertained that several problem areas exist in the present organizational structure of the divisions.

2.1 Problem areas:

- Inadequate safety program

- Insufficient training
- Less than desirable information and reporting
- Ill defined duties and responsibilities
- Inadequate communications
- No computers
- Insufficient vehicular transportation
- No structured maintenance program
- High level of theft and other administrative losses of energy
- Excessive technical energy losses
- Too restrictive administrative and financial authorizing powers
- Proliferation of offices and personnel
- Less than desirable accommodation.

These problems undoubtedly could be remedied by changing the manner in which the present divisional organizations operate, by supplementing and adding some functions, by purchasing commodities, and by increasing the administrative and financial authority of the Executive Engineers.

There are, however, some problems that cannot be so readily overcome in the present divisional organizational structure. These are:

- Centralized management structure.
- The Sub-Division Officer is the only senior supervisor in the sub-division and must manage and make the decisions on the administrative, customer services, technical and operating functions within the area. One officer cannot adequately give the necessary attention to all these activities.
- There are a number of important distribution functions that are not performed adequately. Safety has not had a high priority, the administrative and financial duties are under low level employees and do not receive proper attention or support, the planning is not fully engineered and the other technical functions lack engineering direction.
- The customer service function does not properly serve the customers.
- The public image of WAPDA as a service organization is less than acceptable.

To rectify these limitations senior supervisors and engineers must be added to the organization and it is more appropriate to add them to a central divisional organization than to each sub-division.

In this context it was gratifying to observe the number of dedicated, hardworking, qualified supervisors intent on improving the organization and the working environment.

2.2 Proposed Plan of Action and AEP as a Model

The American Electric Power divisional organization has solved these problems by creating a division that can support the required supervisory and engineering staff for the divisions. This organizational structure has been chosen as the model for WAPDA.

Two divisions of WAPDA were selected to determine how the general structure of the American utility could best be adapted to the conditions in Pakistan. The divisions of Muridke and Sheikhpura of the Gujranwala Area Electricity Board were selected and it is recommended that they be structured along the lines of those in American Electric Power. The two divisions provide a cross section of rural, urban and industrial areas with residential, commercial, industrial and tubewell customers as well as being located close to the WAPDA-USAID Power Distribution headquarters which will facilitate monitoring. Any problems that arise during the reorganization of these two divisions can be rectified so that an ideal divisional structure for WAPDA is developed that can then be introduced to the remaining divisions.

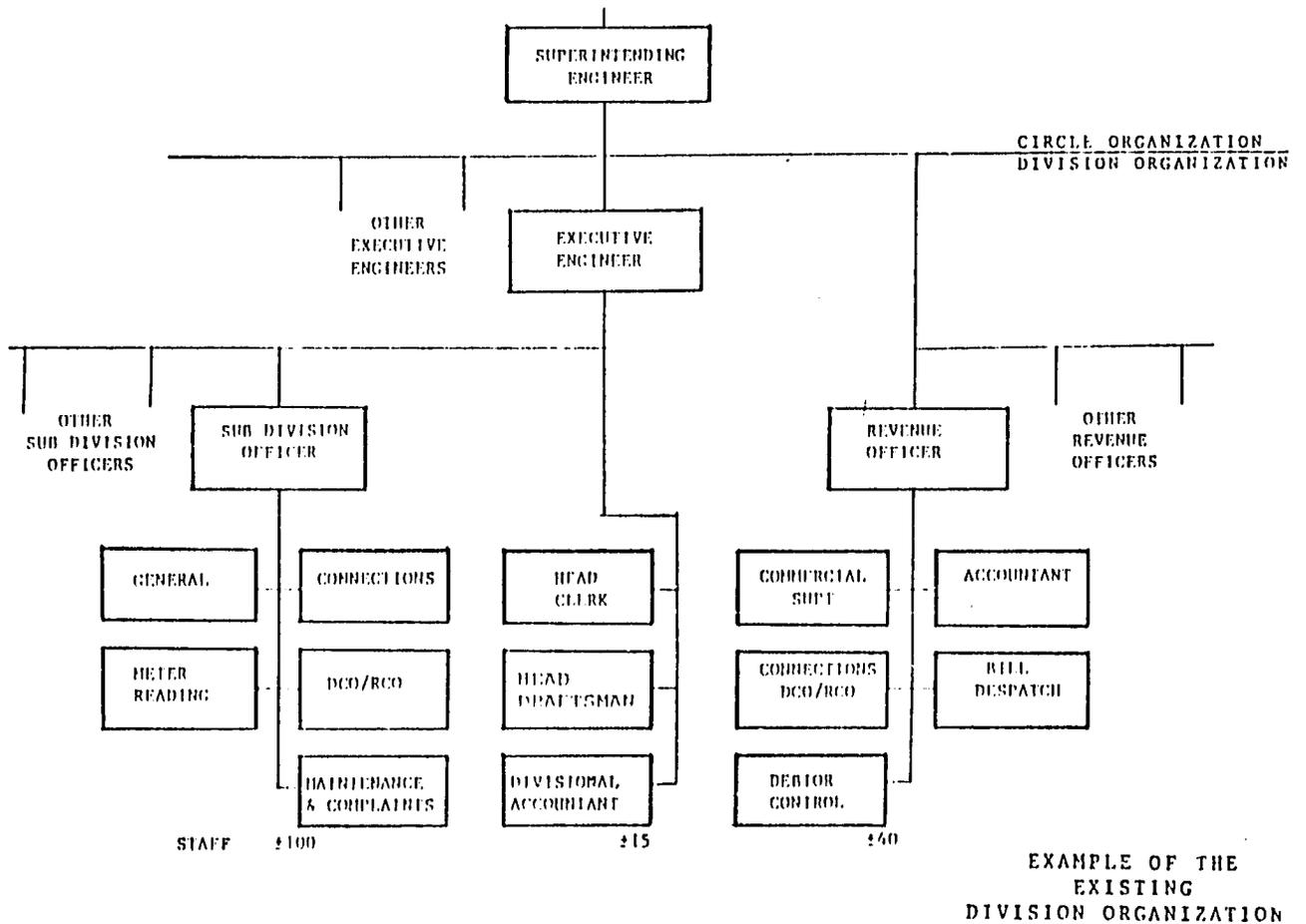
2.3 The Benefits to be gained from Reorganization:

- Introduction of an automated management reporting information system which will permit rapid and reliable analysis of data from other computerized sources.
- Better control of non-technical losses by computer generated customer data.
- Reduction of theft and other administrative energy losses through surveillance and improved procedures..
- Reduction of the technical losses through improved engineering.
- Reduction in the number of outages, thereby increasing the revenues and reducing the number of complaints.
- Improvement in the cash flow by decreasing the billing turn around time.
- Improvement of management by upgrading the staff.

- Introduction of an administrative function to relieve the Division Manager of routine tasks.
- Introduction of an engineering planning function, thereby improving the quality of maintenance and operation.
- Upgrading of the distribution system through better construction and maintenance procedures.
- Increase the revenues by more rapid response to service requests.
- Improvement of the effective use of energy through customer contacts.
- Increased the productivity by deploying the field staff more efficiently, utilizing additional vehicles and tools and the introduction of radio communications.
- Improvement of accommodations.
- Improvement of the human resources through training.
- Improvement of position descriptions to assist in determining accountability more accurately.
- Reduction of the frequency and severity of accidents through the implementation of a Safety Program.
- Improvement of WAPDA's image.
- Reduction in the number of divisions to be created over the next five years from about 124 to 43. Furthermore, the number of sub-divisions will decrease from the present 566 to an estimated 410 over the same period. This is a decrease of 722 sub-divisions that would have resulted using the present yardstick. These decreases are the result of sanctioning a greater number of customers to be managed per division by using the proposed reorganization concept, thereby decreasing the rate of bifurcation of divisions and sub-divisions. According to management reports and the expected increase in additional customers this will result in a saving of Rs.1160 million during this period not including such indirect savings as reductions in theft and technical energy losses.

These benefits will strengthen the organization, improve WAPDA's image and give a boost to employee morale. Moreover, they are cost effective albeit most of them are difficult to quantify in terms of monetary benefits.

3.0 PRESENT DIVISION ORGANIZATION



The divisions of WAPDA now have a divisional headquarters, a revenue office, and a varying number of sub-division offices. The divisional supervisor is the Executive Engineer and in his office there is a small staff of clerks, draftsmen and accounting people. The Revenue Officer is responsible for the commercial aspects of connections, disconnections, reconnections, bill distribution, debtor control, complaints and enquiries about these matters and the accounting functions that are concerned with the customers of the division. He reports to the Superintending Engineer. The majority of the operating personnel of the division are in the sub-divisions which are supervised by Sub-Division Officers who report to the Executive Engineer. The Sub-Division Officers are graduate engineers and are responsible for collecting arrears and for all the administration and technical aspects of the electrical distribution system under their jurisdictions: connections, disconnections, reconnections, meter reading, complaints about service, maintenance and operation.

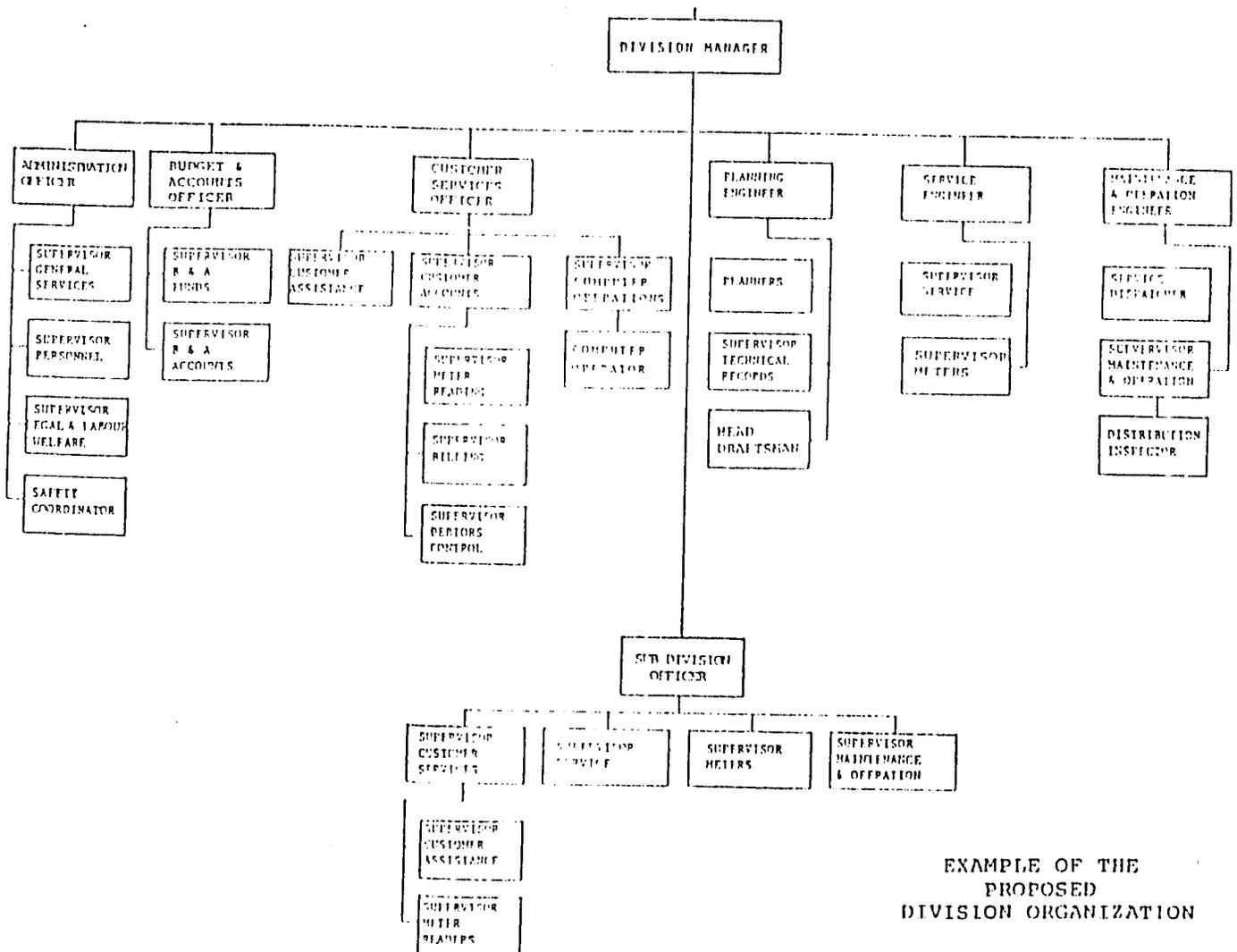
4.0 PROPOSED DIVISION ORGANIZATION

The proposed reorganized division will consist of a division office and in most cases one or more rural sub-divisions. The division office will be formed by combining the existing division headquarters staff, the revenue office personnel and the staff of existing centrally located and geographically contiguous urban sub-divisions into a single operational unit. A Division Manager (Executive Engineer) will be in charge of the reorganized division and he will report to the Superintending Engineer. The rural sub-divisions will have a different organizational structure than that that now exists with the sub-division officers reporting to the Division Manager. The administrative, financial and planning functions will only be in the division office.

The proposed reorganization of the divisions will involve twelve basic changes:

- Restructuring of the divisions so that there will be a central division organization with a small number of rural subdivisions.
- Introduction of staff functions to the organizational structure as an addition to the existing line function.
- Addition of new functions to the organization that do not exist now.
- Placement of higher grade supervisors for the financial and service functions and engineering supervisors in the technical areas.
- Installation of computers in the divisions to perform the routine repetitive tasks.
- Utilization of radios to improve communications.
- Increase in the number of vehicles.
- Improvement in the tools and equipment.
- Formalization of training programs.
- Enforcement of the safety program.
- Increase in the level of the administrative and financial authority of the Division Manager.
- Upgrading of the existing accommodations and/or the construction of new service centers.

The chart below shows the proposed reorganized division.



EXAMPLE OF THE PROPOSED DIVISION ORGANIZATION

The Service Functions of the new divisions will be under three officers, each reporting to the Division Manager.

- Administration will look after the building maintenance, transport, personnel, legal, labor & welfare and safety.
- Finance will handle the accounting, cash management and disbursement functions for the division including the accounting operations currently performed by the Revenue Office.
- Customer Service will assume all remaining functions from the Revenue Office and take over meter reading, bill distributing and will also include the new computer operations.

The Technical Functions of the division related to the physical system will be carried out by three engineering section heads reporting to the Division Manager:

- Planning will plan all the low tension network and limited high tension extensions.
- Service will construct the planned facilities and make the new connections.
- Maintenance and Operations will operate the system, perform preventative maintenance and provide customer service restoration.

The Sub-Divisions provide the same services to the customers in the rural areas as the divisions do in the urban areas except the Administrative, Finance and Planning functions will only be in the divisional office.

- Sub-divisions that remain will be reorganized to handle customer and operational activities with lower level supervisors than in the division office.

The staff function that is being introduced in this divisional reorganization is a working relationship between the sub-division and division in which sub-division supervisors can call upon any officer in the division for direction and guidance about the interpretation of technical or policy matters.

Presently the division personnel are housed in leased and usually less than desirable quarters leading to employee morale problems, WAPDA image problem, inefficient operation and uncontrollable expenses. In order to functionally and operationally integrate the proposed division office staff and to provide space for vehicles and vehicle repair facilities, materials and supplies it would be highly desirable and customer service oriented to centralize these functions at one location and in one Customer Service Center building. The same reasoning applies to the sub-division offices operation and personnel. This program by WAPDA will provide a visible and desirable impact on the communities.

Other functions may be added to the organizational structure according to local or timely requirement such as an Energy Surveillance Cell and a computer in the technical area. This divisional structure can readily accommodate changes.

It is visualized that as the reorganization of the Area Electricity Boards, Circles and Divisions progresses the maintenance of the equipment and testing of the meters will be delegated to the three groups on the basis of complexity and volume of the repair and test work. The majority of the equipment repairs and meter testing of a routine nature should be performed in the Division and Circles with the more complex work that requires expensive and sophisticated test equipment undertaken by the AEB's.

4.1 Administration

An Administration Section is being proposed for the new divisional organization. Some of the activities that will be included are already being performed within the present organization; others are not.

The responsibilities will be:

- General Services will be responsible for acquisition of office buildings, houses, land, maintenance and repairs of WAPDA buildings, procurement of office equipment, furniture, stationery and the operation and maintenance of the divisional vehicles.
- Personnel will be responsible for the employee personnel problems, employment, training, orientation, records, and the processing of promotions, demotions and transfers records.
- Legal and Labor Welfare will be responsible for assisting in choosing legal counsel, providing evidence, monitoring cases, and advising on labor problems and grievances.
- Safety Coordinator will actively enforce the safety program, inspect for compliance of safety code, resolve safety enquiries, assist in accident investigation, recommend safety equipment, conduct regular safety meetings and assist and conduct safety training programs.

4.2 Finance

It is being proposed that the accounting, budgeting, cash management and disbursement functions of the present Division Headquarters, the Revenue Office and additional financial responsibilities be combined into a Finance section in the new divisional organization. This new section will be directed by more senior accounting staff than are now in the divisions and this will strengthen and improve the work in this field.

Initially there will be little change in the accounting procedures but with the advent of computerization of accounting, procedural changes will be necessary.

The Finance function will be responsible for the following activities:

- Maintaining accounts and ledgers and preparation of financial and managerial reports.
- Banking relationships, transfer of funds to AEB accounts, reconciliation of bank statements and handling of imprest cash.
- Processing and payment of bills, invoices and payroll vouchers.

- Accounting for capital contributions, fixed assets and stores.
- Preparation and the monitoring of budgets.
- Interfacing with inspection and auditing groups.

4.3 Customer Service

Improved customer service with associated improvements in customer relations is a basic objective of the reorganization. The changes that are being proposed are designed to provide improvement in service to customers. Customer Assistance will be equipped to effectively handle customer requests and complaints. The concept of one-stop service will be emphasized. The current practice of repeated customer visits to handle a single business item will be reduced. The new organization with the use of computers in the division will improve the divisional efficiency and accountability. Customer Service employees will have less opportunity to use their personal discretion in customer financial transactions, and computer generated reports will provide managers with information on which to take appropriate action. Applications for service, meter reading, billing including adjustments, bill distribution, debtor control, service disconnects and reconnects authorization, customer enquiries, customer advice, and energy conservation and load management will all be in the Customer Service section. All commercial functions dealing with the customers will be coordinated and directed by Customer Services.

A Customer Service Center building or complex housing all division operations and support facilities will enhance the operation.

The proposed customer service function will be responsible for the following activities:

Customer Assistance

Customers requesting a new service will make their application to Customer Assistance. The required documents will be prepared and processed. The design of the physical facilities will be done by the Planning Engineer. Applications for service above 70 kW will be forwarded to the Superintending Engineer for action. A proposed Energy Conservation and Load Management cell operating in the AEBs will handle the large customer applications.

Customer complaints regarding billing, meter reading, and tariff application, will be resolved by Customer Assistance.

After having been disconnected, customers will be provided assistance in making arrangements for restoration of service.

Bill distribution will be a function of Customer Assistance as will the litigation responsibilities.

Customer Accounts

Customer Accounts will be responsible for the meter reading

function. The meter reading will be entered into the computer in the division. Exception lists of irregular usage indicating possible error conditions will reduce incorrect billings to customers. Estimating readings and adjustments to readings will then no longer be at the meter readers personal discretion which will reduce exposure to illegal gratification.

Adjustment to customers bills as well as billing factor changes will be performed by Customer Accounts. This data will be entered daily into the computer. Debtor control will also function in this section and operate under the guidelines promulgated by the regulations governing their application.

Computer Operations

The use of computer system will be an important tool in providing management with information for improving control. In the divisions a computer will be available in the Customer Services Section and will be used for:

- data entry and validation of customer orders, adjustments, and meter readings;
- data entry and validation of stores transactions;
- data entry, validation and processing of division accounting activity;
- support of work order planning, estimating and the preparation of bill of materials;
- data entry and validation of payroll and personnel transactions and time reports.

The purpose of these changes is to reduce the delay between capture of data and the time it is ready for processing, to simplify the operations by automating some of the routine tasks and to provide support for new and improved division operations.

Technical Services

Under the proposed reorganization the divisional technical functions will be concerned primarily with technical matters with an engineer in charge of each vital function of electrical distribution. These engineers along with the Sub-Division Officers will also be responsible for the Maximum Demand Indicator meter readings.

4.4 Planning

It is proposed to establish a Planning Section in the divisions. This section will plan the method of supply to customers that will result in quality service at a reasonable cost and with minimum losses.

There is presently no coordinated uniform planning in the divisions and as a result there are many services that are too long, with conductors too small or other practices that result in low voltages, high losses, poor reliability, difficult maintenance and erratic application of standards.

The Planners will plan the service connections from the secondary network to the customers premises and additions to the primary network. The requests for service from Customer Assistance in the division office will be sent to the Planners who will plan the expansion or modification to the network, prepare estimates, specify materials and prepare work orders adhering to accepted standards. Requests for service in the sub-divisions will also be sent to the Planners except in cases where the service involves only a service drop or a minor extension in which case the Service Supervisor in the sub-divisions will process the request and do the work. The Planners will prepare monthly reports on transformer loads, service requests, connections and removals, feeder and grid station loadings, transformer failures and loss of service with the cause. In addition, records will be maintained on estimates, work orders, work order status, poles installed, poles removed, primary extensions and removals, secondary extensions and removals, transformers installed and removed, street light installations, removals and replacements. With the collaboration of the Maintenance Operating Section the Planner will monitor loads on the grid stations, lines and transformers and recommend changes that will result in minimizing losses.

The records of all Technical Sections will be filed with a Supervisor Technical Records. In addition, they will maintain plans and records of the electrical system and monitor capital and operating expenditures.

The Planning Section also include drafting services.

4.5 Service

The Service Section will make the installation of customer services; extensions and modifications to the primary and secondary lines and service drops; the disconnections and reconnections of customer services; meter installation, removal and testing. Work orders, issued by the Planning Section, specify the work to be done. Customer Accounts will provide disconnecting and reconnecting orders to support proper billing and in turn must be kept informed about the status of all such orders.

Metering instruments are electro-mechanical devices that require a specialist to ensure proper performance. The customers and WAPDA view the metering with great concern. It is therefore proposed that there be trained meter technician in each division who in addition to installing and removing the instruments will also test them. Field accuracy tests and preventive maintenance can be done by the meter electrician but major repairs, recalibration and acceptance testing must be done in a meter laboratory.

A technical Energy Surveillance Cell will be able to monitor this activity.

4.6 Maintenance and Operation

The Maintenance and Operations section will be charged with operating the Service Dispatch Center, 24 hours a day, 7 days a week keeping the lines and equipment in operating condition, restoring service when there are failures of facilities, and surveying the distribution system to determine where maintenance is necessary.

The Service Dispatch Center will receive and transmit information about work activity, system conditions, giving clearances through the Distribution Inspectors to ensure safe working areas and conditions and will arrange for maintenance and operating crews to restore customer service in the division. The Dispatch Center receives customer calls concerning service and the staff estimates the corrective action by assessing the available data. It is proposed that there be radio communications between the Dispatch Center and the vehicles of the maintenance and operation crews and the sub-division offices. A small truck with driver will transport 2 two-men crews to trouble locations along with ladders, tools and repair supplies.

The communications equipment will also be maintained by a technical assistant attached to the Center.

The Maintenance and Operations crews of the divisions and sub-divisions will be doing routine maintenance during normal working hours. When there is a need for service restoration work, the Service Dispatcher contacts the closest crew by radio and some or all of the crew will be directed to the trouble. At other than normal working hours skeleton complaint crews will be available with communication to additional staff that can be assembled quickly.

When there are a large number of complaints, other available maintenance and operations crews would be called in and when there are major failures, crews from other divisions that are not affected by the cause of the local outages, can be called upon.

With time the distribution system facilities deteriorate and this requires continuous evaluation if system events are to be controlled. Distribution Inspectors (trained as equipment operators to perform normal and emergency switching) will be in the division and sub-divisions reporting the current condition so that maintenance forces can be directed to potential trouble areas. They will also assist the service and maintenance crews in switching out and restoring line sections and equipment for performing the work. These inspectors provide safety insurance to work personnel as well as monitoring the security of the utility investment.

4.7 Sub-Divisions

The Sub-Divisions of the proposed organization will include Customer Services, Service Connections, Meters and Maintenance & Operation Sections headed by qualified supervisors.

With the new Customer Services Section and the enhanced supervisory staff and with functional help and guidance available from the divisions, the sub-divisions will be able to operate, maintain and expand the distribution system to meet the needs of customers.

However the administration, customer accounts, computer operations, major service and line extension and engineering planning will be performed at the divisional office for the sub-divisions.

4.8 Purchasing and Stores

Existing Stores System

The stores organization currently in use in WAPDA has Regional Stores, Field Stores and Remote Stores in each Area Electricity Board and this organization should remain in effect. The system ensures a reasonable allocation of centralized and decentralized materials.

- Regional Stores are located in each Area Electricity Board. Centrally purchased materials allocated to the area and decentralized materials purchased by the Regional Director Inventory Control are placed in these stores.
- Field Stores are located in some of the divisions and support the divisions and sub-divisions activities. These stores receive all their materials from the Regional Store.
- Remote Stores exist in some of the remote sub-divisions and support one or more sub-divisions receiving their material requirements from the Field Stores.

The Regional Director Inventory Control in each Area Electricity Board is responsible for:

- The forecast of maximum and minimum working stock levels for the Field Stores sufficient to allow restocking before the store's supply is exhausted.
- The control of all stores.
- The direct supervision of all stores personnel.
- The coordination of the area requirements for all decentralized materials and the purchase of those materials.
- The coordination of the area requirements for all centrally purchased materials and the expediting the delivery of those materials through the Lahore Office.

- The allocation of all centralized and decentralized materials from the Regional Store to the various Field Stores.

Proposed Stores System

- Field Stores will be reorganized so that there will be sufficient stocks of materials available to support the activities of the divisions they serve. The Field Stores Manager will advise the Division Managers of shortages of any stores materials.
- The Division Managers will communicate the material requirement for any special projects directly to the Regional Director Inventory Control. A copy of the requirement must be sent to the Field Store Manager.
- The Division Managers will present an annual materials forecast to the Regional Director Inventory Control. This forecast must be updated quarterly.
- The Regional Director Inventory Control will utilize the annual and quarterly forecast to purchase and/or expedite the delivery of the required materials.
- The division personnel requiring materials from the Field Stores will present an approved Materials Requisition before materials are issued.
- Consideration is being given to construct Field Stores in the Model Divisions. It is proposed that the new stores building/warehouse be located as close to or preferably at the same site as the proposed Customer Service Center.

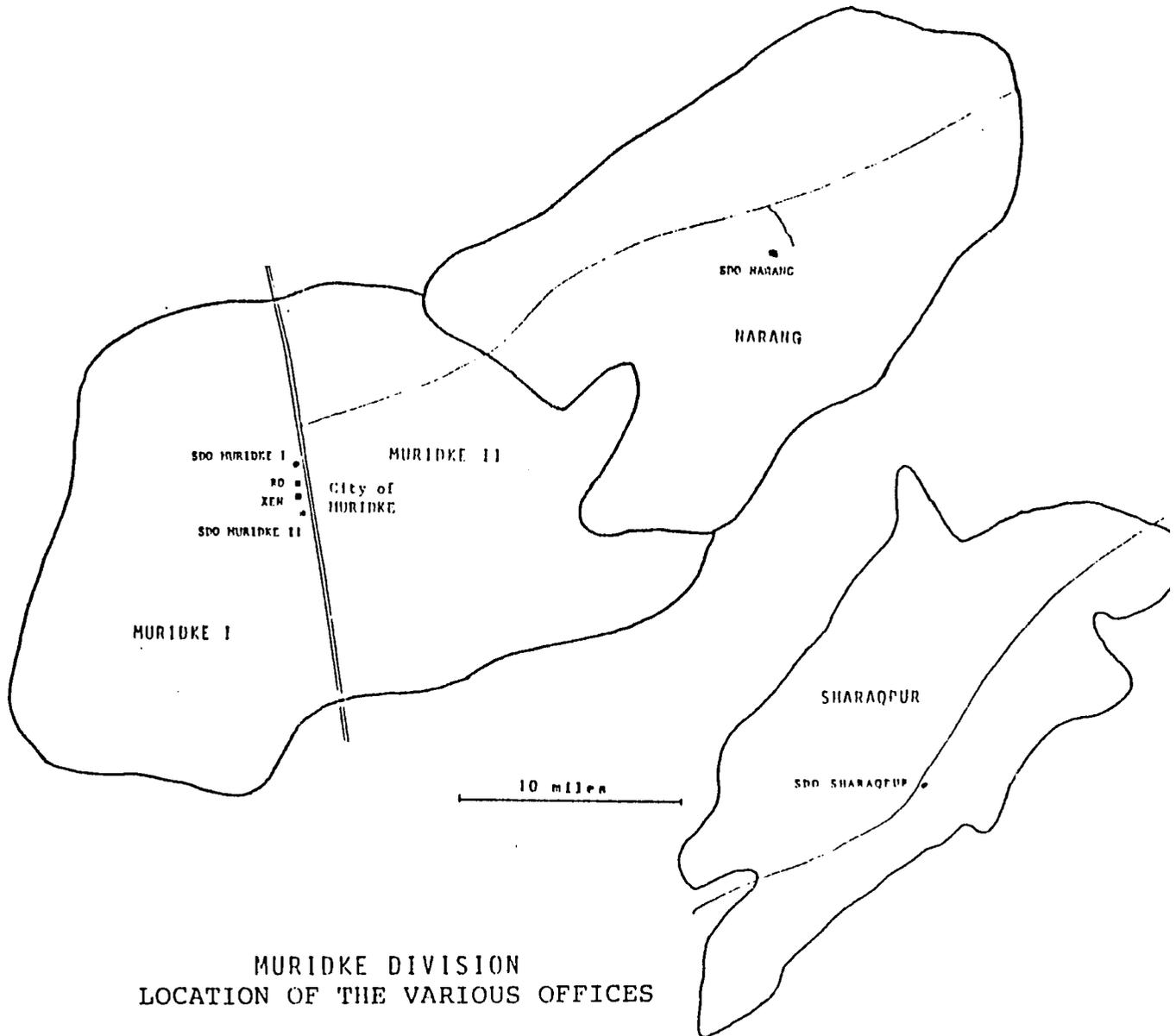
5.0 REORGANIZATION OF THE MURIDKE AND SHEIKHUPURA DIVISIONS

The two model divisions will require more vehicles than they presently have in order to take full advantage of the proposed communications equipment and the new organizational structure. The number of vehicles being recommended will result in a workable functioning division. Muridke has so few vehicles that more additional vehicles are needed in this division than in Sheikhpura even though Sheikhpura is a much larger division. More office space and furnishing will also be needed in each division.

5.1 Muridke

The Muridke Division consists of a divisional headquarters, a revenue office and four sub-divisions: Muridke I, Muridke II, Narang and Sharaqpur. The offices of Muridke I and II are within a few hundred meters of each other on the boundary between them in the city of Muridke, and the offices of Narang and Sharaqpur are near the center of the each sub-division in the respective cities.

There follows a map of the Muridke Division showing boundaries of the present sub-divisions and the location of the various offices:



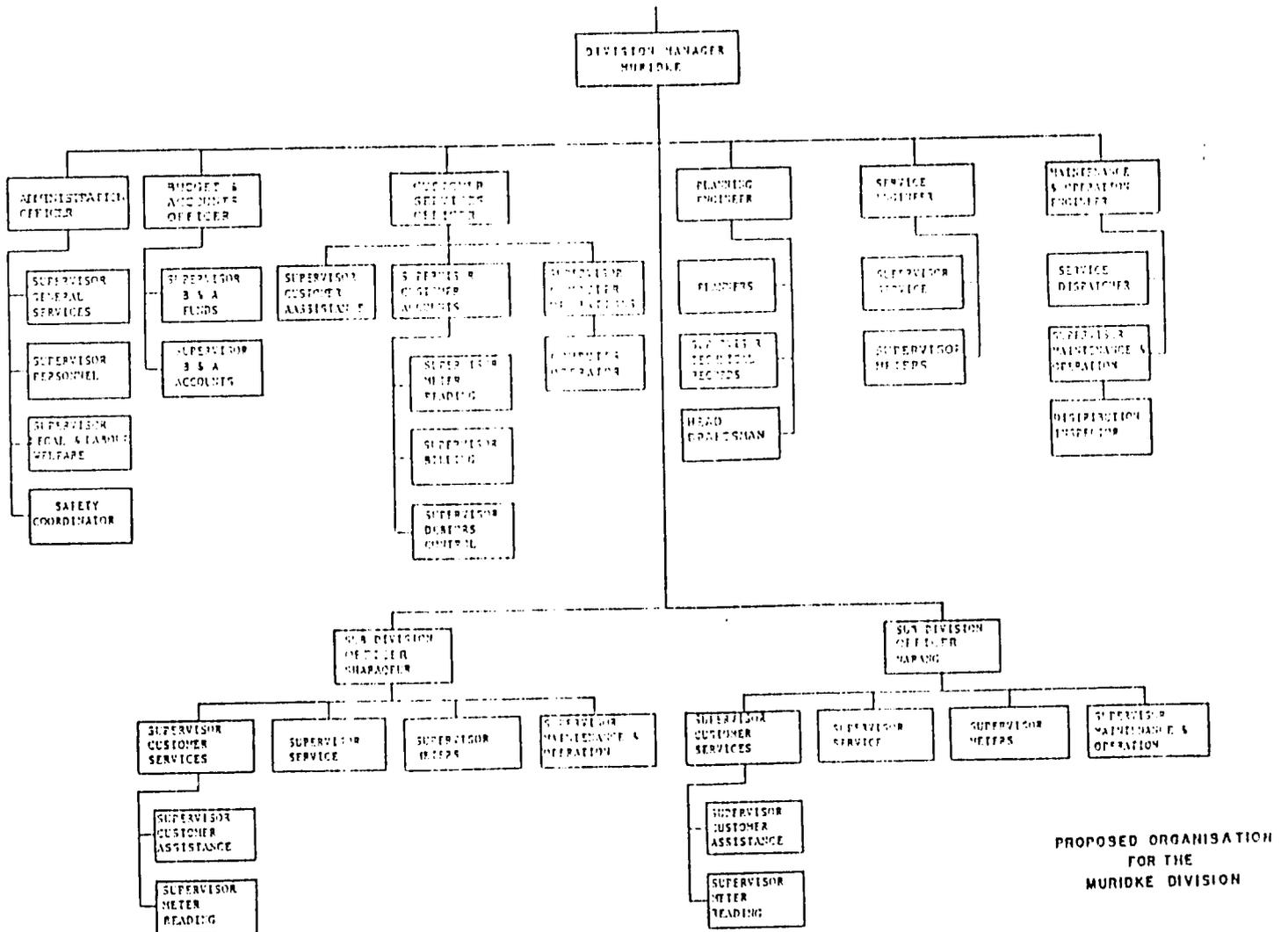
MURIDKE DIVISION
LOCATION OF THE VARIOUS OFFICES

In the reorganized division the present headquarters staff, revenue office personnel and all the personnel in Muridke I and Muridke II sub-divisions along with the personnel required for the new positions will be brought together to form the new divisional office organization in the city of Muridke. The proposed site for the new Customer Service Center in the proposed organization will be located in the vicinity of the present Muridke I and II offices thus the distances the customers will have to travel in the future

to contact the utility at the Customer Service Center will hardly be any different than at present.

The sub-divisions of Narang and Sharaqpur will retain their identities when they are reorganized and will continue to function from their present offices.

The chart below shows the revised organizational structure with the titles of the supervisor of BPS 12 and above:



PROPOSED ORGANISATION FOR THE MURIDKE DIVISION

The eleven pages of Exhibit I show the staff complement, vehicles, electronic equipment, furniture and accommodation requirements and the estimated capital and additional annual operating costs resulting from the reorganization of the division.

At the present time there are 477 employees in the Muridke division serving 36,000 customers. The current norm is to limit the number of customers to about 40,000. The complement for the division after reorganization will increase by 19 to 496. The reorganized division will be able to manage 60,000 or more customers with an increase of only 19 employees. The increase of nineteen is created by obtaining 70 employees from elsewhere in WAPDA while 51

employees will be made available for other assignments in the organization. This situation is due to the existing staff not having the required skills or because of the existing procedures in WAPDA. For example, a Supervisor Meter Reader BPS-7 is not permitted to be placed in a position of a driver of the same salary classification even if he is capable of driving. The surplus staff, however, will continue to be posted in the division until they are placed somewhere else in WAPDA.

The estimated capital costs for the reorganization of Muridke will be Rs.17,000,000 of which Rs.10,900,000 will be recommended for USAID financing. The annual costs of the increased and upgraded staff, the additional costs of owning, maintaining and operating the vehicles, communications, accommodations, and the other additional costs will total about Rs.2,870,000 per year.

The table below differs from the table in the Draft report of Sept 30, 1986 by including the construction of a Model Division Customer Service Center in Muridke and a Model Sub-division Service Center in Narang as recommended from comments given on the Draft report.

As noted the construction costs of these Model Service Centers will be recommended for USAID financing. The cost of land will be a WAPDA project and which already is under study.

Summary: Muridke

	<u>Capital Costs Rs.</u>	
	<u>USAID*</u>	<u>WAPDA</u>
Model Division		
Customer		
Service Center* 7,500,000		
Model		
Sub-division		
Service Center* 1,000,000		
Land		2,700,000
Vehicles		3,051,000
Computer* 150,000		
Mobile Radios* 868,000		
Radio Towers* 935,000		
Test Equipment* 476,000		
Furniture		334,000
Total	<u>10,929,000</u>	<u>6,085,000</u>

*Recommended for USAID financing: Rs. 10,929,000
WAPDA Cost : Rs. 6,085,000

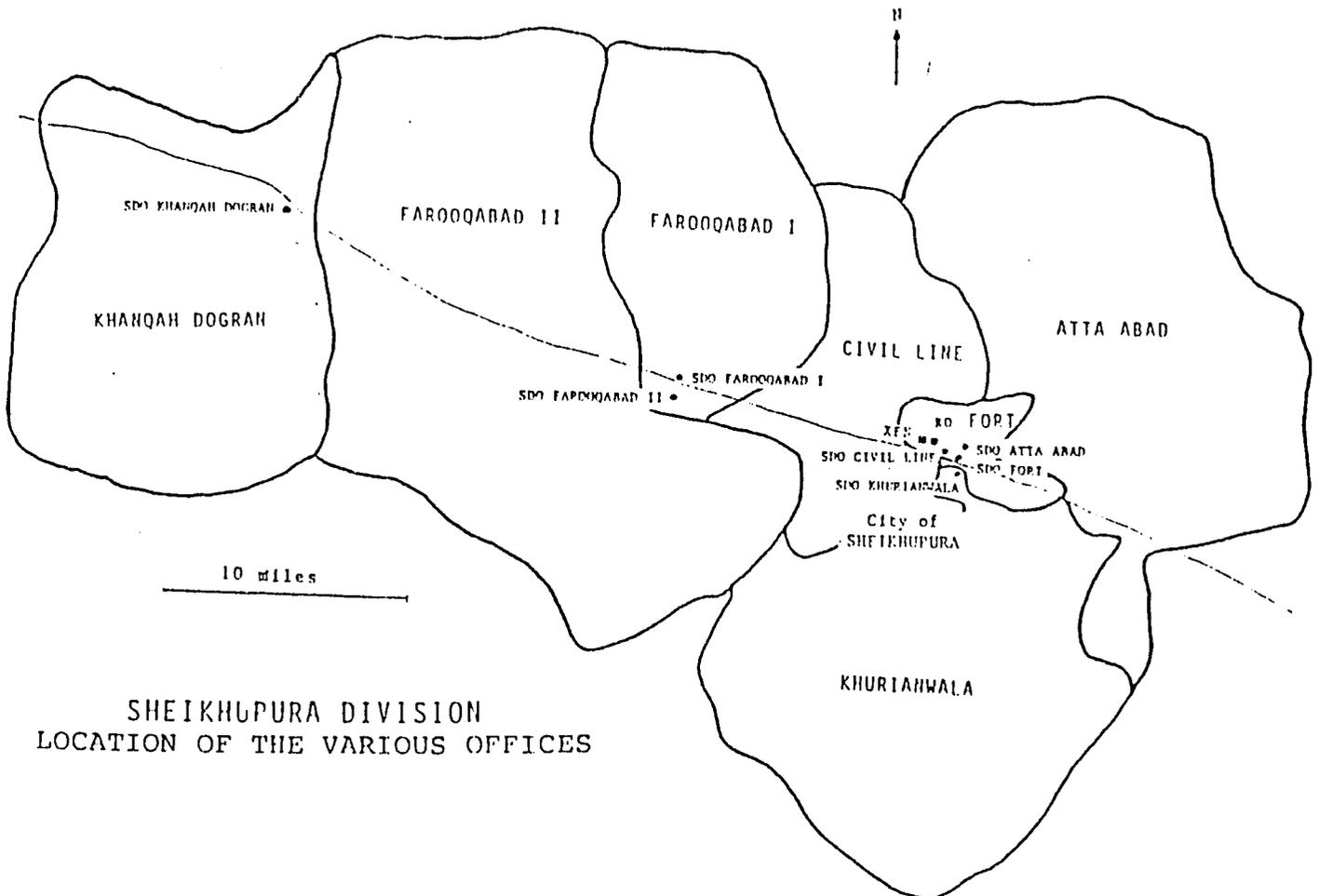
Additional Annual Operating Costs Rs.

Building		
depreciation	213,000	Building maintenance is
Vehicles	991,000	equal to the cost of renting
Electronic	148,000	accommodations
Staff	<u>1,518,000</u>	
Total	<u>2,870,000</u>	

5.2 Sheikhupura

The Sheikhupura Division now consists of a divisional headquarters, a revenue office and seven sub-divisions: Fort, Attaabad, Khurianwala, Civil Line, Farooqabad I, Farooqabad II and Khanqa Dogran. The offices of the division headquarters, the revenue office, and the sub-divisions of Civil Line, Fort, Khurianwala and Attaabad are in the city of Sheikhupura and are located within a short distance of each other. Farooqabad I and Farooqabad II sub-division offices are both in the city of Farooqabad and that of Khanqa Dogran is in the city of Khanqa Dogran.

The map shows the location of these sub-divisions and the location of the various offices:



In the reorganized division the present headquarters staff, the revenue office personnel, and the staff of the sub-divisions of Fort, Attaabad, Khurianwala, Civil Line and Farooqabad I along with the personnel required for the new positions will be brought together to form the new divisional office organization in Sheikhupura. The proposed site of the new Customer Service Center will be located in the vicinity of the existing sub-division offices in Sheikhupura thus the distances the customers will have to travel in the future to contact the utility at the Customer Service Center will hardly be different than at present. In the Farooqabad I sub-division, however, the customers will have choice

The estimated capital costs for the reorganization of the Sheikhpura Division will be Rs.15,000,000 of which about Rs.11,000,000 will be recommended for USAID financing. The annual costs of the increased and upgraded staff, the additional costs of owing, maintaining and operating the vehicles, communications, accommodations, and other additional costs that will result from the reorganization total about Rs.1,900,000 per year.

The table below differs from the table in the Draft report of Sept 30, 1986 by including the construction of a Model Division Customer Service Center in Sheikhpura and a Model Sub-division Service Center in Khanqa Dogran as recommended from comments given on the Draft report.

As noted the construction costs of these Model Service Centers will be recommended for USAID financing. The cost of land will be a WAPDA project and which already is under study.

Summary: Sheikhpura

<u>Capital Costs Rs.</u>		
	<u>USAID*</u>	<u>WAPDA</u>
Model Division Customer Service Center*	7,500,000	
Model Sub-division Service Center*	1,000,000	
Land		2,700,000
Vehicles		961,000
Computer*	150,000	
Mobile Radios*	1,042,000	
Radio Towers*	804,000	
Test Equipment*	476,000	
Furniture		334,000
Total	<u>10,929,000</u>	<u>4,061,000</u>

*Recommended for USAID financing: Rs. 10,927,000
WAPDA Cost : Rs. 4,061,000

Additional Annual Operating Costs Rs.

Building depreciation	213,000	Building maintenance is equal to the cost of renting accommodations
Vehicles	510,000	
Electronic	168,000	
Staff	<u>1,023,000</u>	
Total	<u>1,914,000</u>	

With the management structure of the new organization and with upgraded equipment the division will be capable of serving more than 60,000 customers.

6.0 TRAINING

Personnel assigned new tasks will be properly trained before assuming them. The initial training will therefore be directed towards the training of personnel in their new jobs. During this period new procedures and policies will be developed. The new procedures will serve as the basis for curriculum revisions and development of new training programs. This may require the utilization of the SUE program in which specialized staff are sent to the United States or soliciting the services of an AEP or ITECO specialists to do specific instruction in Pakistan. Once the new procedures are validated or revised to meet the desired objectives of the reorganization the formal WAPDA curricula can be produced.

It is anticipated that new training needs will always be required. Sufficient personnel are currently being trained or retrained to meet adequately these needs in regards to modification or creation of training materials. It is also anticipated that with the establishment of the Interim Distribution Training Institute it will be considerably easier to create training programs as an existing staff and facility will be in place and operational. Most specialized programs are currently projected to be conducted at the IDTI unless it requires on the job training or training at a remote location.

7.0 BENEFITS AND COSTS

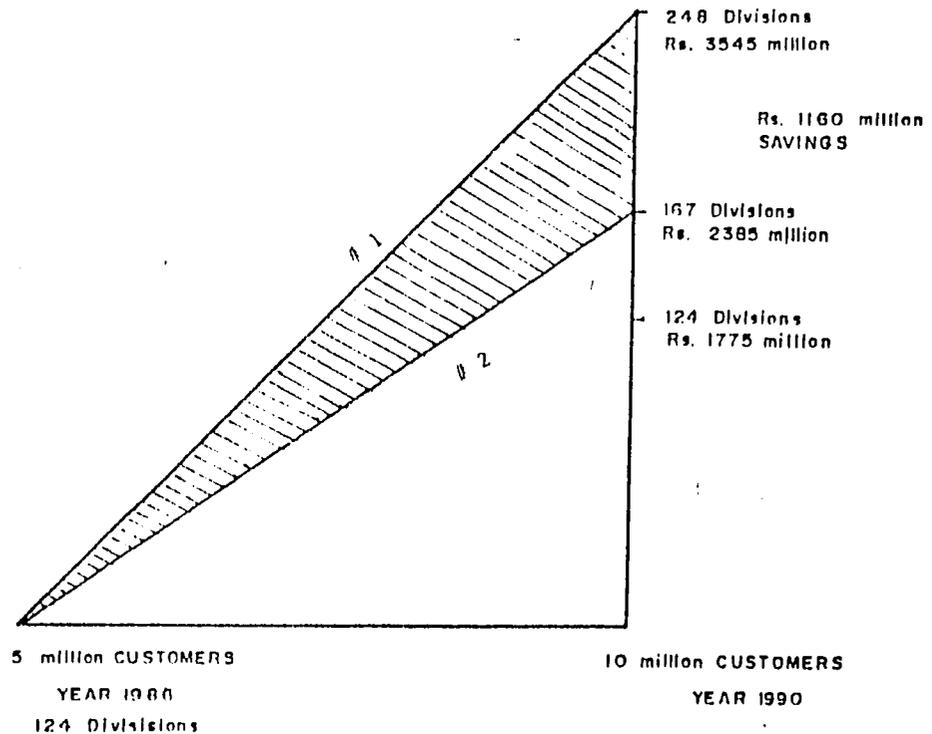
During the next five years it is expected that the number of WAPDA customers will increase from 5 million to 10 million. Today there are 124 divisions. Under the existing yardstick this will mean the creation of 124 new divisions which will result in a total of 248 divisions, each with an average of 40,000 customers. With the implementation of the division reorganization plan the average number of customers will increase to 60,000 or more. This will result in the creation of a maximum of 43 new divisions instead of 124, avoiding the cost of establishing 81 new divisions. As noted earlier the number of new sub-divisions required will be reduced. At the same time many of the 566 existing sub-divisions will be consolidated into the new division offices.

The staffing cost of distribution which includes management, administration, maintenance, operations, commercial, stores and civil totaled Rs.1531 million in 1984-85. (Reference "Trial Balance and Management Reports for June 1985".) This reference also indicated that the annual increase in each of the past three years has been 16%. Assuming this rate of increase continues into 1985-86 the staffing cost will be Rs.1775 million. The average staffing cost is thus $1775 \div 124 = \text{Rs.}14.3$ million. The increase in expenditures to create 43 new divisions will be $(43 \times \text{Rs.}14.3) = \text{Rs.}615$ million. The avoided cost of establishing 81 new divisions will be $(81 \times \text{Rs.}14.3) = \text{Rs.}1160$ million.

The reduction in the number of future divisions should result in the creation of fewer Circles and AEB's. The financial benefits obtained from a smaller number of these organizations as well as

the expected reduction of technical and non-technical losses are not included in the Rs.1160 million saving nor has an attempt been made to quantify these benefits at this time.

The effect of the increase in the number of customers per division from 40,000 to 60,000 on the number of divisions and the cost is shown on the diagram below:



Curve # 1 : growth in divisions with present yardstick.
 Curve # 2 : growth in divisions after reorganization.

The present average division has 40,000 customers. In three such divisions with 120,000 customers the cost of operations will be $3 \times \text{Rs.}14.3 \text{ million} = \text{Rs.}42.9 \text{ million}$ per year.

The combined operating costs of the Muridke and Sheikhpura Divisions in 1985-86 were Rs.13.1 million and Rs.18 million for a total of Rs.31.1 million. The additional annual operating costs due to reorganization are estimated to be Rs.2.85 million for Muridke and Rs.1.90 million for Sheikhpura totalling Rs.4.75 million for both divisions. Thus the total annual operating cost will rise to Rs.35.85 million. These two divisions now serve about 96,000 customers but with the organization being proposed this could rise to at least 120,000 without an appreciable increase in operating costs.

Comparing the cost of Rs.42.9 million to serve 120,000 customers in the present organization versus the cost of serving 120,000 customers in the two reorganized divisions the difference is $\text{Rs.}42.9 - \text{Rs.}35.85 = \text{Rs.}7.05 \text{ million}$ or 16.4% less.

Summary:

Muridke And Sheikhpura

	1985-86	After Reorganization	Increment
Combined Operating costs (Rs. millions)	31.1	35.85	4.75
Combined Number of customers	96,000	120,000 +	24,000 +
	Present Standard	Reorganization Standards	Saving
Cost of Serving 120,000 Customers in Rs. Millions	42.9	35.85	7.05 (16.4%)

Total Summary of Muridke and Sheikhpura Divisions

Total Capital Costs Rs.

	<u>MURIDKE</u>		<u>SHEIKHPURA</u>	
	<u>USAID</u>	<u>WAPDA</u>	<u>USAID</u>	<u>WAPDA</u>
Model Division Customer Service Center*	7,500,000		7,500,000	
Model Sub-division Service Center*	1,000,000		1,000,000	
Land		2,700,000		2,700,000
Vehicles		3,051,000		961,000
Computers*	150,000		150,000	
Mobile Radios*	868,000		1,042,000	
Radio Towers*	935,000		804,000	
Test Equipment*	476,000		476,000	
Furniture		334,000		400,000
Total	10,929,000	6,085,000	10,972,000	4,061,000
<u>Total WAPDA Cost =</u>				Rs. 10,146,000
<u>*Total Recommended for USAID Financing =</u>				Rs. 21,901,000

Total Additional Annual Operating Costs Rs.

	<u>MURIDKE</u>	<u>SHEIKHPURA</u>
Buildings depreciation	213,000	213,000
Vehicles	991,000	510,000
Electronics	148,000	168,000
Staff	1,518,000	1,023,000
Total	2,870,000	1,914,000
Total WAPDA Additional Annual Costs =		Rs. 4,784,000

8.0 IMPLEMENTATION

The changes from the existing divisional organization to that proposed will require special care so that the customers service will not be adversely affected and the meter reading and billing procedures will not be seriously interrupted. To ensure a smooth transition it is proposed that a Task Force be established to schedule, coordinate, resolve organizational problems and then monitor the progress. It is recommended that this Task Force be headed by the Superintending Engineer of Sheikhpura assisted by PTAT and some WAPDA staff.

The major events in implementing the reorganization plan are listed below and the times over which they will occur, assuming the reorganization of the model divisions is authorized on November 1, 1986, are shown on the bar chart on page 27. Some of the events have already been completed, others are in progress and many can commence only when authorization is obtained.

The new divisions will be formed by combining some of the present sub-divisions. It has been assumed that the form of the new division will be in place three months after authorization even though every aspect of the reorganization will not have been completed by that time.

The schedule for reorganization is:

8.1 Administration

1. Select administration supervisors and support personnel.
2. Request the required vehicles.
3. Identify office accommodation, request office furniture, equipment and supplies.
4. Transfer the administration functions from the sub-divisions to the division.

8.2 Finance

The implementation plan for the reorganization of the divisional financial functions will be:

5. Develop a revised accounting code.
6. Design a computerized accounting system.
7. Develop a computer program.
8. Test the computerized system.
9. Implement the computerized system.
10. Revise procedures.
11. Select Budget and Accounts Officer and support staff.

12. Transfer accounting personnel from Revenue Office.
13. Consolidate divisional accounting units.

8.3 Customer Services

The customer services and functions will be implemented as follows:

14. Revenue Office transferred from the Circle to the new division and is renamed Customer Services.
15. Select the Manager Customer Services and the supervisors for the division.
16. Transfer meter readers and bill distributors to Customer Services.

Development and test equipment for the computers are available. The planning for permanent equipment has been completed and it will be ordered for delivery in 1987. Computers will be delivered to service all Divisions.

System development is being planned in two phases:

- conversion of current inputs to the computer without any change to division procedures.
- addition of new functions and changes to division procedures must be identified by the various components, coded and tested. Changes for work orders, stores and accounting are now being coded; changes for the Customer System (billing, accounting, customer service and records) are being analyzed; changes are not yet in progress for Payroll and Personnel.

Pilot testing will occur as follows:

- Customer System technical changes are now being tested. These tests will continue for several months.
- The technically updated Customer System will be installed initially at Shelkhpura to support functional changes which will be incorporated into the technically enhanced system for pilot operation. The installation at Muridke will follow.
- Pilot test the automated stores system.
- Test the divisional work order system.

The schedule for the Functional Improvement is:

17. Specify changes to be made to the Customer System
18. Define and develop functional changes to AEB and Data Entry programs
19. Define and develop functional changes to computer programs

20. Select site; request air conditioning and other site facilities
21. Install technically enhanced Customer System at Sheikhupura
22. Select and train computer supervisor and operator
23. Begin pilot use of technically enhanced Customer System
24. Begin pilot test of Customer System functional changes

8.4 Planning, Service and Maintenance and Operation

The Implementation plan for Technical Services will be:

25. Order communications equipment.
26. Select the Planning, Service and Maintenance & Operations Engineers and their support staff for the divisions and the supervisors and their staff in the sub-divisions and organize.
27. Receive vehicles.
28. Transfer payroll staff to Administration and disbursement staff to Budget and Accounts.

8.5 Sub-Division Office

29. Select the Customer Services and Technical Supervisors.
30. Transfer payroll staff to Administration and disbursement staff to Budget and Accounts.
31. Combine the Khanqa Dogran and the Farooqabad II sub-divisions using the name Khanqa Dogran for the enlarged sub-division in Sheikhupura.

8.6 Purchasing

32. Discussions will be held with the Regional Director Inventory Control about plans for the Division Manager to forward a quarterly updated forecast and make any changes necessary in present procedures and to ensure that the Field Stores Manager understands the new procedures. This will take place in the first month of the reorganization. Implementation will continue for five months and then the new computerized system of Inventory Control will be introduced.

The period over which these events occurred or are expected to occur are indicated on the chart on page 27.

9.0 MONITORING

Monitoring is an important function in evaluating the effects of the reorganization. To measure the results, quantitatively, the present status of operations must be established to form a basis for comparison with the performance of the reorganized division over a specified period of time.

The following activities can be defined:

Management

- How much time spent in the preparation of reports.

Service Functions

- Increase in revenues.
- Time to process invoices.
- Time to obtain a new service connection.
- After disconnection, time to reconnect after authorization.
- Billing turn around time.
- Number of bill complaints.
- Number of adjustments to customer bills.
- Number of meters read.
- Number of meter reading errors.
- Number of estimated meter readings.
- Reduction in non-technical losses.
- Number of accidents, type and reason.
- Number of training sessions.

Technical Functions

- Reduction in technical losses.
- Number of service complaints.
- Time to resolve service complaints.
- Number of outages.
- Duration of Outages.
- How many meters tested by request.
- How many system problems are discovered by travelling crews.
- How long does it take to correct system problems.

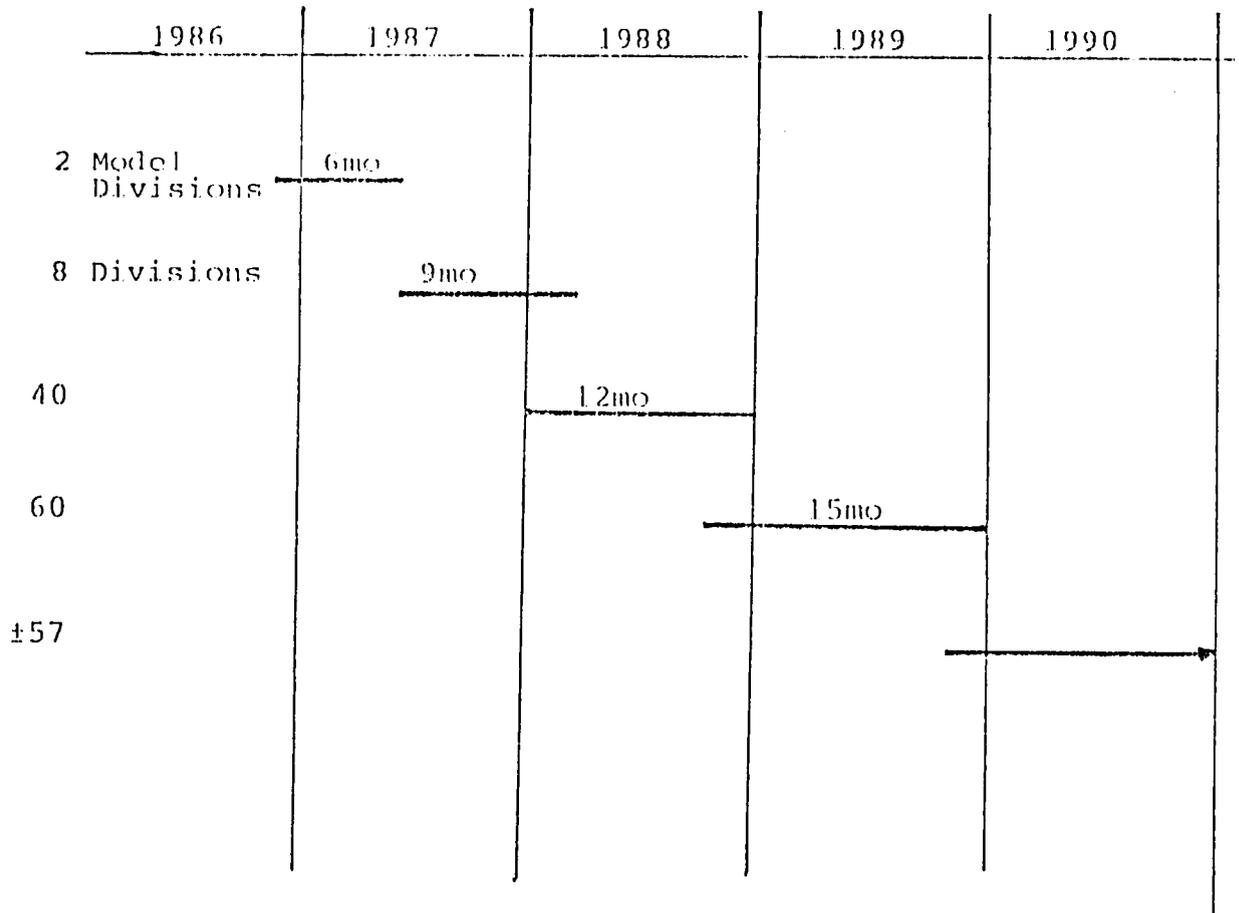
Stores

- How often are stores out of requested materials.
- How long does it take to obtain requested materials.

10.0 FUTURE PLANS FOR OTHER DIVISIONS

Based on the experiences with these two Model Divisions and according to the plans as outlined in the Institutional Improvement Program, Summary Paper of May 12, 1986, the reorganization schedule of implementation for the remaining WAPDA divisions will be as follows.

Proposed Division Reorganization Schedule:



M U R I D K E

STAFFING - EXISTING AND PROPOSED

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
<u>DIVISION MANAGER</u>	18	1	1	0
Steno	12	1	1	0
Driver	7	1	1	0
Naib Qasid	1	1	1	0
		<hr/> 4	4	0

Administration

Administration Officer	17	1	0	-1
Supervisor General Services	11/14	1	0	-1
Jr. Clerk	5	1	1	0
Naib Qasids	1	3	4	+1
Sweeper	1	1	1	0
Chowkidar	1	1	2	+1
Mali	1	1	1	0
Foreman Transport	11	1	0	-1
Lorry Cleaner	3	0	1	+1
Driver	7	1	1	0
Supervisor Personnel	11/14	1	1	0
Sr. Clerk	7	2	2	0
Jr. Clerk	5	1	1	0
Record Keeper	5	1	1	0
Diary & Desp Clerk	5	1	1	0
Typists	5	2	2	0
Supervisor Legal & Labor Welfare	11/14	1	0	-1
Sr. Clerk	7	1	1	0
Jr. Clerk	5	1	1	0
Safety Coordinator	16	1	0	-1
Sr. Clerk	7	1	1	0
		<hr/> 24	22	-5
				+3

Budget and Accounts

Budget and Accounts Officer	17	1	0	-1
Supervisor B&A - Funds	16	1	0	-1
Supervisor B&A - Accounts	16	1	0	-1
Accounts Assistants	11/12	3	2	-1
Senior Clerks	7	4	4	0
Typists	5	2	2	0
Naib Qasids	1	2	2	0
		<hr/> 14	10	-4

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
<u>Customer Services</u>				
Customer Services Officer	17	1	1	0
Steno	11	1	0	-1
Daftri	2	1	1	0
Naib Qasids	1	3	3	0
Chowkidar	1	1	1	0
Mali	1	1	1	0
Sweeper	1	1	1	0
Supervisor Customer Assistance	11/14	1	0	-1
Customer Record Clerk	7	1	1	0
New Connection Clerk	7	1	1	0
MCO/DCO/RCO Clerk	5	1	1	0
Enquiries Clerk	7	1	1	0
Litigation Clerk	7	1	1	0
Bills Despatch Clerk	7	1	1	0
Bill Distributors	3	7	7	0
Supervisor Customer Accounts	14	1	1	0
Typist	5	1	0	-1
Supervisor Meter Readers	12	1	1	0
LS-II Meter Readers	11	2	2	0
Meter Readers	5	13	13	0
Supervisor Billing Control	12	1	1	0
Sr. Bill Control Clerks	7	4	4	0
Jr. Bill Control Clerk	5	1	1	0
Sr. Meter Reading Clerks	7	4	4	0
Supervisor Debtor Control	12	1	1	0
Sr. Debtor Control Clerk	7	2	2	0
Supervisor Computer Operations	16	1	0	-1
Computer Operator	12	1	0	-1
Total		56	51	-5

Planning

Planning Engineer	17	1	0	-1
Planners	12	3	0	-3
Estimators	7	3	0	-3
Head Draftsman	12	1	1	0
Assistant Draftsman	11	1	1	0
Tracer	5	1	1	0
Supervisor Technical Records	12	1	0	-1
Record Clerks	7	3	0	-3
Drivers	7	1	1	0
Total		15	4	-11

Service

Service Engineer	17	1	1	0
Supervisor Service	16	1	1	0
LS-I	12	2	3	+1

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
LM-I	7	6	7	+1
ALM	5	12	12	0
Service Clerk	5	2	2	0
Supervisor Meters	16	1	0	-1
LS-II	11	2	2	0
LM-I	7	2	2	0
ALM	5	4	4	0
DCO/RCO LS-I	12	2	2	0
Jr. Clerk	5	1	1	0
LM-I	7	4	4	0
ALM	5	4	4	0
Drivers	7	3	3	0
		47	48	-1
				+2
<u>Maintenance & Operation</u>				
Maintenance & Operations Engineer	17	1	1	0
Jr. Clerk	5	1	1	0
Service Dispatchers	16	4	0	-4
Communications Technician	11	1	0	-1
Supervisor Maint & Op	16	1	0	-1
H&O Clerk	5	1	1	0
LS-I	12	2	3	+1
LS-II	11	2	2	0
LM-I	7	18	21	+3
LM-II	6	23	23	0
ALM	5	58	78	+20
LF-I	12	0	3	+3
Complaint Clerks	5	4	4	0
Distribution Inspector	12	2	0	-2
LM-I	7	2	2	0
Drivers	7	3	3	0
		123	142	- 8
				+27
Total at Divisional Headquarters		283	281	-34
				+32

HARANG SUB-DIVISION

<u>Sub-Division Manager</u>	17	1	1	0
Sr. Clerk	7	1	1	0
Jr. Clerk	5	1	1	0
Record Keeper	5	1	1	0
Driver	7	1	0	-1
Typist	5	1	0	-1
Naib Qasids	1	2	2	0
Chowkidar	1	1	1	0
Sweeper	1	1	1	0

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
<u>Customer Services</u>				
Supervisor Customer Services	11/14	1	0	-1
Supervisor Customer Assistance	12	1	0	-1
Customer Record & Enquiry Clerk	7	1	1	0
New Connections Clerk	7	1	1	0
Bill Distributors	3	4	4	0
Supervisor Meter Readers	12	1	1	0
LS-II Meter Readers	11	1	1	0
Meter Readers	5	5	5	0
<u>Service</u>				
Supervisor Service	12	1	0	-1
Service Clerk	5	1	1	0
LS-II	11	1	1	0
LM-I	7	2	2	0
ALM	5	4	4	0
Assistant Draftsman	11	1	0	-1
<u>Meters</u>				
Supervisor Meters	12	1	0	-1
LS-II	11	1	1	0
LM-I	7	1	1	0
DCO/RCO LS-II	11	1	1	0
Jr. Clerk	5	1	1	0
LM-I	7	1	1	0
ALM	5	4	4	0
<u>Maintenance & Operation</u>				
Supervisor Maint. & Operation	16	1	0	-1
M&O Clerk	5	1	1	0
LS-I	12	2	2	0
LS-II	11	2	2	0
LM-I	7	9	9	0
LM-II	6	11	11	0
ALM	5	25	35	+10
Complaint Clerks	7	4	0	-4
Drivers	7	3	0	-3
Total Narang Sub-Div		103	98	-15
				+10

SHARAPUR SUB-DIVISION

<u>Sub-Division Manager</u>	17	1	1	0
Sr. Clerk	7	1	1	0
Jr. Clerk	5	1	1	0
Record Keeper	5	1	1	0
Driver	7	1	0	-1
Typist	5	1	0	-1
Naib Qasid	1	1	1	0

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
Chowkidar	1	1	1	0
Sweeper	1	1	1	0
<u>Customer Service</u>				
Supervisor Customer Service	11/14	1	0	-1
Supervisor Customer Assistance	12	1	0	-1
Customer Record & Enquiry Clerk	7	1	1	0
New Connections Clerk	7	1	1	0
Bill Distributors	3	6	6	0
Supervisor Meter Readers	12	1	0	-1
LS-II Meter Readers	11	1	1	0
Meter Readers	5	10	10	0
<u>Service</u>				
Supervisor Service	12	1	0	-1
Service Clerk	5	1	0	-1
LS-II	11	1	0	-1
LM-I	7	2	2	0
ALM	5	3	3	0
Assistant Draftsman	11	1	0	-1
<u>Meters</u>				
Supervisor Meters	12	1	0	-1
LS-II --> <i>Not filled</i>	11	1	0	-1
LM-I --> <i>Not filled</i>	7	1	1	0
/DCO/RCO LS-II	11	1	0	-1
Jr. Clerk	5	1	1	0
LM-I	7	2	2	0
ALM	5	4	4	0
<u>Maintenance & Operation</u>				
Supervisor Maint. & Operation	16	1	0	-1
M&O Clerk	5	1	0	-1
LS-I	12	2	2	0
LS-II	11	2	0	-2
LM-I	7	9	9	0
LM-II	6	11	11	0
ALM	5	25	34	+9
Complaint Clerks	7	4	3	-1
Drivers	7	4	0	-4
Total Sharagpur Sub-Div		110	98	-21
				+ 9
Total Muridke Division		496	477	-70
				+51

-70 indicates that there are 70 positions that cannot be filled from the existing staff.

+51 indicates that there are 51 present staff members that are surplus.

M U R I D K E
PROPOSED VEHICLES

	PROPOSED		EXISTING	TO BE PURCHASED INITIALLY	VEHICLES IN USE
	FINALLY	INITIALLY			
<u>DIVISION</u>					
Jeep L.D.	1	1	1	0	1
<u>ADMINISTRATION</u>					
Pickup	1	1	0	1	1
<u>CUSTOMER SERVICE</u>					
Motor Cycle	3	1	0	1	1
<u>PLANNING</u>					
Jeep L.D.	1	1	0	1	1
Motor Cycles	2	2	0	2	2
<u>SERVICE</u>					
Pickup	2	2	2	0	2
Pickup with Platform	1				
Jeep L.D.	1				
Truck with Crane	1	1	0	1	1
Motor Cycles	2	1	0	1	1
<u>M&O</u>					
Pickup with Ladder	1	1	0	1	1
Jeep L.D.	1	1	0	1	1
Jeep H.D.	1	1	0	1	1
Truck	1	1	1	0	1
Pickup	2				1
Motor Cycle	1	1	0	1	1
<u>NARANG S-D</u>					
Pickup	2	2	1	1	2
Pickup with Ladder	1				
Jeep L.D.	1	1	0	1	1
Jeep H.D.	1				
Truck	1	1	0	1	1
Motor Cycles	2	1	0	1	1
<u>SHARQPUR</u>					
Pickup	2	2	1	1	2
Pickup with Ladder	1				
Jeep L.D.	1	1	0	1	1
Jeep H.D.	1				
Truck	1	1	0	1	1
Motor Cycles	2	1	0	1	1
TOTAL	<u>39</u>	<u>25</u>	<u>6</u>	<u>19</u>	<u>25</u>

M U R I D K E

PROPOSED COMMUNICATIONS

	<u>PROPOSED</u>	<u>EXISTING</u>	<u>TO BE PURCHASED</u>	<u>TO BE LEASED</u>
<u>Division</u>				
Telephone	1	1		0
<u>Administration</u>				
Telephone	1	1		0
<u>B & O</u>				
Telephone	1	0		1
<u>Customer Service</u>				
Telephone	1	0		1
<u>Planning</u>				
Telephone	1	0		1
<u>Service</u>				
Telephone	1	0		1
Mobile Radios	1	0	1	
<u>M & O</u>				
Telephone	1	0		1
Mobile Radios	5	0	5	
<u>Narang S.D.</u>				
Telephone	1	1		0
Mobile Radios	4	0	4	
<u>Sharagpur</u>				
Telephone	1	1		0
Mobile Radios	4	0	4	
Spare Mobile Radio	1	0	1	
<u>Total</u>				
Telephones	9	4		5
Mobile Radios	15	0	15	

MURIDKE

COST OF CAPITAL EQUIPMENT TO BE PURCHASED

VEHICLES

	<u>UNIT PRICE</u>	<u>NO.</u>	<u>TOTAL COST</u>	
		Rs.		Rs.
Pickup	195,000	3	585,000	
Pickup with ladder	220,000	1	220,000	
Jeep L.D.	100,000	4	400,000	
Jeep H.D.	170,000	1	170,000	
Truck	500,000	2	1,000,000	
Truck with Crane	550,000	1	550,000	
Motor Cycle	18,000	<u>7</u>	<u>126,000</u>	
TOTAL		19		3,051,000

ELECTRONIC ITEMS

Mobile Radios*		15	868,000	
Purchase and Installation of radio towers (1-150 feet and 2-100 feet high)*		3	935,000	
Test Equipment*		-	476,000	
Micro Computer*		1	<u>150,000</u>	
TOTAL				2,429,000

FURNITURE

			<u>334,000</u>	<u>334,000</u>
GRAND TOTAL				5,814,000

* USAID Financed

MURIDKE DIVISION

RE-ALLOCATION OF OFFICE ACCOMMODATION

The existing office accommodation available in the Division has been reviewed and will be re-allocated for the proposed organization. The additional office requirements, estimated rent and present status are:

<u>EXISTING OFFICES</u>	<u>PROPOSED USE</u>	<u>ADDITIONAL OFFICE REQUIREMENT</u>	<u>ESTIMATED ANNUAL RENT</u>	<u>PRESENT STATUS</u>
Executive Engineer Office	Division H.O. Division Manager Admin Budget & Account	Acquire upper story	Rs. 36,000	Will be available on 1st January 1987
Revenue Officer	Customer Service	Additional rooms to be built	Rs. 36,000	Will be available 1987
SDO Muridke II	Planning Engineering Yard for parking Div. vehicles Transp. Foreman	-	-	-
	Maintenance & Operation	Acquire new office	Rs. 60,000	Building yet to be located
SDO Muridke I	Service	-	-	-
SDO Narang	SDO Narang	-	-	-
SDO Sharaqpur	SDO Sharaqpur	-	-	-

Total additional estimated annual expenditure Rs.132,000.

M U R I D K E

ADDITIONAL ANNUAL OPERATING COSTS

						<u>Cost Rs.</u>
<u>STAFF</u>						
COST OF THE UPGRADED STAFF						1,518,000
<u>VEHICLES</u>						
FUEL AND OIL						
	No.	Miles/Mo/ Vehicle	Total Miles/Yr	MPG	Gallons	
Pickup	4	2800	134000	15	9000	
Jeep L.D.	4	700	34000	15	2300	
Jeep H.D.	1	700	8000	15	600	
Truck	2	1100	26000	15	1800	
Truck with Crane	1	1100	13000	15	900	
Motor Cycles	7	1500	126000	40	3200	
	----- 19				----- 17800	
				@ Rs. 30/gal		534,000
MAINTENANCE - 5% OF THE PURCHASE COST/YR.						152,000
DEPRECIATION - 10% OF THE PURCHASE COST/YR						305,000
<u>ELECTRONIC EQUIPMENT EXPENSES</u>						
DEPRECIATION - 10% OF THE PURCHASE COST/YR.						149,000
<u>OFFICES</u>						
SPACE - RENT						132,000
FURNITURE DEPRECIATION - 5% OF THE PURCHASE COST/YR.						17,000
TELEPHONES						5,000
TOTAL						----- 2,812,000

SHEIKHUPURA

STAFFING - EXISTING AND PROPOSED

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
<u>DIVISIONAL MANAGER</u>	18	1	1	0
Steno	12	1	1	0
Driver	7	1	1	0
Naib Qasid	1	1	1	0
		<hr/>	<hr/>	
		4	4	0

Administration

Administration Officer	17	1	0	-1
Supervisor General Services	11/14	1	0	-1
Jr. Clerk	5	1	1	0
Naib Qasids	1	3	10	+7
Sweeper	1	1	1	0
Chowkidar	1	1	6	+5
Mali	1	1	1	0
Foreman Transport	11	1	0	-1
Lorry Cleaners	3	0	3	+3
Supervisor Personnel	11/14	1	0	-1
Sr. Clerks	7	3	3	0
Jr. Clerks	5	2	2	0
Record Keepers	5	2	2	0
Diary Clerk	5	1	1	0
Despatch Clerk	5	1	1	0
Typists	5	2	2	0
Supervisor Legal & Labor Welfare	11/14	1	0	-1
Sr. Clerk	7	1	1	0
Jr. Clerks	5	2	2	0
Safety Coordinator	16	1	0	-1
Sr. Clerk	7	1	1	0
		<hr/>	<hr/>	
		28	37	- 6
				+15

Budget and Accounts

Budget and Accounts Officer	17	1	0	-1
Supervisor B&A - Funds	16	1	0	-1
Supervisor B&A - Accounts	16	1	0	-1
Accounts Assistants	11/12	3	2	-1
Senior Clerks	7	4	4	0
Typists	5	2	2	0
Naib Qasids	1	2	2	0
		<hr/>	<hr/>	
		14	10	- 4

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
<u>Customer Services</u>				
Customer Services Officer	17	1	1	0
Steno	11	1	1	0
Driver	7	1	1	0
Daftri	2	1	1	0
Naib Qasid	1	3	3	0
Chowkidar	1	1	2	+1
Mali	1	1	1	0
Sweeper	1	1	1	0
Supervisor Customer Assistance	11/14	1	0	-1
Typist	5	1	1	0
Customer Record Clerk	7	1	1	0
New Connection Clerks	7	3	3	0
MCO/DCO/RCO Clerks	5	3	3	0
Enquiries Clerk	7	1	1	0
Litigation Clerk	7	1	1	0
Bills Despatch Clerk	7	1	1	0
Bill Distributors	3	18	18	0
Supervisor Customer Accounts	14	1	0	-1
Typist	5	1	1	0
Supervisor Meter Readers	12	1	1	0
LS-II Meter Readers	11	5	5	0
Supervisor Meter Readers	7	0	3	+3
Meter Readers	5	39	39	0
Supervisor Billing Control	11	1	1	0
Sr. Bill Control Clerks	7	5	5	0
Jr. Bill Control Clerk	5	1	1	0
Sr. Meter Reading Clerks	7	5	5	0
Supervisor Debtor Control	11	1	1	0
Sr. Debtor Control Clerks	7	4	4	0
Supervisor Computer Operations	16	1	0	-1
Computer Operator	12	1	0	-1
Total		106	106	-4
				+4
<u>Planning</u>				
Planning Engineer	17	1	1	0
Planners	12	5	0	-5
Estimators	7	5	0	-5
Head Draftsman	12	1	1	0
Assistant Draftsman	11	1	0	-1
Tracers	5	2	2	0
Supervisor Technical Records	12	1	0	-1
Record Clerks	7	5	5	0
Drivers	7	1	1	0
Total		22	10	-12
<u>Service</u>				
Service Engineer	17	1	1	0
Supervisor Service	16	1	1	0

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
LS-I	12	4	3	-1
LM-I	7	8	8	0
ALM	5	16	17	+1
Service Clerks	5	2	2	0
Supervisor Meters	16	1	0	-1
LS-II	11	3	3	0
LM-I	7	4	4	0
ALM	5	4	4	0
DCO/RCO LS-I	12	3	2	-1
Jr. Clerks	5	2	4	+2
LM-I	7	12	13	+1
ALM	5	12	12	0
Drivers	7	3	2	-1
		<hr/>		
		76	76	-4
				+4

Maintenance & Operation

Maintenance & Operations Engineer	17	1	2	+1
Jr. Clerks	5	1	1	0
Service Dispatchers	16	4	3	-1
Communications Technician	11	1	0	-1
Supervisor Maint & Op.	16	1	1	0
M&O Clerk	5	1	1	0
LS-I	12	6	6	0
LS-II	11	6	6	0
LM-I	7	31	35	+4
LM-II	6	30	30	0
ALM	5	147	158	+11
LF-I	12	0	3	+3
LF-II	11	0	2	+2
Complaint Clerks	5	10	10	0
Distribution Inspectors	12	2	0	-2
LM-I	7	4	4	0
Drivers	7	5	4	-1
		<hr/>		
		250	266	-5
				+21
Total at Divisional Headquarters		500	509	-36
				+45

KHANQAH DOGRAN SUB-DIVISION

Sub-Division Manager	17	1	3	+2
Sr. Clerks	7	2	2	0
Jr. Clerks	5	2	3	+1
Record Keeper	5	1	1	0
Driver	7	1	1	0
Typist	5	2	2	0
Naib Qasids	1	2	4	+2
Chowkidar	1	1	1	0
Sweeper	1	1	1	0

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
<u>Customer Services</u>				
Supervisor Customer Services	11/14	1	0	-1
Supervisor Customer Assistance	12	1	0	-1
Customer Record & Enquiry Clerk	7	1	1	0
New Connections Clerk	7	1	1	0
Bill Distributors	3	5	5	0
Supervisor Meter Readers	12	1	1	0
LS-II Meter Readers	11	2	2	0
Meter Readers	5	12	12	0
<u>Service</u>				
Supervisor Service	16	1	1	0
Service Clerk	5	1	0	-1
LS-I	12	2	1	-1
LM-I	7	4	4	0
ALM	5	8	9	+1
Assistant Draftsman	11	1	0	-1
<u>Meters</u>				
Supervisor Meters	16	1	1	0
LS-II	11	2	2	0
LM-I	7	2	2	0
ALM	5	2	2	0
DCO/RCO LS-I	12	2	1	-1
Jr. Clerk	5	1	1	0
LM-I	7	4	4	0
ALM	5	8	9	+1
<u>Maintenance & Operation</u>				
Supervisor Maint. & Operation	16	1	1	0
M&O Clerk	5	1	1	0
LS-I	12	2	1	-1
LS-II	11	4	4	0
LM-I	7	12	12	0
LM-II	6	12	12	0
ALM	5	76	88	+12
Complaint Clerks	7	4	4	0
Drivers	7	5	3	-2
<hr/>				
Total Khanqah Dogran Sub-Division		193	203	- 9 +19
Total Sheikhpura Division		693	712	-45 +64

-45 indicates that there are 45 positions that cannot be filled from the existing staff.

+64 indicates that there are 64 present staff members that are surplus.

MONTHLY SALARIES, ALLOWANCES AND BENEFITS FOR THE
EMPLOYEES OF THE DIVISIONS

BPS	BASE PAY	INDEXATION PAY	HOUSE RENT	HOUSE ACQUIS	CONVEYANCE ALLOWANCE	GROUP LIFE INSURANCE	MEDICAL ALLOWANCE	Rs.
								TOTAL
18	3300	285	-	2000	150	-	90	5825
17	2320	232	720	-	150	-	90	3512
16	1650	203	472	-	70	-	90	2485
14	1400	182	382	-	70	-	90	2124
11/14	1400	182	382	-	70	-	90	2124
12	1150	155	337	-	70	-	90	1802
11/12	1150	155	337	-	70	-	90	1802
11	1050	142	315	-	70	-	90	1667
7	790	107	252	-	70	-	90	1309
6	740	100	243	-	70	-	90	1243
5	700	95	234	-	70	10.38	90	1199.38
3	620	84	216	-	70	6.23	90	1086.23
1	540	73	198	-	70	6.23	90	977.23

EDUCATION CESS = Rs.25 per quarter for all employees
(Paid by the employer) whose base pay is less than Rs.1500/mo

SHEIKHUPURA

PROPOSED VEHICLES

	<u>PROPOSED</u>		<u>EXISTING</u>	<u>TO BE PURCHASED</u>	<u>VEHICLES</u>
	<u>FINALY</u>	<u>INITIALLY</u>			
<u>DIVISION</u>					
Jeep L.D.	1	1	1	0	1
<u>ADMINISTRATION</u>					
Pickup	1	1	1	0	1
<u>CUSTOMER SERVICE</u>					
Motor Cycles	5	2	0	2	2
<u>PLANNING</u>					
Jeep L.D.	1	1	0	1	1
Motor Cycle	3	2	0	2	2
<u>SERVICE</u>					
Pickup	2	2	2	0	2
Pickup with Platform	1				
Jeep L.D.	1				
Jeep H.D.	1				
Truck with Crane	1	1	1	0	1
Motor Cycles	2	1	0	1	1
<u>M & O</u>					
Pickup	2	2	1	1	2
Pickup with ladder	2	1	0	1	1
Jeep L.D.	1				
Jeep H.D.	2	1	0	1	1
Truck	1	1	1	0	1
Motor Cycle	1	1	0	1	1
<u>KHANQAH DOGRAN</u>					
Pickup	3	3	3	0	3
Pickup with ladder	1				
Jeep L.D.	1	1	0	1	1
Jeep H.D.	1				
Truck	1	1	1	0	1
Motor Cycle	<u>2</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>1</u>
TOTAL	38	23	11	12	23

SHEIKHUPURA

PROPOSED COMMUNICATIONS

<u>Division</u>	<u>PROPOSED</u>	<u>EXISTING</u>	<u>TO BE PURCHASED</u>	<u>TO BE LEASED</u>
Telephone	1	1		0
<u>Administration</u>				
Telephone	1	1		0
<u>B & O</u>				
Telephone	1	0		1
<u>Customer Service</u>				
Telephone	1	0		1
<u>Planning</u>				
Telephone	1	0		1
<u>Service</u>				
Telephone	1	0		1
Mobile Radios	3	0	3	
<u>M & O</u>				
Telephone	1	0		1
Mobile Radios	9	0	9	
<u>Khanqah Dogran</u>				
Telephone	1	0		1
Mobile Radios	5	0	5	
Spare Mobile Radio	1	0	1	
<u>Totals</u>				
Telephones	8	2		6
Mobile Radios	18	0	18	

SHEIKHUPURA

COST OF EQUIPMENT TO BE PURCHASED

VEHICLES

	<u>UNIT PRICE</u> Rs.	<u>NO.</u>	<u>TOTAL COST</u> Rs.	
Pickup	195,000	1	195,000	
Pickup with ladder	220,000	1	220,000	
Jeep L.D.	100,000	2	200,000	
Jeep H.D.	170,000	1	170,000	
Crane for Truck	50,000		50,000	
Motor Cycle	18,000	<u>7</u>	<u>126,000</u>	
TOTAL	1	12		961,000

ELECTRONIC ITEM

Mobile Radios*	18	1,042,000	
Purchase and installation of radio tower (1-150 feet and 1-100 feet high)*	2	804,000	
Test equipment*		476,000	
Micro Computer*	1	<u>150,000</u>	
			2,472,000

FURNITURE

		<u>400,000</u>	<u>400,000</u>
GRAND TOTAL			3,833,000

* USAID Financed

SHEIKHUPURA

RE-ALLOCATION OF OFFICE ACCOMMODATION

The existing office accommodation available in the Division has been reviewed and is to be re-allocated for the proposed organization. The accommodation rendered surplus is also identified.

<u>a) EXISTING OFFICES</u>	<u>PROPOSED USE</u>	<u>REMARKS</u>	<u>STATUS</u>
Executive Engineer Office	<u>Division HQ</u> . Division Manager . Administration . Planning . Budget & Accounts	Acquire additional accommodation presently occupied by other tenants in the building	Expect to become available for use during reorganization
Revenue Office	Customer Services		
S.D.O. Civil Line	Service		
S.D.O. Attabad)	Maintenance		
)	and		
S.D.O. K/Wala)	Operations		
S.D.O. Khanqah Dogran	S.D.O. Khanqah Dogran	Acquire additional six rooms to accommodate S.D.O. Farooqabad No.2 and his staff	-do-
S.D.O. Farooqabad No.1 (WAPDA Building)	Farooqabad City Complaint Offices (Two)		

b) Offices to be Vacated

S.D.O. Fort

S.D.O. Farooqabad No.2

Two Complaint Centers of Farooqabad City

No additional expenditure is expected to be incurred because of re-allocation of office accommodation.

SHEIKHUPURA

ANNUAL OPERATING COSTS

Rs.

STAFF

COST OF THE UPGRADED STAFF

1,023,000

ADDITIONAL VEHICLES

FUEL AND OIL

	No.	Miles/No/ Vehicle	Total Miles/Yr	MPG	Gallons
Pickup	1	2800	67000	15	4500
Pickup with Ladder	1	2800	34000	15	2200
Jeep L.D.	2	700	16800	15	1100
Jeep H.D.	1	1500	18000	15	1200
Motor Cycles	<u>7</u>	1500	126000	40	<u>3200</u>
	12				12,200

@ Rs. 30/gal.

368,000

MAINTENANCE - 5% OF THE PURCHASED COST/YR.

48,000

DEPRECIATION - 10% OF THE PURCHASED COST/YR.

96,000

ELECTRONIC EQUIPMENT

DEPRECIATION 10% OF THE PURCHASED COST/YR.

168,000

ADDITIONAL OFFICES

SPACE

0

FURNITURE - 5% OF THE PURCHASE COST/YR.

20,000

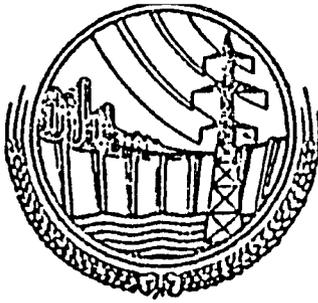
TELEPHONES

6,000

TOTAL

1,727,000

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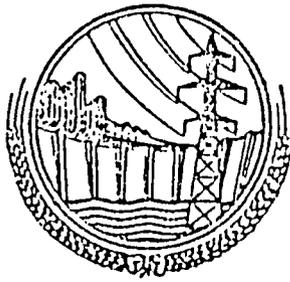
ANNEX
TO THE

MODEL DIVISIONS REORGANIZATION PLAN
INSTITUTIONAL IMPROVEMENT PROGRAM

Volume 2 of 2

FINAL REPORT
November 23, 1986

POWER DISTRIBUTION WING
WATER AND POWER DEVELOPMENT AUTHORITY



ANNEX
TO THE

MODEL DIVISIONS REORGANIZATION PLAN
INSTITUTIONAL IMPROVEMENT PROGRAM

Volume 2 of 2

FINAL REPORT
November 23, 1986

POWER DISTRIBUTION WING
WATER AND POWER DEVELOPMENT AUTHORITY

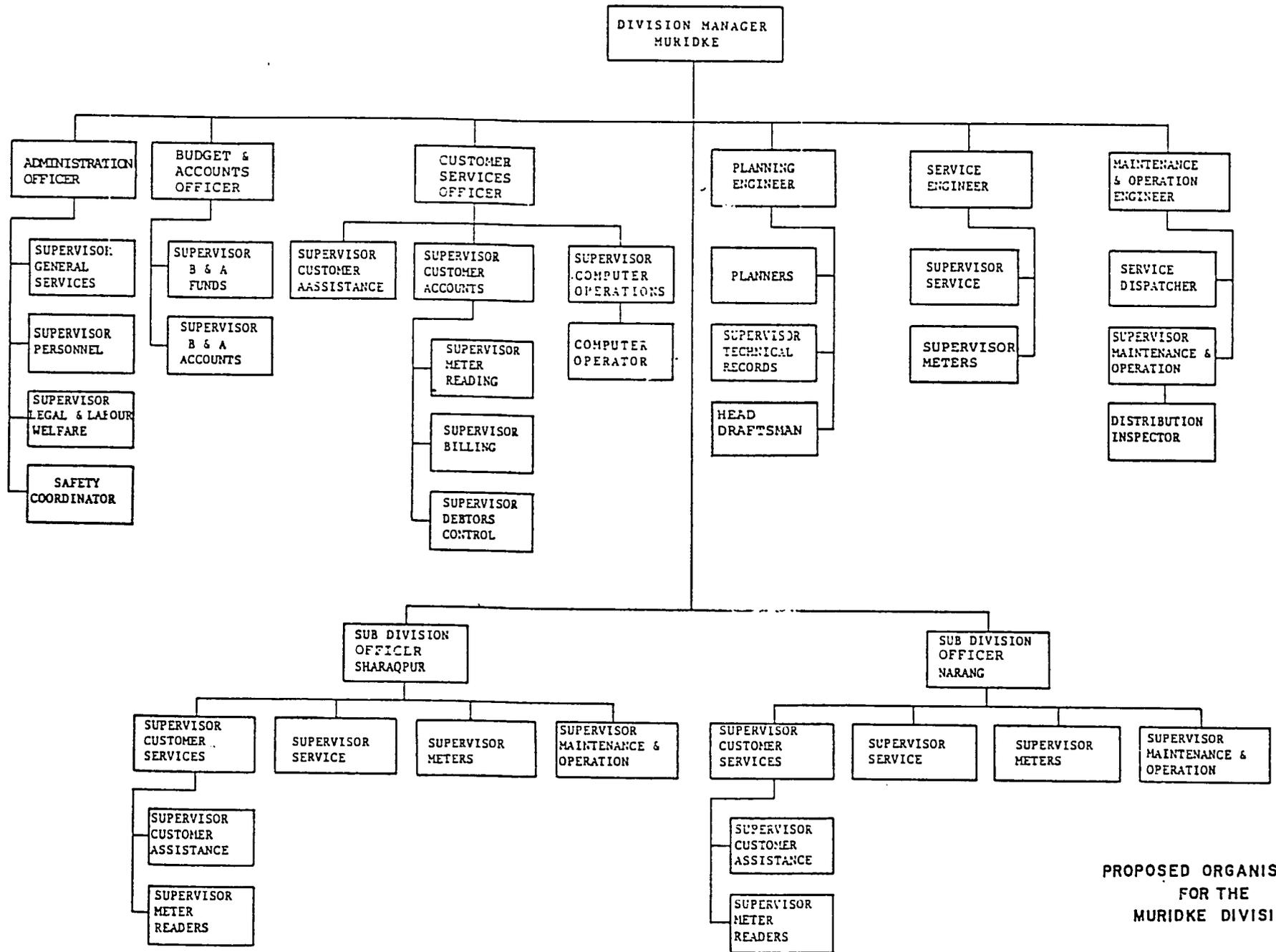
MODEL DIVISION REORGANIZATION

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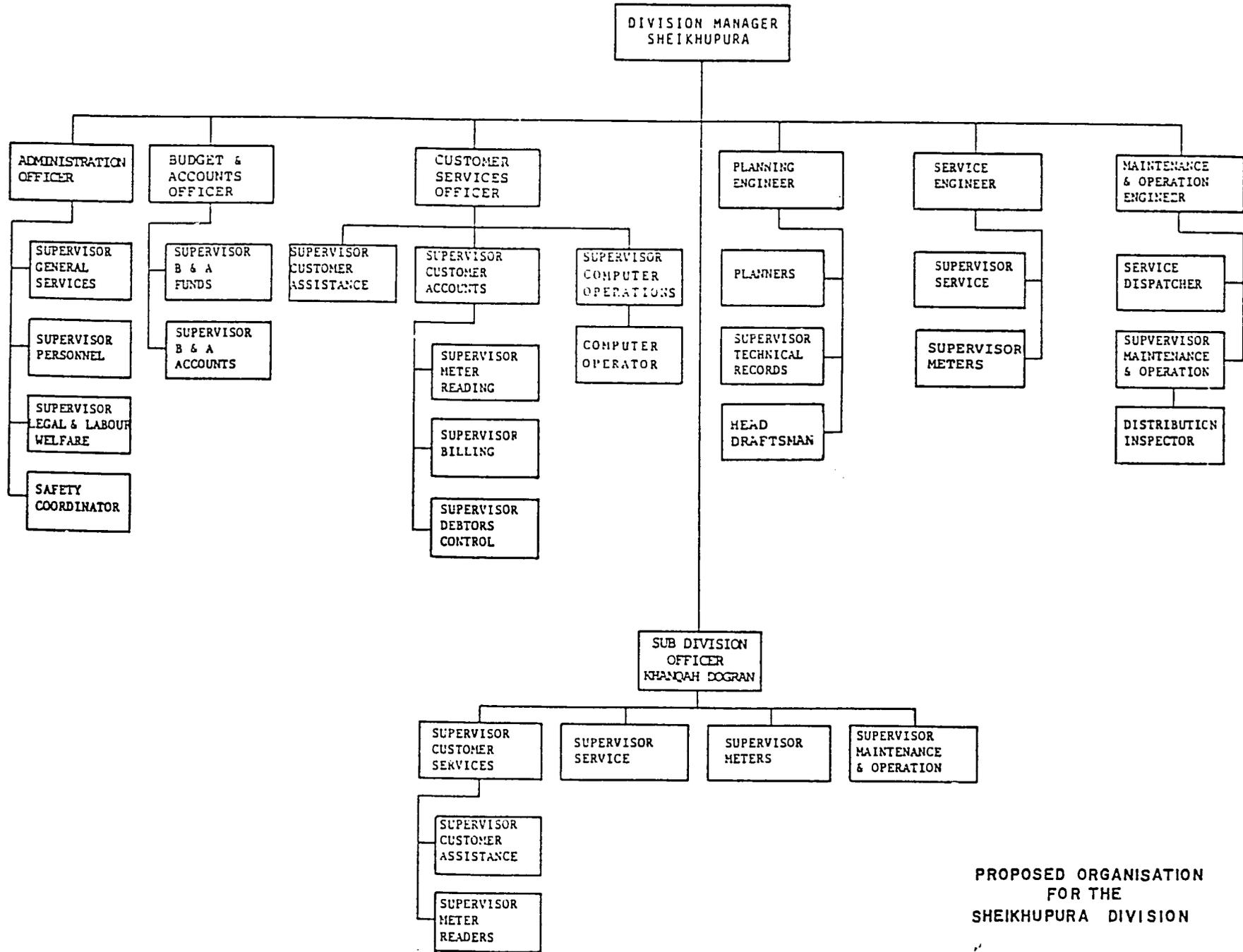
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Supervisor Maintenance and Operation	73
Distribution Inspector	75
Sub-Division Officer	77
Supervisor Customer Services	80
Supervisor Customer Assistance	82
Supervisor Meter Readers	85
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Supervisor Meters	90
Supervisor Maintenance and Operation	92
Line Superintendent - Grade 1	94



PROPOSED ORGANISATION FOR THE MURIDKE DIVISION

55

1



PROPOSED ORGANISATION
FOR THE
SHEIKHUPURA DIVISION

M U R I D K E

STAFFING - EXISTING AND PROPOSED

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
<u>DIVISION MANAGER</u>	18	1	1	0
Steno	12	1	1	0
Driver	7	1	1	0
Naib Qasid	1	1	1	0
		<hr/>	<hr/>	
		4	4	0

Administration

Administration Officer	17	1	0	-1
Supervisor General Services	11/14	1	0	-1
Jr. Clerk	5	1	1	0
Naib Qasids	1	3	4	+1
Sweeper	1	1	1	0
Chowkidar	1	1	2	+1
Mali	1	1	1	0
Foreman Transport	11	1	0	-1
Lorry Cleaner	3	0	1	+1
Driver	7	1	1	0
Supervisor Personnel	11/14	1	1	0
Sr. Clerk	7	2	2	0
Jr. Clerk	5	1	1	0
Record Keeper	5	1	1	0
Diary & Desp Clerk	5	1	1	0
Typists	5	2	2	0
Supervisor Legal & Labor Welfare	11/14	1	0	-1
Sr. Clerk	7	1	1	0
Jr. Clerk	5	1	1	0
Safety Coordinator	16	1	0	-1
Sr. Clerk	7	1	1	0
		<hr/>	<hr/>	
		24	22	-5
				+3

Budget and Accounts

Budget and Accounts Officer	17	1	0	-1
Supervisor B&A - Funds	16	1	0	-1
Supervisor B&A - Accounts	16	1	0	-1
Accounts Assistants	11/12	3	2	-1
Senior Clerks	7	4	4	0
Typists	5	2	2	0
Naib Qasids	1	2	2	0
		<hr/>	<hr/>	
		14	10	-4

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
<u>Customer Services</u>				
Customer Services Officer	17	1	1	0
Steno	11	1	0	-1
Daftri	2	1	1	0
Naib Qasids	1	3	3	0
Chowkidar	1	1	1	0
Mali	1	1	1	0
Sweeper	1	1	1	0
Supervisor Customer Assistance	11/14	1	1	0
Customer Record Clerk	7	1	0	-1
New Connection Clerk	7	1	1	0
MCO/DCO/RCO Clerk	5	1	1	0
Enquiries Clerk	7	1	1	0
Litigation Clerk	7	1	1	0
Bills Despatch Clerk	7	1	1	0
Bill Distributors	3	7	7	0
Supervisor Customer Accounts	14	1	1	0
Typist	5	1	0	-1
Supervisor Meter Readers	12	1	1	0
LS-II Meter Readers	11	2	2	0
Meter Readers	5	13	13	0
Supervisor Billing Control	12	1	1	0
Sr. Bill Control Clerks	7	4	4	0
Jr. Bill Control Clerk	5	1	1	0
Sr. Meter Reading Clerks	7	4	4	0
Supervisor Debtor Control	12	1	1	0
Sr. Debtor Control Clerk	7	2	2	0
Supervisor Computer Operations	16	1	0	-1
Computer Operator	12	1	0	-1
Total		<hr/> 56	<hr/> 51	<hr/> -5

Planning

Planning Engineer	17	1	0	-1
Planners	12	3	0	-3
Estimators	7	3	0	-3
Head Draftsman	12	1	1	0
Assistant Draftsman	11	1	1	0
Tracer	5	1	1	0
Supervisor Technical Records	12	1	0	-1
Record Clerks	7	3	0	-3
Drivers	7	1	1	0
Total		<hr/> 15	<hr/> 4	<hr/> -11

Service

Service Engineer	17	1	1	0
Supervisor Service	16	1	1	0
LS-I	12	2	3	+1

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
LM-I	7	6	7	+1
ALM	5	12	12	0
Service Clerk	5	2	2	0
Supervisor Meters	16	1	0	-1
LS-II	11	2	2	0
LM-I	7	2	2	0
ALM	5	4	4	0
DCO/RCO LS-1	12	2	2	0
Jr. Clerk	5	1	1	0
LM-I	7	4	4	0
ALM	5	4	4	0
Drivers	7	3	3	0
		<hr/>		
		47	48	-1
<u>Maintenance & Operation</u>				+2
Maintenance & Operations Engineer	17	1	1	0
Jr. Clerk	5	1	1	0
Service Dispatchers	16	4	0	-4
Communications Technician	11	1	0	-1
Supervisor Maint & Op	16	1	0	-1
M&O Clerk	5	1	1	0
LS-I	12	2	3	+1
LS-II	11	2	2	0
LM-I	7	18	21	+3
LM-II	6	23	23	0
ALM	5	58	78	+20
LF-I	12	0	3	+3
Complaint Clerks	5	4	4	0
Distribution Inspector	12	2	0	-2
LM-I	7	2	2	0
Drivers	7	3	3	0
		<hr/>		
		123	142	- 8
				+27
Total at Divisional Headquarters	283	281		-34
				+32

NARANG SUB-DIVISION

<u>Sub-Division Manager</u>	17	1	1	0
Sr. Clerk	7	1	1	0
Jr. Clerk	5	1	1	0
Record Keeper	5	1	1	0
Driver	7	1	0	-1
Typist	5	1	0	-1
Naib Qasids	1	2	2	0
Chowkidar	1	1	1	0
Sweeper	1	1	1	0

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
<u>Customer Services</u>				
Supervisor Customer Services	11/14	1	0	-1
Supervisor Customer Assistance	12	1	0	-1
Customer Record & Enquiry Clerk	7	1	1	0
New Connections Clerk	7	1	1	0
Bill Distributors	3	4	4	0
Supervisor Meter Readers	12	1	1	0
LS-II Meter Readers	11	1	1	0
Meter Readers	5	5	5	0
<u>Service</u>				
Supervisor Service	12	1	0	-1
Service Clerk	5	1	1	0
LS-II	11	1	1	0
LM-I	7	2	2	0
ALM	5	4	4	0
Assistant Draftsman	11	1	0	-1
<u>Meters</u>				
Supervisor Meters	12	1	0	-1
LS-II	11	1	1	0
LM-I	7	1	1	0
DCO/RCO LS-II	11	1	1	0
Jr. Clerk	5	1	1	0
LM-I	7	1	1	0
ALM	5	4	4	0
<u>Maintenance & Operation</u>				
Supervisor Maint. & Operation	16	1	0	-1
M&O Clerk	5	1	1	0
LS-I	12	2	2	0
LS-II	11	2	2	0
LM-I	7	9	9	0
LM-II	6	11	11	0
ALM	5	25	35	+10
Complaint Clerks	7	4	0	-4
Drivers	7	3	0	-3
Total Narang Sub-Div		103	98	-15 +10

SHARAQPUR SUB-DIVISION

<u>Sub-Division Manager</u>	17	1	1	0
Sr. Clerk	7	1	1	0
Jr. Clerk	5	1	1	0
Record Keeper	5	1	1	0
Driver	7	1	0	-1
Typist	5	1	0	-1
Naib Qasid	1	1	1	0

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
Chowkidar	1	1	1	0
Sweeper	1	1	1	0
<u>Customer Service</u>				
Supervisor Customer Service	11/14	1	0	-1
Supervisor Customer Assistance	12	1	0	-1
Customer Record & Enquiry Clerk	7	1	1	0
New Connections Clerk	7	1	1	0
Bill Distributors	3	6	6	0
Supervisor Meter Readers	12	1	0	-1
LS-II Meter Readers	11	1	1	0
Meter Readers	5	10	10	0
<u>Service</u>				
Supervisor Service	12	1	0	-1
Service Clerk	5	1	0	-1
LS-II	11	1	0	-1
LM-I	7	2	2	0
ALM	5	3	3	0
Assistant Draftsman	11	1	0	-1
<u>Meters</u>				
Supervisor Meters	12	1	0	-1
LS-II	11	1	0	-1
LM-I	7	1	1	0
DCO/RCO LS-II	11	1	0	-1
Jr. Clerk	5	1	1	0
LM-I	7	2	2	0
ALM	5	4	4	0
<u>Maintenance & Operation</u>				
Supervisor Maint. & Operation	16	1	0	-1
M&O Clerk	5	1	0	-1
LS-I	12	2	2	0
LS-II	11	2	0	-2
LM-I	7	9	9	0
LM-II	6	11	11	0
ALM	5	25	34	+9
Complaint Clerks	7	4	3	-1
Drivers	7	4	0	-4
Total Sharaqpur Sub-Div		110	98	-21 + 9
Total Muridke Division		496	477	-70 +51

-70 indicates that there are 70 positions that cannot be filled from the existing staff.

+51 indicates that there are 51 present staff members that are surplus.

Customer Services

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
Customer Services Officer	17	1	1	0
Steno	11	1	1	0
Driver	7	1	1	0
Daftri	2	1	1	0
Naib Qasid	1	3	3	0
Chowkidar	1	1	2	+1
Mali	1	1	1	0
Sweeper	1	1	1	0
Supervisor Customer Assistance	11/14	1	1	0
Typist	5	1	0	-1
Customer Record Clerk	7	1	1	0
New Connection Clerks	7	1	1	0
MCO/DCO/RCO Clerks	7	3	3	0
Enquiries Clerk	5	3	3	0
Litigation Clerk	7	1	1	0
Bills Despatch Clerk	7	1	1	0
Bill Distributors	7	1	1	0
Supervisor Customer Accounts	3	18	18	0
Typist	14	1	0	-1
Supervisor Meter Readers	5	1	1	0
LS-II Meter Readers	12	1	1	0
Supervisor Meter Readers	11	5	5	0
Meter Readers	7	0	3	+3
Supervisor Billing Control	5	39	39	0
Sr. Bill Control Clerks	11	1	1	0
Jr. Bill Control Clerk	7	5	5	0
Sr. Meter Reading Clerks	5	1	1	0
Supervisor Debtor Control	7	5	5	0
Sr. Debtor Control Clerks	11	1	1	0
Supervisor Computer Operations	7	4	4	0
Computer Operator	16	1	0	-1
	12	1	0	-1

Total

106	106	-4
		+4

Planning

Planning Engineer	17	1	1	0
Planners	12	5	0	-5
Estimators	7	5	0	-5
Head Draftsman	12	1	1	0
Assistant Draftsman	11	1	0	-1
Tracers	5	2	2	0
Supervisor Technical Records	12	1	0	-1
Record Clerks	7	5	5	0
Drivers	7	1	1	0

Total

22	10	-12
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Service

Service Engineer	17	1	1	0
Supervisor Service	16	1	1	0

	<u>DFS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
LS-I	12	4	3	-1
LM-I	7	8	8	0
ALM	5	16	17	+1
Service Clerks	5	2	2	0
Supervisor Meters	16	1	0	-1
LS-II	11	3	3	0
LM-I	7	4	4	0
ALM	5	4	4	0
DCO/RCO LS-I	12	3	2	-1
Jr. Clerks	5	2	4	+2
LM-I	7	12	13	+1
ALM	5	12	12	0
Drivers	7	3	2	-1
		<u>76</u>	<u>76</u>	<u>-4</u>
				+4

Maintenance & Operation

Maintenance & Operations Engineer	17	1	2	+1
Jr. Clerks	5	1	1	0
Service Dispatchers	16	4	3	-1
Communications Technician	11	1	0	-1
Supervisor Maint & Op.	16	1	1	0
M&O Clerk	5	1	1	0
LS-I	12	6	6	0
LS-II	11	6	6	0
LM-I	7	31	35	+4
LM-II	6	30	30	0
ALM	5	147	158	+11
LF-I	12	0	3	+3
LF-II	11	0	2	+2
Complaint Clerks	5	10	10	0
Distribution Inspectors	12	2	0	-2
LM-I	7	4	4	0
Drivers	7	5	4	-1
		<u>250</u>	<u>266</u>	<u>-5</u>
				+21
Total at Divisional Headquarters		500	509	-36
				+45

KHANQAH DOGRAN SUB-DIVISION

Sub-Division Manager	17	1	3	+2
Sr. Clerks	7	2	2	0
Jr. Clerks	5	2	3	+1
Record Keeper	5	1	1	0
Driver	7	1	1	0
Typist	5	2	2	0
Naib Qasids	1	2	4	+2
Chowkidar	1	1	1	0
Sweeper	1	1	1	0

Customer Services

	<u>BPS</u>	<u>PROP</u>	<u>EXIST</u>	<u>DIFF</u>
Supervisor Customer Services	11/14	1	0	-1
Supervisor Customer Assistance	12	1	0	-1
Customer Record & Enquiry Clerk	7	1	1	0
New Connections Clerk	7	1	1	0
Bill Distributors	3	5	5	0
Supervisor Meter Readers	12	1	1	0
LS-II Meter Readers	11	2	2	0
Meter Readers	5	12	12	0

Service

Supervisor Service	16	1	1	0
Service Clerk	5	1	0	-1
LS-I	12	2	1	-1
LM-I	7	4	4	0
ALM	5	8	9	+1
Assistant Draftsman	11	1	0	-1

Meters

Supervisor Meters	16	1	1	0
LS-II	11	2	2	0
LM-I	7	2	2	0
ALM	5	2	2	0
DCO/RCO LS-I	12	2	1	-1
Jr. Clerk	5	1	1	0
LM-I	7	4	4	0
ALM	5	8	9	+1

Maintenance & Operation

Supervisor Maint. & Operation	16	1	1	0
M&O Clerk	5	1	1	0
LS-I	12	2	1	-1
LS-II	11	4	4	0
LM-I	7	12	12	0
LM-II	6	12	12	0
ALM	5	76	88	+12
Complaint Clerks	7	4	4	0
Drivers	7	5	3	-2

Total Khanqah Dogran Sub-Division	193	203	- 9
			+19

Total Sheikhpura Division	693	712	-45
			+64

-45 indicates that there are 45 positions that cannot be filled from the existing staff.

+64 indicates that there are 64 present staff members that are surplus.

POSITION TITLE: Division Manager

GRADE: BPS 18

BASIC FUNCTIONAL DESCRIPTION:

The Division Manager is responsible to the Superintending Engineer for the operation and management of the Division. He will exercise overall supervision of General Services, Personnel, Safety, Finance, Customer Services, Planning, Customer Connections, Maintenance and Operations and the Sub-Divisions. He receives functional guidance from the Directors AEB. He administers approved policies, procedures and budgets. He ensures that the Sub-Division staff receive functional guidance from the divisional staff.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Promotes cooperation and coordination of the activities of the employees of the Division and the personnel of other organization to enhance the image of WAPDA.
- ° Ensures the efficient and economical internal functioning of the division through the personnel and general services functions.
- ° Ensures that the provisions of the Union agreement are followed by both labor and management.
- ° Directs the administration of safety program and ensures the enforcement of safety policies and practices.
- ° Directs the annual preparation of the budget.
- ° Approves capital and operating expenditures and for emergency repairs within the approved financial powers. Reviews and forwards expenditures greater than his authority to a higher authority for approval.
- ° Directs the planning and activities of the division and sub-divisions for economical connections, operation, maintenance and service restoration.
- ° Monitors the program to minimize lineloss and eliminate unauthorized use of energy in the Division.
- ° Develops with the AEB Chairman programs for the improvement and expansion of the Division and implements those that are approved.

- Prepares employee performance evaluations and recommends salary changes, promotions, demotions, transfers, discipline, leave of absence, hiring and release of personnel.
 - Ensures that the required facilities and resources are available to achieve the assigned tasks.
- Participates in public communications programs throughout the Division to enhance customer understanding of energy conservation, established commercial procedures and customer safety.

DESIRED QUALIFICATIONS:

- a. Education:
Bachelor's degree in Engineering is required. Master's degree in Engineering is recommended.
- b. Prior Work Experience:
Minimum of 10 years' experience with experience in at least two major functional areas of Distribution and at least 3 years' of experience in a supervisory capacity.
- c. Language Proficiency:
Must be fluent in written and spoken English and Urdu.
- d. Knowledge of Specific Areas:
 - Knowledge of management principles and supervisory skills, with a thorough understanding of the overall operation of the functions within the Division.
 - Knowledge of the methods used to motivate employees.
- e. Ability and Skills:
 - Communication skills both in written and spoken English and Urdu. Ability to address groups and the press.
 - Ability to understand problems and develop practical solutions.
 - Technical ability to understand and evaluate recommendations of subordinates covering a wide range of educational discipline and functional specialities.
 - Ability to react, in a reasoned manner, to a wide range of stressful situations.

POSITION ELEMENTS:

a. Supervision Received:

Reports directly to the SE Circle and receives functional guidance from the Directors of the AEBs. Required to make decisions involving Division activities based on sound interpretation of policy and procedures.

b. Available Guidelines:

Has available policies and procedures approved by the Authority and is expected to ensure their implementation.

c. Exercise of Judgment:

Exercises sound judgment and arrives at correct decisions on a range of problems. Makes recommendations to the AEB Chairman that are detailed, well researched, accurate and in the best interests of WAPDA.

d. Authority to Make Commitments:

Has full authority to commit the Authority within the limits of established financial powers and approved policies and procedures.

e. Nature, Level and Purpose of Contacts:

Regular written and/or oral contacts with AEB Department Heads, Government officials and the general public necessary to carry out the duties and responsibilities of the position.

f. Supervision Exercised:

Directly supervises the Section Supervisors reporting to him and the assigned Sub-Division Officers and through them has overall management and supervisory responsibility for the Division.

POSITION TITLE: Administration Officer

GRADE: BPS-17

BASIC POSITION DESCRIPTION:

The Administration Officer is responsible to the Division Manager for the services including employment, personnel, training, welfare and safety, wages and salary administration, maintaining employees records, labor relation, recommendation for promotion, demotion, transfer, building hire and maintenance, vehicle operation and maintenance, office furnishings, supplies and equipment, and assists in the compilation of the divisional budget.

MAJOR DUTIES AND RESPONSIBILITIES

- ° Directs the recruitment of personnel in accordance with the established down policies and procedures.
- ° Directs the process cases of postings, transfers, promotions, demotions and terminations.
- ° Ensures that the public and employee complaints, grievances, litigation cases are effectively and fairly handled.
- ° Ensures that the personnel files and records of employees of the Division are maintained.
- ° Advises the Division Manager and other Supervisors on matters relating to personnel, discipline and labor problems.
- ° Ensures that the employees relations program such as indoctrination, orientation, training, implementation and education assistance are properly administered.
- ° Ensures that the retirement, gratuity, all kinds of leave, group life insurance, provident fund and WAPDA welfare plans, are dealt with.
- ° Approves payrolls and other employee's claims.
- ° Processes and maintains annual confidential reports and declaration of assets and all matters concerning therewith such as communication of adverse remarks and scrutiny of representation thereto.
- ° Keeps employees abreast with the latest Authority/Government regulations on Safety, Wages and Salary, Labor Laws, Workmen Compensation and other benefit plans.
- ° Prepares performance evaluation reports and recommends grant of increments, awards, accelerated promotion, transfer, demotion, disciplinary action of personnel supervised.

- ° Interprets laws, rules and regulations framed by the Authority obtains advice on legal matters from the concerned authorities.
- ° Disposes of disciplinary/enquiry cases in accordance with the laid down policies and practices.
- ° Monitors the legal cases in the Court of law in coordination with Assistant Director - Legal, Area Electricity Board and provides assistance where needed.
- ° Prepares, implements and monitors the budget of his section.
- ° Recommends the hiring, rehiring and vacation of all types of buildings including complaint offices, customer services centres and area offices as required and coordinates maintenance of buildings owned by WAPDA and hired offices/residences.
- ° Exercises overall control over the operation of the division vehicles to maximize employees efficiency and vehicle utilization and to eliminate unauthorized use.
- ° Directs that the maintenance and repair of the division vehicles is accomplished in a timely manner.
- ° Arranges procurements of office furniture, equipment and insures their service and repair during use.
- ° Recommends replacement of obsolete and unserviceable office furniture and equipments.
- ° Arranges supplies of stationery items for the Division.
- ° Assists in establishing and maintaining position description of employees of the Division.
- ° Undertakes other functions and responsibilities as may be assigned by the Division Manager.

DESIRED QUALIFICATIONS:

a. Education:

Master's degree in Business Administration/Public Administration/ Business Education is required or Bachelor's degree with minimum of 5 years' experience in the Personnel administration.

b. Prior Work Experience:

Minimum of 3 years' experience in one of the major functional areas.

c. Language Proficiency:

Must be fluent in written and spoken English and Urdu.

d. Knowledge of Specific Areas:

- . Knowledge of management practices and an understanding of the operation of the personnel functions.
- . Knowledge of the methods used to deal with unskilled and semi-skilled labor.
- . Knowledge of office methods and procedures.

e. Abilities and Skills:

- . Ability to develop accurate and complete records and schedules.
- . Skills to deal with Unions.

POSITION ELEMENTS:

a. Supervision Received:

Direct supervision is received from the Division Manager and functional assistance from the AEB Director Administration. Process the cases for decisions, with the advice of the above supervision, based on sound interpretation of policies and procedures.

b. Available Guidelines:

Has available all applicable policies and procedures issued by the AEB as well as specific instructions issued by his supervisors.

c. Exercise of Judgment:

- . Requires to coordinate activities with supervisors.
- . Work independently based on the instructions received and strict adherence to pertinent operating procedures. Recommendations to supervisors are expected to be complete, accurate and in the best interest of WAPDA.

d. Authority to Make Commitments:

Authority to commit WAPDA is limited to the financial powers delegated by the Authority.

e. Nature, Level and Purpose of Contacts:

Deals with WAPDA Unions and other related offices to discharge his duties.

f. Supervision Exercised:

Directly supervises all employees assigned to the personnel function.

adadmin/#2

POSITION TITLE: Supervisor - General Services

GRADE: BPS 11/14

BASIC POSITION DESCRIPTION:

The Supervisor - General Services is responsible to the Administration Officer for the division's building and maintenance needs, office furniture, supplies, utilities and vehicles operation and maintenance.

MAJOR DUTIES AND RESPONSIBILITIES:

- Recommends the leasing, re-leasing and vacating of all types of buildings including complaint offices, customer service centers and area offices as required.
- Coordinates repairs and maintenance of all buildings within the division.
- Arranges procurement of office furniture, equipment using approved purchasing procedures.
- Maintains records of office furniture and equipment in the division.
- Recommends replacement of obsolete and unserviceable office furniture and equipment and prepares purchase documents for approved replacements. Also recommends purchase of required additional items.
- Ensures the service and repair of office equipment.
- Consolidates division requirement for stationery and obtains same using approved purchasing procedures.
- Obtains authorized telephone service and telexes system and insures equipment is properly maintained.
- Coordinates the maintenance and repair of vehicles and monitors that repairs performed by outside workshops or the WAPDA central repair shop in a timely manner.
- Monitors the operation of the division vehicles to maximize vehicle utilization.

DESIRED QUALIFICATIONS

a. Education

Bachelor's degree or by promotion from amongst lower staff on the basis of seniority-cum-fitness with at least 10 years experience.

b. Prior Work Experience

Minimum of 3 years experience in the relevant field.

c. Language Proficiency

Must be fluent in written and spoken English and Urdu.

d. Knowledge of Specific Areas

- Knowledge of WAPDA's rules, regulations, policies pertaining to General Services.
- Knowledge of the methods used to deal with unskilled and semi-skilled labor.
- Knowledge of the office equipment and furnishing available in the market.
- Knowledge of maintenance methods and procedures.

e. Abilities and Skills

Skill to deal with vendors, suppliers and contractors.

POSITION ELEMENTS:

a. Supervision Received

Direct supervision is received from the Administration Officer.

b. Available Guidelines

Has available all applicable policies and procedures issued by the AEB as well as specific instructions issued by his supervisor.

c. Exercise of Judgment

Works on the basis of the instructions received and strict adherence to pertinent operating procedures.

d. Nature, Level and Purpose of Contacts

Deals with local suppliers of office equipment, vehicle maintenance and others to discharge his duties.

e. Supervision Exercised

Directly supervises all employees assigned to the general services function.

assistgs/#2

POSITION DESCRIPTION: Supervisor Personnel

GRADE: BPS 11/14

BASIC FUNCTIONAL DESCRIPTION:

Reports to the Administration Officer and is responsible for the personnel functions, wage and salary plans, benefit plans, hiring and firing procedure, employees service records, postings, promotions, transfers, and terminations.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Handles cases of fixation of salary, grant of increments, incentive awards, honoraria, compensation to the deceased employees's families, scholarships to employees' children, welfare grant.
- ° Scrutinises and processes employee's claims (salaries, wages, TAS, etc.).
- ° Processes the cases of postings, transfers, promotions, terminations and disciplinary actions according to Authority's rules.
- ° Performs duties in connections with employment of personnel.
- ° Conducts personnel orientation of new employees including proper completion of all forms and documents. Responsible for obtaining all the documents to complete the personal files of the concerned employees.
- ° Performs duties in connection with maintenance of files, service records, upto date and complete in all respects, schedules meetings, and convenes Boards for selection purposes.
- ° Ensures that the employees service records are kept up-to-date.
- ° Assists in preparing position descriptions of the clerical staff.
- ° Assists in preparing and scheduling local and centralised training programs.
- ° Supervises the incoming and outgoing correspondence.

DESIRED QUALIFICATION:

a. Education:

Bachelor's degree or by promotion from amongst lower staff on the basis of seniority-cum-fitness with at least 10 years' experience.

b. Prior Work Experience:

Minimum of 5 years' experience in one of the major functional areas.

c. Language Proficiency:

Must be fluent in written and spoken English and Urdu.

d. Knowledge of Specific Areas:

- . Knowledge of administrative policies and practices and an understanding of the operation of the personnel functions.
- . Knowledge of the methods used to deal with unskilled and semi-skilled labor.
- . Knowledge of rules and regulations of the Authority.

e. Ability and Skills:

- . Ability to develop accurate and complete records and schedules.

POSITION ELEMENTS:

a. Supervision Received:

Direct supervision is received from the Administration Officer. Puts up cases for decisions, with the advice of the above supervision, based on sound interpretation of policies and rules framed by the Authority.

b. Available Guidelines:

Has available all applicable policies and procedures issued by the Authority as well as specific instructions issued by his supervisors.

c. Exercise of Judgement:

- . Requires to coordinate activities with supervisors.
- . Works on the basis of the instructions received and strict adherence to pertinent operating procedures. Recommendations to supervisors are expected to be complete, accurate and in the best interest of WAPDA.

d. Authority to Make Commitments:

Limited to powers delegated by the Administration Officer.

e. Nature, Level and Purpose of Contacts:

Deals with WAPDA Unions and other related offices to discharge his duties efficiently.

f. Supervision Exercised:

Directly supervises all employees assigned to the personnel functions.

POSITION TITLE: Supervisor - Legal and Labor Welfare

GRADE: BPS-11/14

BASIC POSITION DESCRIPTION

Responsible to the Administration Officer for divisional legal and labor welfare matters.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Maintains record of legal cases.
- ° Provides assistance and information to the WAPDA counsel engaged for the defence of Division cases.
- ° Attends court of law with WAPDA counsel to provide any evidence or information that may be required during the hearing of the case.
- ° Assists the Manager Administration in choosing counsel from the panel of those approved by the Authority.
- ° Prepares cases for obtaining legal advice and guidance from the AEB/WAPDA Headquarters.
- ° Deals with the labor problems and prepares cases for decision.
- ° Processes all cases of grievances and petitions for redress.
- ° Arranges meetings of Division Manager with CBA Union and records minutes of the meetings.
- ° Keeps the Manager Administration informed on all matters relating to legal and labor welfare.

DESIRED QUALIFICATION:

a. Education:

Bachelor's degree or by promotion from amongst senior clerks on the basis of seniority-cum-fitness with at least 10 years experience.

b. Prior Work Experience:

Minimum three years of experience in the relevant field.

c. Language Proficiency:

Must be fluent in written and spoken English and Urdu.

d. Knowledge of Specific Areas:

- Knowledge of WAPDA's rules, regulations, policies pertaining to legal and labor welfare.
- Knowledge of the methods used to deal with skilled, semi-skilled and unskilled labor.

e. Abilities and Skills:

- Ability to communicate his views and write reports.
- Ability to understand and deal with Division employees.
- Ability to deal with the WAPDA counsels.

POSITION ELEMENTS:

a. Supervision Received:

Direct supervision is received from the Administration Officer and functional supervision from the Assistant Director/Deputy Director - Legal and Labor Welfare AEB. Puts up cases for decision with the advice of his superiors based on sound interpretation and rules framed by the Authority.

b. Available Guide Lines:

Has available all applicable policies and procedures issued by the Authority as well as those issued by the AEB.

c. Exercise of Judgment:

- Requires to coordinate activities with supervisors.
- Works independently based on the instructions received and strict adherence to pertinent operating procedures. Recommendations to his superiors are expected to be complete, accurate and in the interest of WAPDA.

d. Authority to Make Commitments:

NII

e. Nature, Level and Purpose of Contacts:

Deals with the Division Supervisor's staff, WAPDA counsel, representatives of labor union, courts, tribunal, etc.

f. Supervision Exercised:

Directly supervises staff assigned to him.

POSITION TITLE: Safety Coordinator

GRADE: BPS-16

BASIC FUNCTIONAL DESCRIPTION:

The Safety Coordinator is responsible to the Administration Officer for all safety matters concerning the Division and to the Deputy Director - Safety AEB. Promotes the safety programs and practices and insures compliance with the WAPDA Safety Code. Reports unsafe conditions for corrective action, reports accidents to the concerned higher authorities and maintains records of all safety activities and statistics on accidents.

MAJOR DUTIES AND RESPONSIBILITIES:

- Performs field inspections regularly for compliance with the WAPDA Safety Code and safety procedures and practices and provides a written report to the appropriate administrative supervisors with recommendations to correct any deficiencies found.
- Answers or resolves inquiries of safety from management and employees.
- Assists and guides accident investigation committees.
- Conducts inspection of safety equipment and tools for their availability, serviceability and suitability and provides reports with recommendation to correct the deficiencies found.
- Initiates requests for the acquisition of safety equipment not available in the field store.
- Monitors implementation of recommendation for accident prevention.
- Conducts monthly safety meetings to review the WAPDA Safety Code and discuss the safety matters with the Division employees.
- Organizes monthly safety committee meetings under the chairmanship of Division Manager to review and discuss safety problems.
- Submits monthly summary of safety activities and statistics on accidents to the Deputy Director Safety, AEB.
- Assists in organizing on site safety training programs for the Division employees.
- Makes immediate telephone reports to the functional supervisor in all urgent matters of safety such as employee or utility related public fatalities and serious accidents.
- Any other duty as may be assigned by his supervisor.

DESIRED QUALIFICATIONS:

a) Education:

Incumbent should hold diploma in Electrical engineering from Polytechnic Institute. However, job related experience may be substituted for education.

b) Prior Work Experience:

Incumbent must have at least 10 years experience in Electrical Distribution activities.

c) Language Proficiency:

Incumbent must possess a moderate degree of proficiency in both written and spoken English. Must also possess a high degree of proficiency in written and spoken Urdu.

d) Knowledge:

Intimate knowledge of the Safety Code and work procedures.

e) Abilities and Skills:

- . Ability to impart knowledge of the safety code interfaced with sound distribution procedures to all employees.
- . Ability to prepare written reports and statistics.

POSITION ELEMENTS:

a) Supervision Received:

Under functional guidance of the Deputy Director - Safety (AEB) and administrative supervision of the Administration Officer incumbent performs most work under moderate supervision for activities and progress.

b) Available Guidelines:

Incumbent uses the safety and various other data provided by functional supervision combined with abilities and skills to provide a comprehensive safety program.

c) Exercise of Judgment:

Incumbent exercises moderate judgment and will appeal to higher supervision in the difficult matters.

d) Authority to Make Commitments:

Recommendations based on WAPDA Safety Code and the related guidelines provided by the functional supervisors must be considered applicable to the Division area assigned.

e) Nature, Level and Purpose of Contact:

Regular contacts with the Division employees on safety matters but no contact with the general public.

f) Supervision Exercised:

Directly supervises the staff provided.

DISK 1 safecoor

POSITION TITLE: Budget & Accounts Officer

GRADE: BPS-17

BASIC FUNCTIONAL DESCRIPTION

- The Budget and Accounts Officer is the principal assistant to the Division Manager on all accounting functions of the Division.
- Pays and records expenditure for the division by using the procedures laid down in the Divisional Accounting Manual.
- Receives funds from the Director Accounts AEB to meet the imprest demands of Division.
- Ensures that the accounts books record the expenditure being incurred in the Division.
- Deals with pre-audit function and pays bills up to Rs.10,000/- with the provision for a post-audit by the AEB
- Ensures timely submission of various accounting and management reports to the Director Accounts AEB and other concerned entities.
- Deals with all policy matters concerning accounts.
- Assures that the financial provisions of the Union agreement are followed by both Labor & Management.
- Prepares performance evaluation and recommends salary changes, promotions, transfers, leaves, hiring and release of persons supervised.
- Assumes the responsibility for administering the personnel safety program and policies of WAPDA in respect of staff employed under his control.
- Arranges appropriate education and training programs for subordinate personnel.

DESIRED QUALIFICATION:

a. Education

Master degree in Commerce or Business Administration

b. Prior Work Experience

Two years' experience as a Supervisor Budget & Accounts or the equivalent in the field of accounting with a Master's degree or four years' experience as a Supervisor Budget and Accounts or equivalent in the field of accounting with a Bachelor's degree.

c. Language Proficiency

Total fluency in spoken and written English.

d. Knowledge of Specific Areas

Complete knowledge of Finance & Accounting principles and banking business.

e. Abilities and Skills

Ability to carry out Authority's policies and procedures on financial matters.

POSITION ELEMENTS

a. Supervision Received

Reports administratively to the Division Manager and functionally to the Director Accounts, AEB. Required to make decisions involving financial aspects of the division's activities based on sound interpretation of policies and procedures.

b. Available Guidelines

Has available policies and procedures approved by the Authority and is expected to ensure that their implementation.

c. Exercise of Judgment

Required to exercise sound judgment in respect of accounting matters and problems which may be faced while working in Division Accounts Office.

d. Authority to Make Commitments

Has full authority to commit within the powers given to him by the Authority.

e. Nature, Level and Purpose of Contact

Meets with AEB accounts staff to coordinate with accounting work.

f. Supervision Exercised

Exercises direct supervision over assigned subordinate staff within the financial and administrative powers vested in him.

POSITION TITLE: Supervisor Budget & Accounts - Funds

GRADE: BPS-16

BASIC FUNCTIONAL DESCRIPTION:

The Supervisor Budget & Accounts - Funds is responsible to the Budget and Accounts Officer for imprest cash, miscellaneous cash, bank reconciliations and related documentation.

MAJOR DUTIES AND RESPONSIBILITIES:

- Funds requisition from the AEB.
- Payments of bills and invoices.
- Maintenance of imprest cash book, miscellaneous receipts cash book and billing cash book (capital contributions).
- Bank reconciliations.
- Preparation of the ledger summary for his own section.
- Assures that provisions of the Union Agreement are followed by both the Labor and Management.
- Performance evaluation and recommends salary changes, promotions, transfers, leaves, hiring and release of persons supervised.
- Provides subordinate personnel with education and training required for proper job performance.

DESIRED QUALIFICATION:

- a. Education
Bachelor's degree in Commerce or Business Administration.
- b. Prior Work Experience
Two years experience in the field of accounting.
- c. Language Proficiency
Total fluency in spoken and written English.
- d. Knowledge of Specific Areas
Basic knowledge of finance and accounting principles.
- e. Abilities and Skills
Ability and skill to organize the basic accounting work.

POSITION ELEMENTS:

a. Supervision Received

Directions are received from the Budget & Accounts Officer regarding job assigned.

b. Available Guidance

Has available all policies and procedures approved by Authority for accounting and banking business and expected to ensure their implementation.

c. Exercise of Judgment

Required to exercise judgment in respect of accounting matters of the section assigned.

d. Nature, Level and Purpose of Contact

Meets with the Division's Budget & Accounts Officer to coordinate the functions.

e. Supervision Exercised

Exercises direct supervision over assigned subordinate staff.

POSITION TITLE: Supervisor Budget & Accounts - Accounts

GRADE: BPS-16

BASIC FUNCTIONAL DESCRIPTION:

The Supervisor Budget & Accounts - Accounts is responsible for the maintenance of accounts books and preparation of management reports.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Receives ledger posting summary from each section.
- ° Writes general ledger.
- ° Prepares the trial balance each month.
- ° Prepares the management and accounting reports as provided in the Management Information System and submits to the Manager Budget & Accounts for submission to the AEB Accounts Office.
- ° Responsible for stores accounting.

DESIRED QUALIFICATION:

a. Education

Bachelor's degree in Commerce or Business Administration.

b. Prior Work Experience

Two years' experience in the field of accounting.

c. Language Proficiency

Total fluency in spoken and written Urdu and English.

d. Knowledge of Specific Areas

Basic knowledge of finance and accounting principles.

e. Abilities and Skills

Ability and skill to organize the basic accounting work.

POSITION ELEMENTS:

a. Supervision Received

Directions are received from the Budget & Accounts Officer regarding job assigned.

b. Available Guidance

Has available all policies and procedures approved by Authority for accounting and banking business and expected to ensure their implementation.

c. Exercise of Judgment

Required to exercise judgment in respect of accounting matters of the section assigned.

d. Nature, Level and Purpose of Contact

Meets with the Division's Budget & Accounts Officer to coordinate the functions.

e. Supervision Exercised

Exercises direct supervision over assigned subordinate staff.

POSITION TITLE: Customer Services Officer

GRADE: BPS-17

BASIC FUNCTIONAL DESCRIPTION:

The Customer Services Officer is responsible to the Division Manager for customer service activities relating to customer assistance and customer accounts; for managing the meter reading, issuance of electric service bills and bill distribution, computer processing, the customer inquiry procedures, the energy surveillance, and energy conservation and load management programs; for implementing new or revised procedures for the customer services; and for assuring good customer relations with all classes of customers.

MAJOR DUTIES AND RESPONSIBILITIES:

- Ensures that customer inquiries are expediently and fairly handled within the guidelines established by appropriate governmental authorities.
- Ensures the prompt and fair handling of customer requests for electric service.
- Directs office employees as they carry out customer contact to assure a prompt and courteous service to the customers.
- Directs and monitors the maintenance of the customer records, the proper and timely billing of new and existing customers whose meters are changed or reconnected after a temporary disconnection.
- Responsible for the initiation of the write off procedure for the disconnected delinquent customers and their physical verification before referring to Government Recovery Officer.
- Directs the handling of customer complaints, referring those not settled to the proper person or department for investigation. Follows up to ensure satisfactory completion.
- Directs meter reading and bill distribution activities and practices.
- Directs the use of the microprocessor.
- Directs activities relating to extension of credit, collection or disconnection of delinquent accounts and requirements for security deposits.
- Directs activities relating to billing adjustments.
- Directs the timely preparation and onward submission of reports related to the collection of cash.
- Directs the energy conservation and load management program.
- Directs the energy surveillance program as it applies to the Customer Services area of responsibility.

- ° Provides functional guidance to the Sub-Division Customer Services Supervisor in all activities and makes personal visits as required.
- ° Provides for preparation and verification of all required reports.
- ° Consults the concerned officials in the AEB for functional guidance on policy matters.
- ° Responsible for preparing the customer services section of the Division's annual budget.
- ° Holds an imprest account for his office expenditure within the prescribed limits and is responsible for its proper disbursement and replenishment.
- ° Ensures that provisions of Union Agreement are followed by both labor and management.
- ° Recommends local procedures and practices as authorized where not covered by general instructions.
- ° Recommends wage and salary changes, promotions, demotions, transfers, leaves of absence, hiring and release of personnel.
- ° Responsible for attending to the audit para inquiries and the timely submission of reports to the appropriate authorities.
- ° Recommends, develops and assists in training personnel.
- ° Endorses and pursues safe work practices and environment.
- ° Undertakes other responsibilities as assigned.

DESIRED QUALIFICATION:

a. Education:

- i) Direct Recruitment. Master's Degree in either commerce, statistics or mathematics, business administration or engineering.
- ii) Promotees. Bachelor's Degree.

b. Prior Work Experience:

- i) Direct Recruitment. Minimum of 3 years' experience with a private or public corporation on matters relating to financial and accounting aspects.
- ii) Promotees. Minimum of 15 years' continuous service in a WAPDA Customer Service Office.

c. Abilities and Skills/Knowledge:

Communication skills both in written and spoken English/Urdu.

- . Knowledge of accounting and financial techniques.
- . Deal effectively with people, both customers and employees.
- . Possess supervisory skills to deal with complex problems and develop practical solutions.
- . Able to react in a reasonable manner to a wide range of stressful situations.

POSITION ELEMENTS:

- a. Supervision Received:
 Reports directly to Divisional Manager and functionally to the Director of Customer Services - AEB.
- b. Available Guidelines:
 Guidelines are available from WAPDA manuals, policies, procedures and other documents issued from time to time.
- c. Exercise of Judgment:
 Must be able to analyze complex problems resulting in proposals and their implementation.
- d. Authority to Make Commitments:
 Has full authority to make commitments to the extent authorized by the Divisional Manager.
- e. Nature, Level and Purpose of Contacts:
 Contacts with customers, Government agencies and other WAPDA personnel as necessary in the execution of responsibilities.
- f. Supervision Exercised:
 Supervises the work of his staff, plans their workload and assignments, provides assistance in dealing with complex administrative problems, evaluates performance and ensures that their work is carried out in compliance with plans.

disk 6 mgrcusrv

POSITION TITLE: Supervisor - Customer Assistance

GRADE: BPS-11/14

BASIC FUNCTIONAL DESCRIPTION:

The Supervisor Customer Assistance is responsible to the Customer Services Officer for customer assistance, customer inquiries and customer records. Coordinates with Supervisor - Computer Operations for data control and transmittal. Ensures prompt and fair service to all new and existing customers.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Supervises the employees as they make customer contacts and ensures that they are dealt with within the guidelines established by WAPDA and appropriate Governmental authorities.
- ° Ensures prompt and courteous service to all existing and new customers.
- ° Responsible for file maintenance of the customer records, the proper and timely billing of new customers and existing customers whose meters are changed and/or reconnected after a temporary disconnection.
- ° Coordinates with the Supervisor - Computer Operations in registering new applications, and obtaining customer history for customer inquiries.
- ° Coordinates with the Service Engineer for all new connections, reconnections, disconnections and equipment removals.
- ° Coordinates with Supervisor - Customer Accounts for attending to all customer billing complaints and preparing reconnection orders.
- ° Responsible for proper and timely distribution of bills within the Division.
- ° Refers customer complaints not settled within the office to the proper person or department for investigation and follows up to ensure a satisfactory solution.
- ° Ensures proper record keeping of customer's statistics and logging of all correspondence and transmittal of data.
- ° Responsible for the preparation of all customer's statistical reports.
- ° Provides training to new staff under his section.
- ° Ensures adequate supply of forms, stationery, office supply and handouts for customers and the maintenance of office equipment in the customer services section.

- ° Makes recommendations on rating, discipline and other personnel matters as they apply to the employees in his section.
- ° Endorses and ensures safe work practices and environments.
- ° Performs other work as assigned.

DESIRED QUALIFICATION:

- a. Education:
Intermediate but Bachelor's degree preferred.
- b. Prior Work Experience:
Minimum of 12 years relevant experience required.
- c. Abilities and Skills/Knowledge:
 - Strong communication skills in both written and spoken English and Urdu.
 - Deals effectively with people, both customers and employees.
 - Possess supervisory skills to deal with complex problems and to develop practical solutions.
 - Able to react in a reasonable manner to a wide range of stressful situations.

POSITION ELEMENTS:

- a. Supervision Received:
Reports directly to the Customer Services Officer.
- b. Available Guidelines:
Guidelines are available from WAPDA Manuals, policies, procedures and other documents issued from time to time.
- c. Exercise of Judgment:
Must be able to analyze complex problems resulting in proposals and their implementation.
- d. Authority to Make Commitments:
Has full authority to make commitments to the level authorized by Supervisor - Customer Services.
- e. Nature, Level and Purpose of Contacts:
Contacts with customers, government agencies and other WAPDA personnel as necessary in the execution of responsibilities.

f. Supervision Exercised:

Supervises the work of his staff, plans their workload and assignments, provides assistance when dealing with complex administrative problems, evaluates performance and ensures that their work is carried out in compliance with plans.

disk 6 supcusta

POSITION TITLE: Supervisor - Customer Accounts

GRADE: BPS-14

BASIC FUNCTIONAL DESCRIPTION:

The Supervisor Customer Accounts is responsible to Customer Services Officer for all customer accounts, their reconciliation and reports. Also responsible for actions required on all Management information reports generated by the computer relating to customer accounts. Ensures prompt and fair service to the customers.

MAJOR DUTIES AND RESPONSIBILITIES:

- Supervises the maintenance of customer accounts ledgers and reconciliation of assessment, realization and debtors outstanding, on a monthly basis.
- Supervises the staff of customer accounts section as they attend to customer complaints to ensures prompt and fair service.
- Coordinates with computer section for incorporation of all bill adjustments during the month.
- Assigns the collection of bank scrolls and checking of their correctness to the customer account section.
- Responsible for 'banks overage and shortage' report and supervises preparation of 'daily cash reconciliation reports'.
- Coordinates with Budget and Accounts section on banking matters.
- Coordinates with Customer Services section for disconnection/reconnection procedures and with the Supervisor Service for verification.
- Responsible for initiating a recovery procedure with the Government Recovery Officer for old delinquent accounts on a periodic basis.
- Responsible for initiating a write-off procedure for those accounts declared irrecoverable.
- Responsible for the preparation of all customer accounts reports.
- Reviews reports, data and information as it relates to customer accounts.
- Assists in the interpretation of customer accounts manuals and provides continuing instruction for customer accounts personnel in policies, practices and procedures.
- Provides training to new customer accounts personnel.

- ° Ensures adequate supply of forms and stationery and maintenance of office machines and equipment in the customer accounts section.
- ° Makes recommendations on rating, discipline and other personnel matters as they apply to the employees under his section.
- ° Endorses and pursues safe work practices and environment.
- ° Performs other work as assigned.

DESIRED QUALIFICATION:

a. Education:

Bachelor's degree holder or suitable existing old employees with intermediate or matriculation education.

b. Prior Work Experience:

Minimum 15 years experience with Customer Accounts.

c. Abilities and Skills/Knowledge:

- Communication skills both in written and spoken English and Urdu.
- Knowledge of Customer Accounts application and techniques.
- Deal effectively with people, both customers and employees.
- Possess supervisory skills to deal with complex problems and develop practical solutions.
- Able to react in a reasonable manner to a wide range of stressful situations.

POSITION ELEMENTS:

a. Supervision Received:

Reports directly to the Customer Services Officer.

b. Available Guidelines:

Guidelines are available from WAPDA manuals, policies, procedures and other documents issued from time to time.

c. Exercise of Judgment:

Must be able to analyse complex procedures resulting in proposals and their implementation.

d. Authority to Make Commitments:

Has full authority to make commitments to the level authorized by the Manager - Customer Services.

e. Nature, Level, and Purpose of Contacts:

Contact with customers, governmental agencies and other WAPDA personnel as necessary in the execution of responsibilities.

f. Supervision Exercised:

Supervises the work of his staff, plans their work load and assignments, provides assistance when dealing with complex administrative problems, evaluates performance and ensures that their work is carried out in compliance with plans.

disk 6 supvcusa

POSITION TITLE: Supervisor - Meter Reading

GRADE: BPS-12

BASIC FUNCTIONAL DESCRIPTION:

The Supervisor Meter Reading is responsible to the Supervisor - Customer Accounts and performs responsible and difficult duties which requires independent analysis, moderately extensive judgment and detailed knowledge of WAPDA and/or meter reading work procedures. Includes frequent contact with other sections and departments, some external contacts with customers, suppliers and the general public. Supervises, coordinates and directs the work of others.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Supervises, coordinates and directs the meter reading group.
- ° Maintains records & files on the meter reading and reports in accordance with standard operating procedures.
- ° Supervises the reading of kilowatt-hour meters in accordance with daily schedules.
- ° Carries out field checking duties as prescribed in the appropriate procedures and practices.
- ° Reviews reports, data and information as it relates to the meter reading, checking their accuracy and for adherence to standard procedures and checks in detail the work of those employees assigned to his section or area.
- ° Ensures follow up on meter reading exceptions and timely return of meter reading documents and meter reading reports to the Computer Supervisor.
- ° Refers for investigation, observed unauthorized use of energy, broken or damaged meters and seals, abnormal consumption and questionable tariff violations.
- ° Assists in changes of existing meter reading routes as appropriate.
- ° Assists in the training of new employees within the meter reading area.
- ° Makes recommendations on rating, discipline and other personnel matters as they apply to the employees under his supervision.
- ° Endorses & pursues safe work practices and environment.
- ° Performs other work as assigned.

DESIRED QUALIFICATION:

a. Education:

Intermediate preferably Degree holder or by promotion from a lower position.

b. Prior Work Experience:

Minimum 12 years experience required of similar nature.

c. Abilities and Skills/Knowledge:

- Strong communication skills in both written and spoken English and Urdu.
- Basic technical knowledge of Electrical Engineering.
- Deal effectively with people both customers and employees.
- Possess supervisory skills to deal with complex problems and develop practical solutions.
- Able to react in a reasonable manner to a wide range of stressful situations.

POSITION ELEMENTS:

a. Supervision Received:

Reports directly to Supervisor - Customer Accounts.

b. Available Guidelines:

Guidelines are available from WAPDA Manuals, policies, procedures and other documents issued from time to time.

c. Exercise of Judgment:

Must be able to analyze complex problems resulting in proposals and their implementation.

d. Authority to Make Commitments:

Nil.

e. Nature, Level, and Purpose of Contacts:

Contacts with other WAPDA personnel as necessary in the execution of responsibility.

f. Supervision Exercised:

Supervises the work of his staff, plans their workload and assignments, provides assistance when dealing with complex administrative problems, evaluates performance and ensures that their work is carried out in compliance with plans.

POSITION TITLE: Supervisor Billing

GRADE: BPS-11

BASIC FUNCTIONAL DESCRIPTION:

The Supervisor Billing is responsible to Supervisor Customer Accounts for the customer billing, customer billing complaints and billing adjustments.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Supervises billing section employees as they carry out their work.
- ° Ensures the maintenance of all billing ledgers and their reconciliation within the customer accounts system.
- ° Ensures correctness of all bills by conducting a random check of bills pertaining to each customer class.
- ° Maintains computer generated billing registers and transaction registers to look after billing complaints.
- ° Ensures that all bill adjustments are carried out by the computer and the bills corrected accordingly.
- ° Ensures prompt and courteous service for customer's complaints.
- ° Assists in the preparation of billing related reports of routine nature or those on an adhoc basis.
- ° Ensures the collection of bank scrolls and checking of their correctness, as assigned by the Supervisor Customer Accounts.
- ° Responsible for the preparation of 'group tickets' for all bill adjustments for inclusion in the 'daily cash reconciliation reports'.
- ° Reviews reports, data and information as it relates to the customer billing.
- ° Assists in rating, discipline and other personnel matters as they apply to the employees under his section.
- ° Endorses and pursues safe work practices and environment.
- ° Performs other work as assigned.

DESIRED QUALIFICATION:

a. Education:

Intermediate certificate holder or by promotion from a lower position with at least 10 years experience.

b. Prior Work Experience:

12 years' prior related experience.

c. Abilities And Skills/Knowledge:

- Strong communication skills in both written and spoken English and Urdu.
- Knowledge of customer Accounting applications and techniques.
- Deal effectively with people, both customers and employees.
- Possess supervisory skills to deal with complex problems and develop practical solutions.
- Able to react in a reasonable manner to a wide range of stressful situations.

POSITION ELEMENTS:

a. Supervision Received:

Reports directly to Supervisor Customer Accounts.

b. Available Guidelines:

Guidelines are available from WAPDA manuals, policies, procedures and other documents issued from time to time.

c. Exercise of Judgement:

Must be able to analyse complex problems resulting in proposals and their implementation.

d. Nature, Level, and Purpose of Contacts:

Contacts with WAPDA personnel as necessary in the execution of responsibilities.

e. Supervision Exercised:

Supervises the work of his staff, plans their work load and assignments, provides assistance when dealing with complex administrative problems, evaluates performance and ensures that their work is carried out in compliance with plans.

disk 6 supvbilg

POSITION TITLE: Supervisor Debtor Control

GRADE: BPS-11

BASIC FUNCTIONAL DESCRIPTION:

The Supervisor Debtors Control is responsible to the Supervisor Customer Accounts for activities relating to debtors, extension of credit, collection or disconnection of delinquent accounts and requirements for security deposits.

MAJOR DUTIES AND RESPONSIBILITIES:

- Ensures the maintenance of debtor's ledgers and their reconciliation within the customer accounts system.
- Supervises the control and analysis of arrears the date and amount and the disconnection/reconnection procedures.
- Monitors the timely despatch of disconnection notices and orders to the delinquent customers.
- Supervises the maintenance of security deposit records and monitors, the enhancement, collection or refund of customer's security deposits as required.
- Directs activities consequent to all MIS reports on active debtors and delinquents.
- Assists Supervisor Customer Accounts in implementing recovery and write-off procedures.
- Assists in the preparation of debtor related reports of routine nature or others as required.
- Ensures the collection of bank scrolls from the authorized branches and the checking of their correctness as assigned by the Supervisor Customer Accounts.
- Responsible for the preparation of 'group tickets', and 'daily cash reconciliation reports.
- Assists in rating, discipline and other personnel matters as they apply to the employees under his section.
- Endorses and pursue safe work practices and environment.
- Performs other work as assigned.

DESIRED QUALIFICATION:

a. Education:

Intermediate certificate holder or by promotion from a lower position with at least 10 years experience

b. Prior Work Experience:

12 years' prior related experience.

c. Abilities And Skills/Knowledge:

- Strong communication skills in both written and spoken English and Urdu.
- Knowledge of customer Accounting applications and techniques.
- Deal effectively with people, both customers and employees.
- Possess supervisory skills to deal with complex problems and develop practical solutions.
- Able to react in a reasonable manner to a wide range of stressful situations.

POSITION ELEMENTS:

a. Supervision Received:

Reports directly to Supervisor Customer Accounts.

b. Available Guidelines:

Guidelines are available from WAPDA manuals, policies, procedures and other documents issued from time to time.

c. Exercise of Judgment:

Must be able to analyse complex problems resulting in proposals and their implementation.

d. Nature, Level, and Purpose of Contacts:

Contacts with WAPDA personnel as necessary in the execution of responsibilities.

e. Supervision Exercised:

Supervises the work of his staff, plans their work load and assignments, provides assistance when dealing with complex administrative problems, evaluates performance and ensures that their work is carried out in compliance with plans.

disk 6 supvdcon

POSITION TITLE: Supervisor Computer Operations

GRADE: BPS-16

BASIC FUNCTIONAL DESCRIPTION:

The Supervisor Computer Operations is responsible to the Customer Services Officer and functionally to the AEB Assistant Director - Computer Operations and is responsible for the operation and use of the division computer and other machines associated with data processing.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Is responsible for the integrity and security of all programs and data files used in the operation of the division computer equipment.
- ° Supervises the key entry and the verification of data key entry to diskette.
- ° Directs others in the operation of the computer and peripheral equipment, which includes printers, disk drives, terminals and other equipment associated with computers.
- ° Maintains statistical records on data entry functions including errors, reruns, equipment failures and all jobs processed on the microprocessor.
- ° Works with user departments within the division to establish a schedule for the data entry function that satisfies the needs and requirements of all departments.
- ° Receives input data from user departments, and coordinates correction of inputs with user departments under prescribed procedures.
- ° Maintains procedures manual for all jobs that are regularly processed.
- ° Performs or directs routine preventive maintenance on equipment following prescribed procedures.
- ° Performs diagnostics to determine the nature of equipment problems; communicate problems to the AEB Assistant Director Computer Operations; and coordinates problem resolution.
- ° Performs routine software maintenance, adding or changing program libraries as directed by the AEB following prescribed procedures.
- ° Maintains supplies inventory for the data processing function following prescribed procedures.
- ° Trains new or existing computer operators to operate the computer and peripheral equipment; and trains them to perform data scheduling and control functions, program and equipment maintenance functions, and other administrative tasks in his absence.

- Conducts training classes on the proper and approved use of new software for the computer.
- Distributes computer outputs from the computer system following prescribed procedures.
- Endorses & pursues safe work practices including protection of equipment from dust, heat and other environmental hazards. Also maintains current schedule of planned outages to avoid unexpected power failures as far as possible.
- Performs other duties as assigned.

DESIRED QUALIFICATION:

a. Education:

Bachelor's degree in Computer Science.

b. Prior Work Experience:

5 years in the Computer Department of a public or private company.

c. Abilities and Skills/Knowledge:

- Strong communication skills in both written and spoken English and Urdu.
- Technical knowledge of computer science application and techniques.
- Deal effectively with employees.
- Possess skills to deal with complex problems and develop practical solutions.
- Able to react in a reasonable manner to a wide range of stressful situations.

POSITION ELEMENTS:

a. Supervision Received:

Report directly to the Customer Services Officer and functionally to the AEB Asst. Director of Computer Operations.

b. Available Guidelines:

Guidelines are available from WAPDA Manuals, policies, procedures and other documents issued from time to time.

c. Exercise of Judgment:

Must be able to analyse complex problems resulting in proposals and their implementation.

d. Authority to Make Commitments:

Has full authority to make commitments to the level authorized by the Manager - Customer Services.

e. Nature, Level, and Purpose of Contacts:

Contacts with customers, government agencies and other WAPDA personnel as necessary in the execution of responsibilities.

f. Supervision Exercised:

Supervises the work of his staff, plans their work load and assignments, provides assistance when dealing with complex administrative problems, evaluate performance and ensure their work is carried out in compliance with plans.

disk 6 supmicro

POSITION TITLE: Computer Operator

GRADE: BPS-12

BASIC FUNCTIONAL DESCRIPTION:

The Computer Operator is responsible to the Supervisor Computer Operations, and performs routine computer operations including key entry and key verification of division transactions. Performs various other clerical duties such as filing of department reports, maintenance of Section records and preparation of required section and division forms.

MAJOR DUTIES AND RESPONSIBILITIES

- Operates the division computer and associated equipment including entry of security codes, setting of operations parameters, selection of program applications, preparation of diskette files, transfer of information files to the fixed storage files, and other similar operations administrative tasks.
- Monitors operation of the computer and peripheral equipment, which includes printers, disk drives, terminals and other equipment associated with the computer; analyzes problems and assists in correction.
- Key enters data to diskette from user prepared transactions and transmittal controls.
- Verifies the data key entered to diskette and audits results following standard control procedures.
- Prepares output reports, verifies reasonableness of contents, and distributes them to users for distribution.
- Assists in defining and improving section procedures and in maintaining the procedures manual for all jobs that are regularly processed.
- Assists in the training of new or existing Computer Operators to operate the computer and peripheral equipment.
- Assists with routine preventive maintenance and emergency maintenance of equipment following standard maintenance procedures.
- Assists in conducting training classes on the proper and approved use of new software for the computers.
- Knows and practices all WAPDA safety rules and procedures.
- Performs other duties as assigned.

DESIRED QUALIFICATION:

a. Education:

Intermediate with technical Diploma in Computer operations.

b. Prior Work Experience:

2 years' in the computer department with a private and public company.

c. Abilities and Skills/Knowledge:

- . Strong Communication skills both in written and spoken English and Urdu.
- . Basic technical knowledge of computer application and techniques.

POSITION ELEMENTS:

a. Supervision Received:

Reports directly to Supervisor Computer Operations.

b. Available Guidelines:

Guidelines are available from WAPDA manuals, policies, procedures and other documents issued from time time.

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POSITION TITLE: Planning Engineer

GRADE: BPS 17

BASIC FUNCTIONAL DESCRIPTION:

The Planning Engineer is responsible to the Division Manager for the distribution planning of the Division.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Directs the planning for new customer connections and for required or requested changes to the supply for existing loads.
- ° Participates with the power market survey and load forecasting group in the collection of data for the load forecasts.
- ° Directs the distribution transformer monitoring studies for the preparation of the transformer replacement program.
- ° Directs the collection of data for system analysis and for the system expansion plans and the energy loss reduction program.
- ° Coordinates with the Assistant Director of Planning at the AEB and at Distribution Headquarters.
- ° Reads meters of industrial customers with demands above 70KW.

DESIRED QUALIFICATION:

- a. Education:
Bachelor's degree in the Electrical Engineering (Power) is required.
- b. Prior Work Experience:
Minimum of 3 years experience in a major functional area of Distribution.
- c. Language Proficiency:
 - Must be fluent in written and spoken English and Urdu.
 - Must be fluent in speech of at least one of the regional languages.
- d. Knowledge of Specific Areas:
Technical knowledge of the distribution and utilization of electric energy and the equipment involved.
- e. Abilities and Skills:
 - Strong communication skills in both written and oral form.
 - Technical ability to comprehend complex problems and ability to implement and solve solutions to complex technical problems.

POSITION ELEMENTS:

- a. Supervision Received:
Responsible to the Division Manager, follow approved policies, criteria and standards with functional guidance and direction from the Director of Planning and Engineering in AEB.
- b. Available Guidelines:
Has available planning policies, approved procedures and criteria, electrical standards, engineering and service rules, safety codes, and financial budgets.
- c. Exercise of Judgment:
Substantial judgment, discretion and professional integrity is required to supervise work and assign personnel.
- d. Authority to Make Commitments:
Has authority to make commitments on approved policies, procedures and budgets within the assigned limits.
- e. Nature, Level and Purpose of Contacts:
Frequent contact with technical management at the AEB level and with field and operating personnel to exchange information on job related matters.
- f. Supervision Exercised:
Direct supervision of the Planner and the Supervisor of Technical Records.

POSITION TITLE: Planner

GRADE: 12

BASIC POSITION DESCRIPTION:

The Planner is responsible to the Planning Engineer for planning the service connections to the customers to the division.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Plans the service connections to new customers requiring up to 70KW and the necessary changes to the connections of existing customers; receives request from customer services, determines the condition of the distribution system up to the proposed connection; visits the site, determines what HT, transformer changes and LT connections or changes are required and prepares to work order specifying the equipment required and its cost.
- ° Monitors the assigned part of the distribution system to obtain data for system analysis.
- ° Collects data on transformer loadings and load forecasting to permit the future planning for system improvements and expansion.

DESIRED QUALIFICATION:

- a. Education:
3 year Diploma in Electrical Engineering from a recognized institution.
- b. Prior Work Experience:
Minimum 5 years experience in a major functional area of Distribution.
- c. Language Proficiency:
Reasonable proficiency in written and spoken Urdu and English is required.
- d. Knowledge of Specific Areas:
Technical knowledge of the distribution and utilization of electric energy and the equipment involved.
- e. Abilities and Skills:
 - Effective written and oral communication skills are required.
 - Ability to implement technical instructions from supervisory staff is essential.

POSITION ELEMENTS:

- a. Supervision Received:
Under the direction of the Planning Engineer, follows approved policies, criteria and established standards.
- b. Available Guidelines:
Available planning policies, procedures and criteria, approved electrical standards, engineering service rules, safety codes and financial budgets.
- c. Exercise of Judgment:
Judgment and professional integrity are required.
- d. Authority to Make Commitments:
Does not have authority to make commitments.
- e. Nature, Level and Purpose of Contact:
Frequent contact with technical and non-technical field and operating staff to exchange job related matters.
- f. Supervision Exercised:
Direct supervision of skilled and semi-skilled staff assigned.

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POSITION TITLE: Supervisor Technical Records

GRADE: BPS 12

BASIC POSITION DESCRIPTION:

The Supervisor Technical Records is responsible to the Planning Engineer for maintaining all records related to the history of equipment, equipment loading, maintenance schedules, maps, specifications, engineering matters related to right-of-way, estimates, work orders, budgets, and service records related to complaints and service outages. He imparts record information to others for budget, planning, maintenance and operation.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Maintains records of all equipment nameplate data.
- ° Records the movement of major equipment such as transformers, regulators, reclosers, sectionalizers and capacitors.
- ° Maintains a record of maintenance schedules and advises Maintenance & Operation engineer when any item of equipment or system is scheduled for periodic maintenance.
- ° Maintains a record of equipment and circuit loads and ratings and reports periodically to Planning Engineer instances where loads approach or exceed rated loads.
- ° Maintains up-to-date cross reference of customer accounts associated with each substation transformer.
- ° Maintains files of circuit maps, wiring diagrams, instruction books, specifications, product descriptions and construction standards and reports need for revisions to Planning Engineer.
- ° Maintains files of estimate requests, budgets, work orders and outage reports.
- ° Prepares periodic summaries of changes in records for the Planning Engineer.
- ° Coordinates with Administration, Service, Customer Services and the Budget and Accounts sections on work order information.

DESIRED QUALIFICATIONS:

a. Education:

Diploma in engineering or accounting from a recognized institution.

b. Prior Work Experience:

Minimum of 5 years in a major functional area of distribution.

c. Language Proficiency

Must be fluent in written and spoken English and Urdu.

d. Knowledge of Specific Areas:

Technical knowledge of electrical terms and equipment names sufficient to identify the elements of the distribution system is required.

e. Abilities and Skills:

- . Effective communication skills in both written and oral forms.
- . Ability to organize records, enter data and establish follow-up procedures.
- . Ability to use data processing equipment.

POSITION ELEMENTS:

a. Supervision Received:

Under the direction of the Planning Engineer, follows approved policies, criteria and standards established.

b. Available Guidelines:

Has available approved standards and specifications, and forms for recording information.

c. Exercise of Judgment:

Judgment and professional integrity are required to assign personnel and to recognize questionable data supplied by others.

d. Authority to Make Commitments:

Does not have authority to make commitments.

e. Nature, Level and Purpose of Contact:

Frequent contact with technical, non-technical field and operating staff to obtain and dispense relevant data.

f. Supervision Exercised:

Direct supervision of clerks and others assigned to the Records section.

POSITION TITLE: Head Draftsman

GRADE: BPS-12

BASIC POSITION DESCRIPTION:

The Head Draftsman is responsible to the Planning Engineer for preparing all types of layouts, drawings, diagrams and inventories of materials for Distribution Planning.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Prepares system layouts, drawings, equipment and material inventories for Distribution Planning.
- ° Revises, corrects and updates the drawings, designs and other records for Distribution Planning.
- ° Supervises the work of Assistant Draftsmen, Tracers and other staff placed under his control.
- ° Assumes other duties and responsibilities as assigned.

DESIRED QUALIFICATION:

a. Education

2 years Diploma in Draftsman or by promotion from amongst lower staff on the basis of seniority-cum-fitness with at least 10 years experience.

b. Prior Work Experience

5 years experience in the relevant field.

c. Language Proficiency

Fluency in written and spoken English and Urdu.

d. Knowledge of Specific Areas

- WAPDA organization and distribution function in detail.
- Good knowledge of engineering drafting practices.
- A good general knowledge of WAPDA electrical safety code requirements and standard symbols.

e. Abilities and Skills

- Must demonstrate ability to produce high quality drawings and sketches.
- Must be able to read drawings or make revisions.

POSITION ELEMENTS:

- a. Supervision Received
Direct supervision is received from the Planning Engineer.
- b. Exercise of Judgment
Judgment on the basis of the instructions received and strict adherence to pertinent operating procedures.
- c. Authority to Make Commitments
Nil.
- d. Nature, Level and Purpose of Contacts
Nil.
- e. Supervision Exercised
Supervision of all employees assigned.

POSITION TITLE: Service Engineer

GRADE: BPS - 17

BASIC POSITION DESCRIPTION:

The Service Engineer is responsible to the Division Manager for supervising and coordinating the activities involved in providing service to the customers.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Directs the construction of the facilities for service, metering and service entrance work to customers.
- ° Directs the inspection of various phases of contracted work for the construction of service.
- ° Plans and schedules personnel, equipment and material for construction of service within the division.
- ° Assists in formulating policies, practices and procedures involved in distribution construction of service, meters and service entrance and administer those approved.
- ° Cooperates in maintaining training programs for education of personnel to develop the skills to insure the proper use of equipment.
- ° Enforces company safety practices to safeguard employees, the public and company equipment.
- ° Directs the use of the radio communication equipment.
- ° Assists the Division Manager in preparation and monitoring of the budgets.
- ° Reads meters of industrial customers with demand above 70KW.

DESIRED QUALIFICATIONS:

- a. Education
Bachelor's degree in an engineering discipline.
- b. Prior Work Experience
Minimum of 3 years experience in a major area of distribution.
- c. Language Proficiency
Must be fluent in written and spoken English and Urdu.
- d. Knowledge of Specific Areas
Technical knowledge of the distribution and utilization of electric energy and the equipment involved.

- Personnel supervised are continually exposed to electrical and mechanical hazards for which safety training must be fully understood.
- e. Abilities and Skill
- Strong written and oral communication skills.
 - Technical and ability to comprehend, evaluate and solve field problems and develop practical and safe solutions.

POSITION ELEMENTS:

- a. Supervision Received
- Under the direction of the Division Manager, follow approved policies, criteria and standards established with functional guidance from the AEB Director Services.
- b. Available Guidelines
- Available policies, procedures and practices, approved engineering service rules, safety code and financial budgets.
- c. Exercise of Judgment
- Technical judgment, discretion and professional integrity along with safety awareness is required to supervise the work and the personnel.
- d. Authority to Make Commitments
- Has authority to make commitments on approved policies, procedures and budgets within the assigned limits.
 - Has authority to carry out personnel disciplinary action as assigned.
- e. Nature, Level and Purpose of Contacts
- Frequent contact with technical and non-technical supervisors of the division and other personnel to exchange information on job related matters.
- f. Supervision Exercised
- Direct supervision of Line Superintendent, Meter Engineer and Inspectors and indirect supervision of personnel assigned to these supervisors.

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POSITION TITLE: Supervisor Service

GRADE: BPS - 16

BASIC POSITION DESCRIPTION:

The Supervisor Service is responsible to Service Engineer for coordination and supervision of work involved in the construction of overhead and underground service and associated equipment.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Supervises the construction of service work related to primary overhead and underground distribution lines and equipment.
- ° Supervises the construction of service work related to secondary overhead and underground distribution line, equipment and meters.
- ° Supervises the installation of transformers, line voltage regulators, capacitor banks, fuses, switches, reclosers, sectionalizers, arresters, meters and other distribution system equipment.
- ° Assists in directing various phases of contracted work related to overhead and underground line construction.
- ° Insures cooperation and coordination of activities among employees to enhance efficient operation.
- ° Assures that provision of the Union Agreement are followed.
- ° Assists in the administration of the WAPDA Safety Program and the enforcement of safety policies and practices.

DESIRED QUALIFICATIONS:

a. Education

3 year Diploma in electrical engineering.

b. Prior Work Experience

5 to 10 years experience in a major area of distribution work.

c. Language Proficiency

Must be fluent in written and spoken English and Urdu.

d. Knowledge of Specific Areas

Technical knowledge of the distribution and utilization of electric energy and the equipment.

e. Abilities and Skills

- . Strong written and oral communication skills.
- . Technical knowledge of construction standards, maintenance techniques and equipment operation.

POSITION ELEMENTS:

a. Supervision Received

Under direction of the Service Engineer follow approved policies, criteria and established standards.

b. Available Guidelines

Available construction and maintenance procedures, standards, schedules, service rules and safety code.

c. Exercise of Judgment

Technical judgment, discretion and professional integrity is required to supervise work and the personnel.

d. Authority to Make Commitments

Has authority to make commitment on approved policies and procedures.

e. Nature, Level and Purpose of Contact

Frequent contact with technical management at the Division level and with field personnel to exchange job related matters.

f. Supervision Exercised

Direct supervision of Line Superintendent I/II, Linemen, Assistant Linemen and semi-skilled personnel.

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POSITION TITLE: Supervisor Meters

GRADE: BPS-16

BASIC POSITION DESCRIPTION:

The Meter Engineer has functional responsibility for supervision and coordination of the installation, testing, maintenance, removal and inspection of meters and meter equipment.

MAJOR DUTIES AND RESPONSIBILITIES

- ° Supervises field tests, inspection, repairs, removal and installation of meters and meter equipment.
- ° Supervises the collection of meter records and verifies the authenticity of their registrations.
- ° Directs meter and service installations on customer premises and assure conformity with company standards and their satisfactory operating conditions.
- ° Supervises the preparation of meter reports and records.
- ° Supervises the monitoring of the meter work and record collection.
- ° Recommends changes and improvements to meter standards, quality and practices.
- ° Ensures cooperation and coordination of the activity among employees to enhance the operation of WAPDA.
- ° Ensures that provisions of the Union Agreement are followed.
- ° Assists in the administration of the WAPDA Safety program and the enforcement of safety policies and practices.

DESIRED QUALIFICATIONS

a. Education

Three years diploma in Electrical Engineering required.

b. Prior work Experience

Minimum of 10 years experience with 5 years experience in a major functional area of distribution.

c. Language Proficiency

Must be fluent in written and spoken English and Urdu.

d. Knowledge of Specific Areas

Technical knowledge of the distribution and utilization of electric energy and the theory of measurement.

e. Abilities and Skills

- . Strong written and oral communication skills.
- . Technical ability to comprehend complex problems and ability to direct their implementation.

POSITION ELEMENTS:

a. Supervision Received

Under the direction of the Service Engineer follow approved policies, criteria and established standards.

b. Available Guidelines

Has available approved WAPDA Meter Standards Manual, engineering service rules, safety code and financial budgets.

c. Exercise of Judgment

Substantial technical judgment, discretion and professional integrity is required to deal with customers, supervise work and assign personnel.

d. Authority to Make Commitments

Has authority to make commitments on approved policies, procedures and budgets within the assigned limits.

e. Nature, Level and Purpose of Contact

Frequent contact with customers, technical and operating staff of the Division and AEB and with assigned personnel to exchange experience on job related matters.

f. Supervision Exercised

Direct supervision of Meter Electricians, semi-skilled and unskilled staff.

POSITION TITLE: Maintenance and Operation Engineer

GRADE: BPS - 17

BASIC POSITION DESCRIPTION:

The Maintenance and Operation Engineer is responsible to the Division Manager for maintaining and operating the distribution system of the division so that commercially acceptable energy service is given to the customers.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Directs the operation of the system despatch center and its staff which despatch complaint crews to restore service to customers who have lost their energy supply due to faults.
- ° Directs the routine maintenance of all the facilities of the distribution system: primary and secondary circuits and their right of way, service drops, transformers, fuses reclosers, switches, sectionalizers, lighting arrestors, capacitors, meters and the communications equipment.
- ° Directs the switching operations of the system to permit construction and maintenance.
- ° Directs the complaint crews who are available at all times to restore service.
- ° Supervises the office work of maintaining records, requisitioning equipment, investigation and reporting on faults and failures of the system and its equipment.
- ° Supervises the inspection of the operations and testing of the system facilities and the study of load and voltage conditions.
- ° Cooperates in maintaining training programs for education of personnel to ensure the proper use of equipment, application of procedures and development of skill.
- ° Assists the Division Manager in preparation and monitoring of the budget.
- ° Ensures cooperation and coordination of activities among distribution employees as well as personnel of other formations to enhance efficient operation of WAPDA.
- ° Prepares performance evaluations and recommends salary changes, promotions, demotions, transfers, discipline, leaves of absence, hiring and release of persons supervised.
- ° Ensures that provisions of the Union Agreement are followed by both labor and management.
- ° Assumes responsibility for administration of the WAPDA safety program and enforcement of safety and practices.
- ° Reads meters of industrial customers with demands above 70KW.

DESIRED QUALIFICATIONS:

a. Education:

Bachelor's degree in Electrical Engineering (Power).

b. Prior Work Experience:

Technical courses at Faisalabad, SDO pre-induction at Tarbela Management Institute and commercial courses at Lahore Commercial Institute shall have been satisfactorily completed.

c. Language Proficiency:

Fluent in written and spoken English and Urdu.

d. Knowledge of Specific Areas:

- Knowledge of WAPDA safety codes, construction standards and work clearance procedures is required.
- Knowledge of electrical instruments, wiring diagrams, connection and disconnection procedures is required.

e. Abilities and Skills:

- Ability to analyse distribution system problems and to develop practical solutions.
- Ability to react, in a reasoned manner, to a wide range of stressful situations.
- Ability to observe and report instances of improper installations and service connections.

POSITION ELEMENTS:

a. Supervision Received

Responsible to the Division Manager regarding policies, procedures and operations and receives functional guidance from the AEB Director Construction Operation and Maintenance.

b. Available Guidelines

Has available WAPDA Safety Code, Power Distribution Construction Drawings, WAPDA Planning Guides, Equipment and instrument Instruction books and operating manuals.

c. Exercise of Judgment

Required to exercise judgment the monitoring and analysis of system performance. Recommendations and reports to the Division Manager are to be accurate, reasoned, well researched and in the overall best interest of WAPDA and its customers.

d. Authority to Make Commitments

Has authority to schedule work under his responsibility within guidelines established by the Division Manager.

e. Nature, Level and Purpose of Contacts

Regular written and oral contacts with the engineers, grid station operators, service dispatchers, customer service groups and oral contacts with customers are required in the execution of the duties of the position.

f. Supervision Exercised

Directly supervises technicians and linemen who perform prescribed tests and clerks who maintain records.

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POSITION TITLE: Service Dispatcher

GRADE: BPS-16

BASIC POSITION DESCRIPTION:

The Service Dispatcher is responsible to the Maintenance and Operation Engineer for the processing of customer complaints, dispatching trouble crews to restore service or isolate hazardous conditions, issuing work clearances for work on distribution primary and secondary feeders, coordinating of feeder work with grid system operation and maintaining records of all complaints, restoration reports and all conversations with dispatch crews.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Operates the Distribution Service Dispatch Centre on a daily - 24 hours basis.
- ° Receives and records customer complaints from customers or from service centers.
- ° Dispatches linemen to restore service by radio or by a written complaint and reports, in writing, the cause of the trouble, time and method of service restoration and whether repairs are temporary or permanent.
- ° Dispatch construction and maintenance crews, handles messages for other Departments with 2-way Radio and reports any radio problems to the Communication Technician.
- ° Refers abnormal complaints to the Maintenance & Operation Engineer for investigation and suitable action.
- ° Records number of interruptions and customer hours lost due to each interruption.
- ° Submits copies of completed complaint forms to the Maintenance & Operation Engineer for review and compilation of periodic service reports.
- ° Issues Work Clearance Permits for all line work involving live feeders in the division.
- ° Coordinates work clearance with Grid System Operation.
- ° Maintains marked circuit diagrams to show manually set positions of all switches, breakers, reclosers, cutouts, sectionalizers at all times.
- ° Records times of all switching and/or grounding operations.
- ° Proposes changes to the Maintenance & Operation Engineer to improve service continuity.

- ° Encourage cooperation and insures coordination of activities among distribution employees as well as personnel of other formations to enhance efficient operation of WAPDA.
- ° Responsibly administers the WAPDA safety program and enforces safety policies and practices.

DESIRED QUALIFICATION:

a. Education:

3 year diploma in Electrical Engineering is required.

b. Prior Work Experience:

Minimum 10 years experience with 5 years experience in a major functional area of distribution. Completion of technical courses at WAPDA Training Institute.

c. Language Proficiency:

Strong communication skills both in written and spoken English and Urdu is essential to be sure that all clearance and operating instructions are fully understood and recorded.

d. Knowledge of Specific Areas:

- Comprehensive knowledge of grid-station operations, distribution feeder operations, safety practices and clearance procedures is essential.
- Must have a thorough knowledge of the proper operation of the 2-way Radio system and the ability to talk over the radio in a clear and concise manner.
- Knowledge of customer special requirements is also required.

e. Abilities and Skills:

- Ability to read and quickly understand distribution maps and symbols is essential.
- Ability to react, in a reasoned manner, to a wide range of stressful situations including but not limited to electric shock cases.

POSITION ELEMENTS:

a. Supervision Received:

Directions are received from Division Maintenance & Operation Engineer regarding policies and procedures. Independent decisions are required involving aspects of clearance switching and grounding operations.

- b. Available Guidelines:
Has available WAPDA safety code, WAPDA work clearance procedures, circuit one line diagrams and maps.
- c. Exercise of Judgment:
Required to exercise judgment in authorizing emergency shut down work clearances and in estimating the magnitude of service interruptions.
- d. Authority to Make Commitments:
Has absolute authority to issue work clearances on live circuits or circuits which may become alive. Has authority to schedule work within guidelines established by Division Manager.
- e. Nature, Level and Purpose of Contacts:
- . Written and recorded oral contacts with WAPDA's Division Engineers, construction supervisors and Line Supervisors and customers to arrange work schedule outages for emergency, routine maintenance and construction work, to clear circuits for work and restore circuits to service after work is completed and circuit released by whoever is responsible.
 - . Contacts the Planning Engineer to report circuit changes including completion of construction additions so circuit diagrams and maps can be updated promptly.
- f. Supervision Exercised:
Directly supervises the clerks who maintain records of operations, interruption and clearances.

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POSITION TITLE: Supervisor Maintenance & Operation

GRADE: BPS-16

BASIC POSITION DESCRIPTION:

The Supervisor Maintenance & Operation is responsible to Division Engineer Maintenance & Operation for the coordination and supervision of work involved in the maintenance and operation of overhead and underground distribution system and associated equipment within the Division.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Supervises the maintenance work of the primary and secondary overhead and underground distribution system including right-of-way clearing, tree trimming, and structure painting.
- ° Supervises the maintenance work of transformers, line voltage regulators, capacitor banks, fuses, switches reclosers, sectionalizers, arresters and other distribution system equipment.
- ° Supervises the complaint crews.
- ° Supervises the switching necessary to carrying out the maintenance and construction activities.
- ° Supervises the operation and maintenance of the communications equipment.
- ° Makes recommendations on changes to improve the distribution system and to replace overloaded and faulty equipment.
- ° Ensures cooperation and coordination of activities among employees to enhance efficient operation.
- ° Assures that provision of the Union Agreement are followed.
- ° Assists in the administration of the WAPDA Safety Program and the enforcement of safety policies and practices.

DESIRED QUALIFICATIONS:

a. Education

3 year Diploma in electrical engineering.

b. Prior Work Experience

10 years experience in a major functional area of distribution work.

c. Language Proficiency

Must be fluent in writtn and spoken English and Urdu.

d. Knowledge of Specific Areas

Technical knowledge of the distribution and utilization of electric energy and the equipment.

e. Abilities and Skills

- . Strong written and oral communication skills.
- . Technical knowledge of construction standards, maintenance techniques and equipment operation.

POSITION ELEMENTS:

a. Supervision Received

Under direction of the Division Maintenance & Operation Engineer, follows approved policies, criteria and established standards .

b. Available Guidelines

Has available construction and maintenance procedures, standards, schedules, service rules and safety code.

c. Exercise of Judgment

Technical judgment, discretion and professional integrity is required to supervise work and assign personnel.

d. Authority to Make Commitments

Has authority to make commitment on approved policies and procedures.

e. Nature, Level and Purpose of Contract

Frequent contact with technical management at the Division level and with field personnel to exchange views on job related matters.

f. Supervision Exercised

Direct supervision of Line Superintendent I/II, Linemen, and Assistant Linemen.

POSITION TITLE: Distribution Inspector

GRADE: BPS 12

BASIC POSITION DESCRIPTION:

The Distribution Inspector is responsible to the Maintenance & Operation Engineer for operating condition inspection, performance of switching and for carrying out special operating checks of various functions.

MAJOR DUTIES AND RESPONSIBILITIES:

- Inspects the operation of switching, control and other equipment on the primary and secondary lines, sectionalizing points and grid substations.
- Schedules visual inspection of facilities and if necessary makes performance checks on them.
- Makes current, voltage and power factor surveys of feeders and load for the Planning Engineer.
- Inspects facilities and reports any irregularities and abnormal conditions.
- Ensures checks and schedule changes to tapes and charts on recording instruments and maintains required supply levels of related spares and material.
- Ensures performance of duties in accordance with the WAPDA Safety Rules and Operating Regulations Practices.

DESIRED QUALIFICATIONS:

a. Education:

3 years' Diploma Course in Electrical Engineering.

b. Prior Work Experience:

10 years' experience with a minimum of 5 years' experience in a major functional area of distribution work.

c. Language Proficiency:

Strong communication skills in both written and spoken English and Urdu is essential to be sure that all clearance and operating instructions are fully understood and recorded.

d. Knowledge of Specific areas:

Comprehensive knowledge of grid station operations distribution feeder operation, safety practices and clearance procedures is essential.

e. Abilities and Skills

Ability to read and quickly understand distribution feeder maps and symbols.

POSITION ELEMENTS

a. Supervision Received:

Directions are received from Maintenance & Operation Engineer regarding policies and procedures. Independent decisions are required involving aspects of clearance switching and grounding operations.

b. Available Guidelines:

WAPDA Safety Code, WAPDA work clearance procedures and one line circuit diagrams and maps.

c. Exercise of Judgment:

Required to exercise judgment in recommending emergency shut down work clearances and in estimating the time of service interruptions.

d. Authority to Make Commitments:

Has limited authority to operate and maintain equipment with absolute authority to report conditions as established by the guidelines of the Division Manager and the M&O Engineer.

e. Nature, Level and Purpose of Contacts:

Written and oral contacts with WAPDA's Division Engineers, Construction Supervisors, Line M&O Supervisors and Service Despatchers are required in the execution of the duties of the position.

f. Supervision Exercised:

Supervises support staff.

POSITION TITLE: Sub-Division Officer

GRADE: BPS 17

BASIC FUNCTIONAL DESCRIPTION:

The Sub-Division Officer is responsible to the Division Manager for supervising the customer services, service connections, maintenance and operation of the distribution system in the Sub-Division with functional guidance given by the Division staff.

MAJOR DUTIES AND RESPONSIBILITIES:

- Supervises all Sub-Division personnel involved in scheduling, and coordinating of engineering activities pertaining to the customer connection, maintenance, and operation of Sub-Division customer related facilities.
- Directs the customer service personnel engaged in meter reading, debtor control, customer complaints, bill distribution, and the customers' request for service.
- Directs the program of energy surveillance within the Sub-Division and takes corrective action as necessary.
- Directs the plans and procedures governing the prompt restoration of service to customers.
- Participates and assists in personnel and accounting functions to the extent required by the remoteness of the location of the Sub-Division to ensure its efficient operation.
- Ensures cooperation and coordination of activities among Sub-Division employees to enhance efficient operation of WAPDA.
- Works closely with Division Manager to establish programs and plans for the improvement and expansion of the Distribution system and implements those that are approved.
- Assists in the preparation of the capital and operating budgets.
- Assures that provisions of the Union Agreement are followed by both labor and management.
- Prepares performance evaluations and recommends salary changes, promotions, demotions, transfers, discipline, leave of absence, hiring and release of persons supervised and approves these documents and actions for the next lower level of management.
- Responsible for the administration of the WAPDA Safety Program and the enforcement of safety policies and practices.
- Reads meters of industrial customers with demands above 70KW up to 500KW.

DESIRED QUALIFICATIONS:

a. Education:

Bachelor's degree in Electrical Engineering.

b. Prior Work Experience:

A minimum of 3 years' experience in a Power System Technical area.

c. Language Proficiency:

Must be fluent in written and spoken English and Urdu.

d. Knowledge of Specific Areas:

- Knowledge of management principles and supervisory skills. Requires an understanding of customer accounting, marketing and customer relations.
- Knowledge of the methods used to motivate employees.

e. Abilities and Skills:

- Ability to understand and evaluate recommendations made by customer service and engineering personnel.
- Ability to interpret policies and procedures.
- Ability to make oral presentations before large groups.
- Ability to write clear concise reports.
- Ability to react rationally and calmly to stressful situations.

POSITION ELEMENTS:

a. Supervision Received:

Reports directly to the Division Manager and receives functional guidance from the Division staff.

b. Available Guidelines:

Has available pertinent policies and procedures approved by the Authority and is expected to ensure implementation.

c. Exercise of Judgment:

Required to exercise sound judgment and arrive at correct decisions based on policies and procedures approved by the Authority.

d. Authority to Make Commitments:

Makes commitments based on the agreed policies and procedures and within the limits of established financial powers.

e. Nature, Level and Purpose of Contacts:

Regular contacts with Division Supervisors, village leaders and the general public as necessary to ensure timely and accurate information.

f. Supervision Exercised:

Directly supervises all Sub-Division Supervisors.

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POSITION TITLE: Supervisor - Customer Services (Sub Division)

GRADE: BPS-11/14

BASIC FUNCTIONAL DESCRIPTION:

The Supervisor Customer Services is responsible to the Sub-Divisional Manager and functional supervision of the Manager Customer Services in the divisional office is responsible for supervising and coordinating customer services activities in accordance with policies, practices and procedures.

MAJOR DUTIES AND RESPONSIBILITIES:

- Ensures the prompt and fair handling of customer applications and changes.
- Supervises the handling of customer complaints referring those of a technical nature to the proper department for investigation.
- Supervises all meter reading activities.
- Supervises all bill distribution activities.
- Coordinates activities relating to billing and collection of payments for electric service.
- Supervises credit and collection activities.
- Arranges the collection of bank scrolls from the authorized branches.
- Responsible for the preparation of reports as assigned.
- Arranges for the procurement of office supplies and handouts for customers and for the maintenance of office machines and equipment.
- Provides continuing instruction for customer services personnel in policies, practices and procedures.
- Trains new customer services personnel.
- Destroys inactive records as directed.
- Endorses and pursue safe work practices and environment.
- Undertakes other responsibilities as assigned.

DESIRED QUALIFICATION:

a. Education

Intermediate with preferred Bachelor's degree.

b. Prior Work Experience

Minimum 12 years experience within WAPDA.

c. Abilities and Skills/Knowledge

- Strong communication skills in both written and spoken English and Urdu as required.
- Deal effectively with people, both customers and employees.
- Possess supervisory skills to deal with complex problems and develop practical solutions.
- Able to react in a reasonable manner to a wide range of stressful situations.

POSITION ELEMENTS:

a. Supervision Received

Reports directly to the rural Sub-Divisional Manager and functionally to Manager - Customer Services.

b. Available Guidelines

Guidelines are available from WAPDA manuals, policies, procedures and other documents issued from time to time.

c. Exercise of Judgment

Must be able to analyze complex problems resulting in proposals and their implementation.

d. Authority to Make Commitments

Has full authority to make commitments to the level authorized by the rural Sub-Divisional Manager.

e. Nature, Level, and Purpose of Contacts

Contacts with customers, government agencies, WAPDA personnel as necessary in the execution of responsibility.

f. Supervision Exercised

Supervises the working of his staff, plans their work load and assignments, provides assistance when dealing with complex administrative problems, evaluates performance and ensures that their work is carried out in compliance with plan.

disk 6 supcusvr

POSITION TITLE: Supervisor-Customer Assistance (Sub Division)

GRADE: BPS-11

BASIC FUNCTIONAL DESCRIPTION:

The Supervisor Customer Assistance is responsible to the Supervisor - Customer Services for customer assistance, customer inquiries and customer records. Ensures prompt and fair service to new and existing customers.

MAJOR DUTIES AND RESPONSIBILITIES:

- Responsible for all customer inquiries and customer contact on energy conservation and load management advice of a routine nature.
- Supervises all employees under his section as they make customer contact. Ensures customers are dealt with within the guidelines established by WAPDA and appropriate Governmental authorities.
- Ensures prompt and fair service to all existing and new customers.
- Responsible for file maintenance of the customer records, the proper and timely billing of new customers and existing customers whose meters are changed and/or those reconnected after a temporary disconnection.
- Coordinates with the Supervisor Micro Processing in the Division in registering new applications, obtaining customer history for customer inquiries, and exercising control on transmittal of data.
- Coordinates with the Supervisor Service for all new connections, reconnections, disconnections and equipment removals.
- Coordinates with Supervisor - Customer Accounts for attending to all billing oriented customer complaints and preparing reconnection orders.
- Responsible for proper and timely bill distribution within the Sub-Division.
- Refers customer complaints not settled within the office to the proper person or department for investigation and/or authorization and follows up to assure satisfactory completion.
- Ensures proper record keeping of customer's statistics and logging of all correspondence and transmittal of data.
- Responsible for the preparation of all customer's statistical reports.
- Provides training to new staff under his section.

- ° Ensures adequate supply of forms, stationery, office supply and handouts for customers and the maintenance of office equipment in the customer services section.
- ° Makes recommendations on rating, discipline and other personnel matters as they apply to the employees under his control.
- ° Endorses and ensures safe work practices and environments.
- ° Performs other work as assigned.

DESIRED QUALIFICATION:

a. Education:

Intermediate preferably degree holder or diploma in Electrical Engineering.

b. Prior Work Experience:

Minimum 12 years in WAPDA.

c. Abilities and Skills/Knowledge:

- Strong communication skills in both written and spoken English and Urdu are required.
- Deals effectively with people.
- Possess supervisory skills to deal with complex problems and to develop practical solutions.
- Able to react in a reasonable manner to a wide range of stressful situations.

POSITION ELEMENTS:

a. Supervision Received:

Reports directly to the Supervisor - Customer Services.

b. Available Guidelines:

Guidelines are available from WAPDA Manuals, policies, procedures and other documents issued from time to time.

c. Exercise of Judgment:

Must be able to analyze complex problems resulting in proposals and their implementation.

d. Authority to Make Commitments:

Has full authority to make commitments to the level authorized by Supervisor - Customer Services.

e. Nature, Level and Purpose of Contacts:

Contacts with customers, government agencies and other WAPDA personnel as necessary in the execution of responsibilities.

f. Supervision Exercised:

Supervises the work of his staff, plans their workload and assignments, provides assistance when dealing with complex administrative problems, evaluates performance and ensures that their work is carried out in compliance with plans.

disk 6 supcusas

POSITION TITLE: Supervisor - Meter Readers (Sub-Division)

GRADE: BPS-12

BASIC FUNCTIONAL DESCRIPTION:

The Supervisor Meter Readers is responsible to the Supervisor - Customer Services and performs responsible and difficult duties which requires independent analysis, moderately extensive judgment and detailed knowledge of WAPDA and meter reading work procedures. Makes frequent contact with other sections and departments, some external contacts with customers, suppliers and the general public. Supervises and coordinates the work of others.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Supervises, coordinates and directs the meter readers.
- ° Maintains records & files on the meter reading and reports in accordance with standard operating procedures.
- ° Supervises the reading of kilowatt-hour meters in accordance with daily schedules.
- ° Carries out field checking duties as prescribed in the appropriate procedures and practices.
- ° Reviews reports, data and information as it relates to meter reading, checking their accuracy and adherence to standard procedures, and checks in detail the work of those employees assigned to his section or area.
- ° Ensures follow up on meter reading exceptions and timely return of meter reading documents and meter reading reports to the Supervisor - Customer Accounts, for submission to Division's microprocessor.
- ° Refers for investigation, observed unauthorized use of energy, broken or damaged meters & seals, abnormal consumption and tariff violations.
- ° Assists in changes of existing meter reading routes as appropriate.
- ° Assists in the training of new employees within the meter reading area.
- ° Makes recommendations on rating, discipline and other personnel matters as they apply to the employees under his supervision.
- ° Endorses & pursues safe work practices and environment.
- ° Performs other work as assigned.

DESIRED QUALIFICATION:

a. Education:

Intermediate preferably Degree holder or Diploma in Electrical Engineering.

b. Prior Work Experience:

Minimum 12 years in WAPDA.

c. Abilities and Skills/Knowledge:

- Strong communication skills in both written and spoken English and Urdu.
- Basic technical knowledge of Electrical Engineering applications and techniques.
- Deals effectively with people.
- Possess supervisory skills to deal with complex problems and develop practical solutions.
- Able to react in a reasonable manner to a wide range of stressful situations.

POSITION ELEMENTS:

a. Supervision Received:

Reports directly to Supervisor - Customer Services.

b. Available Guidelines:

Guidelines are available from WAPDA Manuals, policies, procedures and other documents issued from time to time.

c. Exercise of Judgment:

Must be able to analyse complex problems resulting in proposals and their implementation.

d. Authority to Make Commitments:

Has full authority to make commitments to the level authorized by Supervisor - Customer Services.

e. Nature, Level, and Purpose of Contacts:

Contacts with customers, government agencies and other WAPDA personnel as necessary in the execution of responsibilities.

f. Supervision Exercised:

Supervises the work of his staff, plans their work load and assignments, provides assistance when dealing with complex administrative problems, evaluates performance and ensures that their work is carried out in compliance with plans.

disk 6 supmread

POSITION TITLE: Supervisor Service (Sub-Division)

GRADE: BPS - 16

BASIC POSITION DESCRIPTION:

The Supervisor Service is responsible to Service Engineer for coordination and supervision of work involved in the construction of overhead and underground service and associated equipment.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Supervises the construction of service work related to primary overhead and underground distribution lines and equipment.
- ° Supervises the construction of service work related to secondary overhead and underground distribution line, equipment and meters.
- ° Supervises the installation of transformers, line voltage regulators, capacitor banks, fuses, switches, reclosers, sectionalizers, arresters, meters and other distribution system equipment.
- ° Assists in directing various phases of contracted work related to overhead and underground line construction.
- ° Insures cooperation and coordination of activities among employees to enhance efficient operation.
- ° Assures that provision of the Union Agreement are followed.
- ° Assists in the administration of the WAPDA Safety Program and the enforcement of safety policies and practices.

DESIRED QUALIFICATIONS:

- a. Education
3 year Diploma in electrical engineering.
- b. Prior Work Experience
5 to 10 years experience in a major area of distribution work.
- c. Language Proficiency
Must be fluent in written and spoken English and Urdu.
- d. Knowledge of Specific Areas
Technical knowledge of the distribution and utilization of electric energy and the equipment.

e. Abilities and Skills

- . Strong written and oral communication skills.
- . Technical knowledge of construction standards, maintenance techniques and equipment operation.

POSITION ELEMENTS:

a. Supervision Received

Under direction of the Service Engineer follow approved policies, criteria and established standards.

b. Available Guidelines

Available construction and maintenance procedures, standards, schedules, service rules and safety code.

c. Exercise of Judgment

Technical judgment, discretion and professional integrity is required to supervise work and the personnel.

d. Authority to Make Commitments

Has authority to make commitment on approved policies and procedures.

e. Nature, Level and Purpose of Contact

Frequent contact with technical management at the Division level and with field personnel to exchange job related matters.

f. Supervision Exercised

Direct supervision of Line Superintendent I/II, Linemen, Assistant Linemen and semi-skilled personnel.

disk 6 supvser

POSITION TITLE: Supervisor Meters (Sub-Division)

GRADE: BPS-12

BASIC POSITION DESCRIPTION:

The Supervisor Meters has functional responsibility to the Sub-division Officer for the supervision and coordination of work involved in the installation, testing, maintenance, removal and inspection of meters and meter equipment.

MAJOR DUTIES AND RESPONSIBILITIES

- ° Supervises field test, inspection, repair, removal and installation of meters, and meter equipment.
- ° Supervises the collection of meter records and the rectification of the authenticity of the registrations.
- ° Checks the meter installations on customer premises to ensure conformity with company standards and satisfactory operating conditions.
- ° Supervises the preparation of meter reports and records.
- ° Implements monitoring of meter work and record collection.
- ° Ensures cooperation and coordination of activities among employees to enhance the operation of WAPDA.
- ° Ensures that provisions of the Union Agreement are followed.
- ° Assists in the administration of the WAPDA Safety program and the enforcement of safety policies and practices.

DESIRED QUALIFICATIONS

a. Education

3 years diploma in electrical engineering.

b. Prior work Experience

Minimum of 5 years experience in a major functional area of distribution.

c. Language Proficiency

Must be fluent in written and spoken English and Urdu.

d. Knowledge of Specific Areas

Technical knowledge of the distribution and utilization of electric energy and its measurement.

e. Abilities and Skills

Reasonable communication skills in both written and oral forms.

POSITION ELEMENTS:

a. Supervision Received

Under general direction of the S.D.O. follow approved policies, criteria and standards established.

b. Available Guidelines

Has available approved WAPDA Meter Standards Manual, engineering service rules, safety code and financial budgets.

c. Exercise of Judgment

Substantial technical judgment, discretion and professional integrity is required to interface customers, supervise work and assign personnel.

d. Authority to Make Commitments

Authority to make commitments on approved policies, procedures and budgets within the limits assigned.

e. Nature, Level and Purpose of Contact

Frequent contact with customer, technical and operating staff of the Sub-division, AEB and with assigned personnel to exchange views job on related matters.

f. Supervision Exercised

Direct supervision of Meter Electricians, semi-skilled and unskilled staff.

Posdesr1/6

POSITION TITLE: Supervisor Maintenance & Operation (Sub-Divisions)

GRADE: BPS-16

BASIC POSITION DESCRIPTION:

The Supervisor Maintenance & Operation is responsible to Subdivision Manager with whom assigned. He has functional responsibility for coordination and supervision of work involved in the maintenance and operation of overhead and underground distribution system and associated equipment within the Sub-Division.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Supervises the maintenance work of the primary and secondary overhead and underground distribution system including right-of-way clearing, tree trimming and structure painting.
- ° Supervises the maintenance work of the secondary service drops.
- ° Supervises the maintenance work of transformers, line voltage regulators, capacitor banks, fuses, switches reclosers, sectionalizers, arresters and other distribution system equipment.
- ° Supervises the necessary switching involved in carrying out the maintenance and construction activities.
- ° Makes recommendation for changes to improving the distribution system of the Sub-Division.
- ° Insures cooperation and coordination of activities among employees to enhance efficient operation.
- ° Assures that provision of the Union Agreement are followed.
- ° Assists in the administration of the WAPDA Safety Program and the enforcement of safety policies and practices.

DESIRED QUALIFICATIONS:

a. Education

3 year Diploma in Electrical Engineering.

b. Prior Work Experience

10 years' experience in a major functional area of distribution work.

c. Language Proficiency

Must be fluent in writtn and spoken English and Urdu.

d. Knowledge of Specific Areas

Technical knowledge of the distribution and utilization of electric energy and the equipment.

e. Abilities and Skills

- . Strong written and oral communication skills.
- . Technical knowledge of construction standards, maintenance techniques and equipment operation.

POSITION ELEMENTS:

a. Supervision Received

Under direction of the Sub-Division Officer, follows approved policies, criteria and established standards.

b. Available Guidelines

Has available construction and maintenance procedures, standards, schedules, service rules and safety code.

c. Exercise of Judgment

Technical judgment, discretion and professional integrity is required to supervise work and assign personnel.

d. Authority to Make Commitments

Has authority to make commitment on approved policies and procedures.

e. Nature, Level and Purpose of Contact

Frequent contact with technical management in the Division and with field personnel to exchange views on job related matters.

f. Supervision Exercised

Direct supervision of Line Superintendent I/II, Linemen, Assistant Linemen and other semi-skilled personnel assigned.

posdesr1/6

POSITION TITLE: Line Superintendent .. Grade I - Service
- Maintenance and
Operation
- DCO/RCO

GRADE: BPS-12

BASIC POSITION DESCRIPTION:

A Line Superintendent is responsible to the Engineer to whom he is assigned. He has responsibility for the coordination and supervision of work involved in the construction and maintenance of overhead and underground distribution lines and associated equipment.

MAJOR DUTIES AND RESPONSIBILITIES:

- ° Supervises the construction of customer service for new connections and augmentation of existing load.
- ° Supervises the maintenance of the primary and secondary overhead and underground distribution lines and equipment and supervises the operation of the switches.
- ° Supervises the connection and reconnection of service in coordination with the customer service section of the division and sub-divisions.
- ° Supervises the installation and maintenance of transformers, line voltage regulators, capacitor banks, fuses, switches, reclosers, sectionalizers, arresters and other distribution system equipment.
- ° Makes recommendation on changes pertaining to improvement of distribution lines.
- ° Assists in directing various phases of contracted work such as overhead and underground line construction, tree trimming, right-of-way clearing, and structure painting.
- ° Ensures cooperation and coordination of activities among employees to enhance efficient operation.
- ° Ensures that provisions of the Union Agreement are followed.
- ° Assists in the administration of the WAPDA Safety Program and the enforcement of safety policies and practices.

DESIRED QUALIFICATIONS:

a. Education

3 years Diploma in Electrical Engineering.

b. Prior Work Experience

Minimum of 4 to 5 years experience in a major functional area of distribution work.

c. Language Proficiency

Must be reasonably fluent in written and spoken English and Urdu.

d. Knowledge of Specific Areas

Technical knowledge of the distribution and utilization of electric energy and the equipment.

e. Abilities and Skills

- . Strong written and oral communication skills.
- . Technical knowledge of construction standards, maintenance techniques and equipment operation.

POSITION ELEMENTS:

a. Supervision Received

Under direction of the Service and Maintenance & Operation Engineer he follows approved policies, criteria and established standards.

b. Available Guidelines

Available construction and maintenance procedures, standards, schedules, service rules and safety codes.

c. Exercise of Judgment

Technical judgment, discretion and professional integrity is required to supervise work and assign personnel.

d. Authority to Make Commitments

Has authority to make commitment on approved policies and procedures.

e. Nature, Level and Purpose of Contact

Contact with technical management at Division level and with field personnel to exchange views on job related matters.

f. Supervision Exercised

Direct supervision of Line Superintendent II, Linemen and Assistant Linemen.