

Board for Public Sector Transformation (BPT)

➤ *Manual on Role, Functions and Responsibilities*

Board for Public Sector Transformation (BPT)

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Manual on Role, Functions & Responsibilities

A. PREFACE

Government of Kerala had constituted an Expert Committee for formulating a policy framework for developing viable PSUs, identified after a detailed analysis, supporting their technology upgradation, and enhancing delegation of powers to PSUs both at the level of Boards of Directors as well as Management, while ensuring accountability. The Committee had submitted the report on Granting Autonomy with Accountability to Public Sector Undertakings to Government for delegation of financial and functional powers to Boards of Directors and Managements of PSUs depending on their categorisation. The Committee also recommended that **Public Sector Restructuring and Internal Audit Board (RIAB)** may be renamed as **Board for Public Sector Transformation with BPT** as its acronym. The body needs to be assigned more appropriate roles and strengthened to transform and monitor PSUs.

Based on this Government has constituted Board for Public Sector Transformation (BPT) as per GO.(Ms).No.64/2023/ID dated 05-09-2023 by renaming erstwhile Public Sector Restructuring & Internal Audit Board (RIAB). The Governing Board has been reconstituted with Shri Ajith Kumar K former Executive Director, BPCL-Kochi as Executive Chairman and Shri Satees Kumar P, Managing Director, The Kerala Ceramics Ltd as Member Secretary. The Principal Secretary (Industries), Advisor (Sectoral Expert Group) and three External Experts in Management, Finance & Technical are the other members in the Governing Board.

BPT has convened preliminary meeting of all PSUs for getting an overview of present status of operations and implementation of various projects in PSUs as part of the master plan. BPT scrutinized the earlier roles and responsibilities carried out by erstwhile RIAB as part of monitoring performance of PSUs under the Department of Industries & Commerce. After reviewing this and the roles to be played in line with the Expert Committee recommendations on Public Sector Governance, the Roles, functions and activities to be performed by each personnel in BPT has been formulated. This **Manual is prepared as a guideline for the Role and Activities of each Personnel in BPT which intended to assist them to understand the functions and procedures of BPT and Government to perform their tasks accordingly to achieve the objectives.**

Board for Public Sector Transformation (BPT)

B. VISION, MISSION STATEMENTS

VISION

- We are a great organisation to work for efficient utilization of resources with social responsibility
- Be Flexible & adaptive to changing market demands
- Be Proactive in product quality & customer satisfaction
- To be an internationally acclaimed service provider and knowledge repository for conceptualisation and execution of Reform programmes and post reform initiatives.

MISSION

- Participate prominently in State PSU Transformation by formulating policies and procedures.
- Efficiently deploying all available resources and aiming towards market competitiveness in the manufacturing and service sector.
- Strengthen & expand areas of core competencies
- Create awareness among people on imperatives of energy conservation & efficient consumption of resources
- Availing opportunities for expansion and diversification
- Promote ecology, environment up gradation and national heritage
- Continuously learning and Performance improving

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C. SHARED VISION

1. We are a team with core competency in performance monitoring
2. We are a committed, cohesive and result oriented team with pride in what we do
3. We deliver results to the satisfaction of our stakeholders and build trust through transparent dealings
4. We have created platform for learning and growth of people
5. We are a responsible team having concern for society at large
6. We are a catalyst for economic and industrial development of the state
7. We encourage taking risks, recognize good performers while owning responsibility for failures.
8. We practice highest level of integrity

D. SHARED UNDERSTANDING OF VISION

- **We are a team with core competency in performance management**
 - **we have established systems and procedures on performance management**
 - **extract maximum performance from state PSUs**
 - **support and monitor cash flow management & control**
 - **monitor cost control of the Company**
 - **manage interface effectively**
 - **timely decision making**
 - **project monitoring & control**
 - **technical competency**
 - **work systemically & collaboratively**
 - innovative**
- We deliver results to the satisfaction of our stakeholders and build trust through transparent dealings
- We have created platform for learning and growth of people
- We deliver results to the satisfaction of our stakeholders and build trust through transparent dealings

Board for Public Sector Transformation (BPT)

E. TEAM OPERATING PRINCIPLES

- **We respect each others opinion**
- **Collective decisions will be owned by everyone**
- **We encourage healthy issue based debates for best solutions by avoiding personality clashes and complement each other seamlessly**
- **We arrange periodic family get together, to foster togetherness and celebrate achievements.**
- **We have weekly “resolution meetings”.**
- **Bosses will meet subordinates in their cabins once a week**
- **We share information on a regular basis and hold communication sessions once in a month.**
- **Performance is recognized in periodic meetings and exemplary performance in periodic informal functions.**

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F. MAJOR ROLES

MAJOR ROLES

- **Performance Monitoring of PSUs on the basis of MoU**
- **Management of financial resources to PSUs including budgetary assistance from Government for efficient operations & capacity utilization**
- **Development and better utilization of human resources in PSUs including succession planning**
- **Implement innovative projects / modifications for Technological Development of PSUs**
- **Implementation of Good Governance practices including formulation of systems & procedures.**
- **Implement new e-governance initiatives, other systems & procedures for ensuring accountability at all levels in PSUs**
- **Dissemination of best practices implemented in PSUs through seminars / workshops / conferences etc.**

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G. ACTIVITIES / INITIATIVES IDENTIFIED FOR GIVING PRIORITY AS PART OF TRANSFORMATION IN PSUS

In line with the above roles suggested for BPT, a detailed list of activities / initiatives to be put into practice which require intervention from Government for a way forward for transformation in PSUs are also listed below for perusal.

Projects and Finance Management in PSUs

- Power for individual Board for Sanction Projects using funds sourced from Internal & External Budgetary Resources (IEBR).
- Recommendation on Strategic alliance on technology / Commercial and Joint ventures
- Approval for joint venture.
- Power to park Surpluses in Commercial banks.
- Avail Borrowing Limits by creating charge on Assets.
- Power to incur Revenue expenses based on Board approval
- Power to incur capital expenditure for repairs and replacement

Human Resource Management

- Reallocation of Personnel within overall sanction.
- Developmental plan for personnel.
- Promotion policy and Succession planning
- VRS implementation financed by Company
- Outsourcing on need basis
- Recognition of outstanding employees on the basis of Performance appraisals.

General Administration and marketing functions

- Power to decide on marketing strategy and offices inside the country.
- Power to decide mode of travel within company for official.
- Pricing of products, discount/ incentive.
- Marketing promotions.

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Strengthening of Internal Process

- Internal procedure for material procurement and tendering
- Department manuals for role clarity
- Asset management –Usage and disposal
- Efficient utilisation of utilities.
- Proper monitoring of Projects to ensure for SRTC (Safety, Reliability, Time and cost)

Memorandum of Understanding system (MOU)

The Expert Committee has recommended that PSUs should be monitored and evaluated through an MOU system. The main purpose is for improving performance of the PSUs through performance monitoring through the MOU system. The MOU system is a negotiated document between the government and the management of the units specifying clearly the objectives of the agreement and the obligations of both the parties. The main purpose of the MoU system is to manage companies by results and objectives instead of by control and procedures.

Performance evaluation is to be done based on the comparison between the actual achievements and the annual targets agreed upon between the parties. The targets constitute of both financial and non-financial parameters with different weights assigned to the different parameters viz. Income, Operating Expenses, Profit, Capacity utilisation, Revenue from New projects/ plans, Safety& ESG initiatives, Inventory, HR, marketing, sales etc.

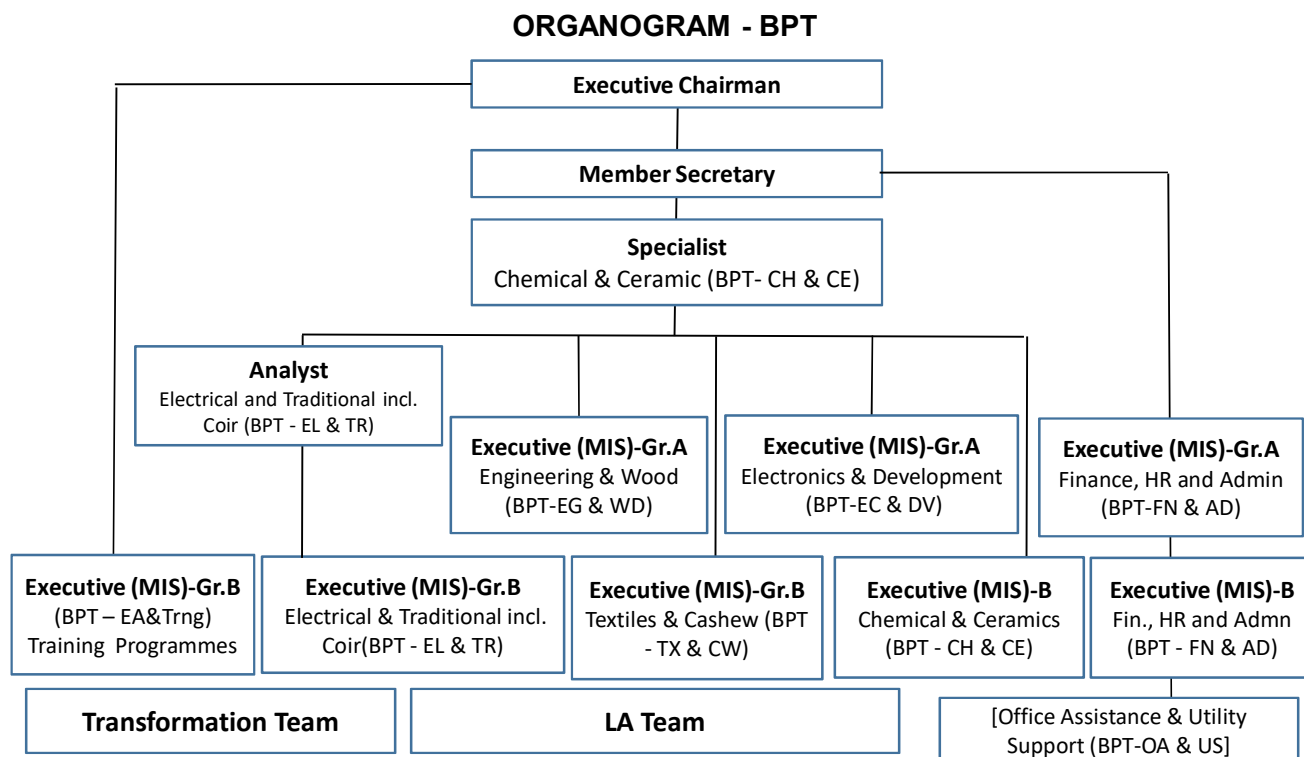
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H. GOVERNING BOARD

Formation of Governing Board of BPT	
1	Executive Chairman
2	Principal Secretary (Industries)
3	Advisor (Sectoral Expert Group)
4	Member Secretary
5	External Expert (Management)
6	External Expert (Finance)
7	External Expert (Technical)

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I. ORGANOGRAM OF BPT



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J. MAJOR FUNCTIONS

- Co-ordinate activities with regard to each PSU, assign priorities, resources and monitor progress.
- Attend to correspondence and co-ordination with PSUs
- Review performance, reliability operations, break downs, cost, etc
- Review and monitor the progress on implementation of developmental / modification / Project works as per schedule.
- Monitor the expenditure, overtime and control the same.
- Cost effective and efficient ways for doing job.
- Upkeep of history records and use of digital system for same.
- Cost control in daily operations.
- Initiate annual budget for revenue and capital items and obtain approvals.
- Monitor PMC and Non-PMC jobs of PSUs
- Training for personnel
- Maintenance of documents in safe and secure manner through digital means
- Obtaining necessary clearance /approvals from concerned authorities.
- Implementation of recommendations of audit reports / Energy audit
- Monitoring progress on implementation of modification / development / capital works.
- Visit PSU Units and interact with personnel and monitor performance.
- Periodically review and implement recommendations arising from audit reports
- Represent the BPT and effectively project its interest at meetings/ conferences/ seminars at State and Industry levels.
- Communicate all policy matters to the team and also serve as a feedback link

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- To provide continuity of in the Section, standardize working arrangements during absence on tour / leave etc. Brief the incumbent/s on the status of various activities before the intended absence.
- Discuss role/job description with immediate subordinates enable them to appreciate each ones role and also be prepared to function during absence.
- Review performance of subordinates against the targets set at least twice in a year. Analyze gaps in performance, counsel and enable achievement of targets.
- Identify training and development needs of the PSU staffs and plan their training and development and follow up implementation.
- Meet team members at regular intervals to facilitate feedback and flow of suggestions on systems/human issues.
- Review the MIS information/data generated in the Section and scrutinizes the same before it is made available to higher levels.
- Be continuously aware of Government Plans and communicate to team members.
- Counsel employees and minimize employee dissatisfaction.
- Monitor and ensure overall housekeeping of related areas.
- Any other activity required to fulfill responsibilities.

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K. RESPONSIBILITIES OF JOB POSITIONS BASED ON FUNCTIONS OF BPT

Each designation has a defined role, responsibility, accountability and authority to perform. These roles, responsibilities, accountability and authority are defined based on the organizational setup, level of hierarchy, duties to be performed, competence level as well as the defined organizational framework of responsibilities.

The functions and responsibilities of various job positions in the Board are given below.

Sectoral Job positions

1. Job Code (BPT-CH & CE)

- Overall Supervision and Co-ordination with Government
- Desk officer of Chemical Sector PSUs including KPPL and supervision of Ceramic sector.
- Co-ordination of Annual Plan proposal of PSUs and Subject Committee meetings
- Co-ordination of Working Groups meeting & Macro level Plan fund monitoring
- Co-ordination of Performance review meetings of PSUs
- Co-ordination with PMU on project implementation of PSUs
- Other assignments as directed by Executive Chairman / Member Secretary, BPT from time to time

2. Job Code (BPT- EL&TR)

- Desk officer of Electrical Sector PSUs and supervision of Traditional Sector including Coir sector PSUs
- Nodal officer of CMO/LICMO/ PMS Portals

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- Co-ordination of data collection from PSUs
- Other assignments as directed by Executive Chairman / Member Secretary, BPT from time to time.

3. Job Code(BPT- ENG&WD)

- Desk officer of Engineering and Wood sector PSUs
- Preparation of Monthly Performance Report of PSUs and Performance Review related matters
- IT related matters in BPT including E-file implementation, Website Maintenance, Database of PSUs
- Other assignments as directed by Executive Chairman / Member Secretary, BPT from time to time

4. Job Code (BPT-EC&DEV)

- Desk officer of Electronic and Development Sector PSUs
- Nodal officer for LA Interpellation
- Public Information Officer
- Co-ordination of events conducted by BPT
- Updation of Plan Space/ Manifesto portal
- Matters related to Internal/ Statutory Audits of PSUs
- Other assignments as directed by Executive Chairman / Member Secretary from, BPT time to time

5. Job Code (BPT-TX&CW)

- Desk officer of Textiles (including HANTEX and HANVEEV) and Cashew sector PSUs.
- Monitoring project implementation of PSUs in coordination with PMU
- Matters related to performance awards to PSUs and Print & Visual media
- Loan monitoring of PSUs
- Work study in PSUs
- Other assignments as directed by Executive Chairman / Member Secretary, BPT from time to time

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6. Job Code(BPT–EL&TR)

- Desk officer of Traditional Sector including Coir Sector (excluding Hantex & Hanveev) and matters related to Electrical Sector PSUs
- Empanelment of CA / CMA / CS
- Data Collection from PSUs - Details of Board of Directors, Data as and when required from Government
- Matters related to Recruitment in PSUs
- Other assignments as directed by Executive Chairman / Member Secretary, BPT from time to time

7. Job Code(BPT-EA&Trng)

- Executive Assistant to Chairman, BPT
- Training Programme in PSUs and BPT
- Works related to KPESRB
- Works related to ONDC / E-commerce Platform
- Works related to Defunct PSUs
- Special assignments of Executive Chairman, BPT
- Other assignments as directed by Executive Chairman / Member Secretary, BPT from time to time

8. Job Code(BPT-CH&CEs)

- Desk officer of Ceramics Sector and matters related to Chemical sector PSUs including KPPL
- Preparation of Annual Plan proposal of PSUs and matters related to Working Group meetings & Subject Committee meetings
- Matters related to Plan fund release to PSUs
- Report related to achievements/ Demand day
- Other assignments as directed by Executive Chairman / Member Secretary, BPT from time to time

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Administration & Finance Job positions

1. Job Code (BPT-FN&AD)

- Executive Assistant to Member Secretary, BPT
- Finance, Accounts, HR and Administration of BPT
- Governing Board related matters of BPT
- Special assignments of Member Secretary, BPT
- Matters not mentioned in the work allocation
- Other assignments as directed by Executive Chairman / Member Secretary, BPT from time to time

2. Job Code(BPT-FN &AD)

- Finance, Accounts, HR and Administration of BPT
- File Management, Inward & Despatch
- Assistant Public Information Officer
- Other assignments as directed by Executive Chairman / Member Secretary, BPT from time to time

3. Job Code (BPT –OA & US)

- Inward and Despatch files (scanning and maintaining documents)
- PSU File Keeping
- Xerox
- Office stationery -stock keeping
- Other assignments as directed by Executive Chairman / Member Secretary, BPT from time to time

Board for Public Sector Transformation (BPT)

4. Job Code (BPT-OA & US)

- Messenger work
- Office Pantry services
- House keeping
- Purchase of stationery and other office items
- Other assignments as directed by Executive Chairman / Member Secretary, BPT from, time to time

L. CONCLUSION

This manual is prepared based on the roles, functions and responsibilities presently entrusted by the Government to Board for Public Sector Transformation (BPT). If any additions / modifications took place in functions, responsibilities and job positions in future, necessary revisions will be made in this manual.
