

*सब उत्तरदायित्व अपने कंधे पर लो । यह याद रखो कि तुम स्वयं अपने भाग्य के निर्माता हो । - विवेकानन्द*

**Take all responsibility upon your shoulders. Remember that you are the architect of your own destiny.**

**- Vivekananda**

# Managerial Excellence for utilities in Power Sector

Dr. Vikram Singh, Director, EEC

F.No. 11012/2/2014-Welfare  
Government of India  
Ministry of Personnel, Public Grievances and Pensions  
Department of Personnel and Training  
Welfare Division

Room No.385, 3<sup>rd</sup> Floor  
Lok Nayak Bhawan, Khan Market, New Delhi  
Dated 02<sup>nd</sup> September, 2021

**OFFICE MEMORANDUM**

**Subject :Introduction of short duration protocol Yoga break (Y-Break) for people at work place -regarding**

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Ministry of AYUSH informed that they have designed & developed Five Minutes duration Yoga Protocol, named Y-Break for work place by an Expert Committee in the year 2019 and the module was launched in January, 2020 on Pilot Project basis in 6 major Metro cities (Delhi, Mumbai, Chennai, Bangaluru, Hyderabad and Kolkata) with the help of various stakeholders. Feedback of the same was very encouraging.

2. Consequent to above success, Ministry of Ayush developed an android based application Y Break and the same was made available recently in Google Play Store for access by public. A campaign was launched to spread awareness of the same to provide access & usage of Y-Break Protocol/App among people at work places with a view to refresh, de-stress and refocuses them with enhanced efficiency and productivity at workplaces.

3. In order to spread awareness about access & usage of Y-Break Protocol/App among workforce for all sectors (Public/Private), all Ministries/Departments of Government of India are requested to promote the usage of Y-Break Protocol among the employees and accordingly issue necessary directions/guidelines for all employees including employees of attached and subordinate offices to download the android based application namely Y-Break from Google Play Store.

*(Signature)*  
2-9-21  
(VanitaSood)

Deputy Secretary & Chief Welfare Officer

To  
All Ministries/Departments (Through DoPT's website.)

No. 32/09/2023-Welfare  
Government of India  
Ministry of Personnel, Public Grievances and Pensions  
Department of Personnel and Training  
Welfare Division

Room No.385, 3<sup>rd</sup> Floor  
Lok Nayak Bhawan, Khan Market, New Delhi  
Dated 12<sup>th</sup> June, 2023

**OFFICE MEMORANDUM**

**Subject : Adopting and promoting the short duration Protocol (Y-Break) for people at work place - Yoga at Chair - regarding.**

\*\*\*\*\*

Y Break at workplace was introduced by Ministry of Ayush with an aim to get De-stressed, Refreshed and Re-focused at the workplace. The feedback of the protocol has been very encouraging. Morarji Desai National Institute of Yoga, Ministry of Ayush, has added new features for the officials who owing to their busy schedule, cannot go out and practice Yoga. The officials can now benefit themselves while sitting in their office chair by practicing a short duration Yoga protocol namely Y Break@Workplace - Yoga at Chair, to refresh, de-stress and refocus (available on YouTube: <https://youtu.be/1qQQ3yUjnyM>, <https://youtu.be/2zBEUqc7nCc>, <https://youtu.be/aqYJR8HnSJI>, <https://youtu.be/I8YBnxWjHbg>, and also at the Yoga portal: <https://yoga.ayush.gov.in/Y-Break/>)

2. In order to spread awareness about short duration Yoga protocol namely Y Break@Workplace - Yoga at Chair, all Ministries/Departments of Government of India are requested for wide dissemination of above development (link shared above) amongst their employees including employees of attached and subordinate under their control.

*(Signature)*

(Sandeep Saxena)  
Deputy Secretary to the Government of India

75  
आज़ादी का  
अमृत महोत्सव



सत्यमेव जयते

Ministry of Ayush  
Government of India



# YOGA BREAK



— @WORKPLACE —

**YOGA PROTOCOL**

**DE-STRESSED, REFRESHED AND RE-FOCUSED**

Morarji Desai National Institute of Yoga  
Ministry of Ayush, Government of India



# The big picture of power sector

Power in the concurrent list.

3<sup>rd</sup> largest ( 533 GW, 5 lakh km) after China ( ~4000 GW, 130 Lakh Ckt km, and USA ( 1400 GW, 11 Lakh ckt km).

## Large number of stakeholders/ entities in power sector

Central Govt ( MoP, MNRE) CEA, CERC, CTU, BEE, Grid India, FoR, APTEL, Central Genco, Transmission licenses, all State Govts, SERC

State gencos, Transcoms, Discoms, IPP, RE generators, Traders, Power Exchs

Financial Institutions (PFC, REC, Banks)

Equipt. Manufacturers, EPC companies

Prosumers, consumers

**Highly Regulated** : Electricity Act 2003, Rules by MoP (37), Technical Regulation by CEA(11), CERC ( 30+ )SERCs ( 10-15 ), Guidelines, Procedures etc etc.

Accidents - 15,000

# Indian Power Sector Evolution: FY2025 → FY2032 → Vision 2047

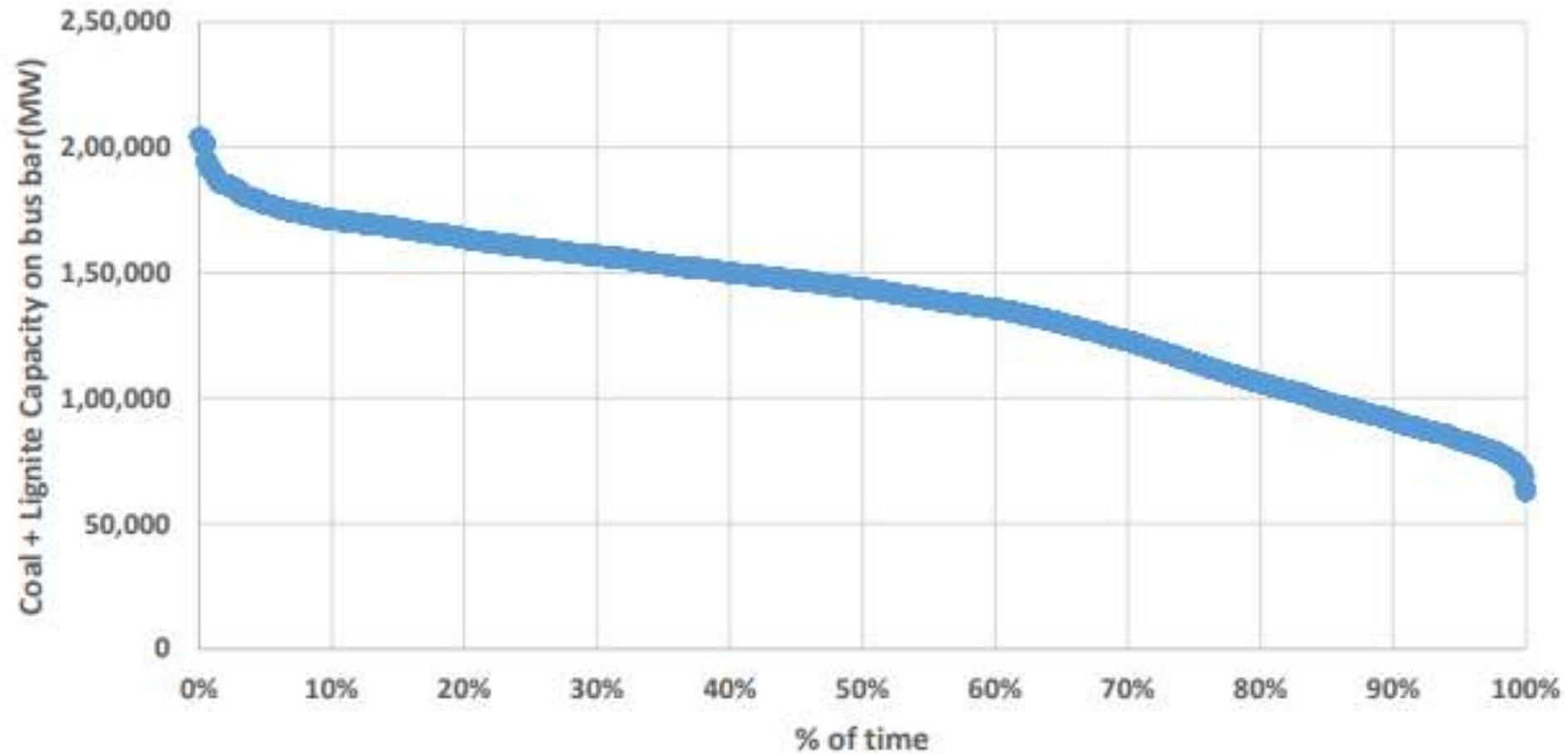
Attribute	FY2025-26	FY2031-32 Outlook	Vision 2047
Installed Capacity	533 GW	900-950 GW	2000-2500 GW
Peak Demand	250+ GW ( 260.12 MW May19, 2026)	340-370 GW	700-800 GW
Non-Fossil share	>50%	65-70%	80-90%
RE Capacity	255 GW	500-550 GW	1,500+ GW
Solar Capacity	130+ GW	300+ GW	1,000 GW
Wind Capacity	54 GW	140 GW	350-400 GW
Energy Storage	Nascent	~40-60 GW	~250-350 GW
Coal Role	Dominant generation	Baseload & balancing	Strategic backup

2027-32 years Inves. Need: ₹ 19 trillion

- FY2025-26: Renewable expansion accelerating; coal remains critical for reliability
- FY2031-32: Storage, green hydrogen & smart grids scale rapidly



Duration curve for Coal+Lignite capacity (MW) on bus bar during 2026-27












# Indian Transmission Sector Evolution: FY2025 → FY2032 → Vision 2047

Attributes	FY2025-26	FY2031-32 Outlook	Vision 2047
Transmission Network Size	5.0 lakh ckm	~6.5-7 lakh ckm	~10-12 lakh ckm
Transformation Capacity	1,300 GVA	~1,900-2,100 GVA	~3,500+ GVA
Inter-Regional Transfer	120 GW	~180-200 GW	~350-400 GW
RE Integration	250 GW	~500+ GW	~1,500+ GW
Green Energy Corridors	Phase-I & II	Nationwide backbone	Clean-energy supergrid
Grid Technology	HVAC dominant	Hybrid HVAC + HVDC	AI-enabled smart supergrid
Storage Integration	Early-stage	Mainstream BESS	Integrated storage ecosystem
Digitalization	SCADA expansion	Predictive grid mgmt	Autonomous operations

2027-32 years Inves. Need: ₹ 5 Trillion

# Investment and Procurement Outlook: CEA's National Electricity Plan

## Distribution indicates INR 11.2 trillion of capex through 2035

Category	FY 2024	2030	2035	Growth By 2035
 33 KV Substations (Nos.)	~45000	~55,000	~64,000	~1.4x
 Transformation capacity (Lakh MVA)	5.4	7.2	8.8	~1.6x
 MV network length 11 kV (ckm)	51 Lakh	62 Lakh	72 Lakh	~1.4x
 Distribution transformer (Nos.)	1.67 Cr.	2.14 Cr.	2.55 Cr.	~1.5x
 DT capacity (lakh MVA)	8.27	11.84	16.79	~2x
 LT Line (ckm)	82 Lakh	99 Lakh	115 Lakh	~1.4x
 Consumer (Nos.)	37 Cr.	45 Cr.	53 Cr.	~1.4x
 SCADA Towns (Nos.)	174	1,056	1,434	~8.2x
 Smart Meters (Nos.)	3 Cr	20 Cr	35 Cr	~12 x

  
Investment Requirement

**₹6.2 trillion**  
by 2030

# Protests against Smart meters in UP



Women residents of the Mohanpuri area stage a protest against smart meters by uprooting the devices from their homes and discarding them at the local electricity office in Meerut. | Photo Credit: ANI



# Case study Customer Service quality of a Power Utility

Ref No : CA/ 154222923

Dated: - 24<sup>th</sup> March, 2026

To  
The Concerned officer

New Delhi

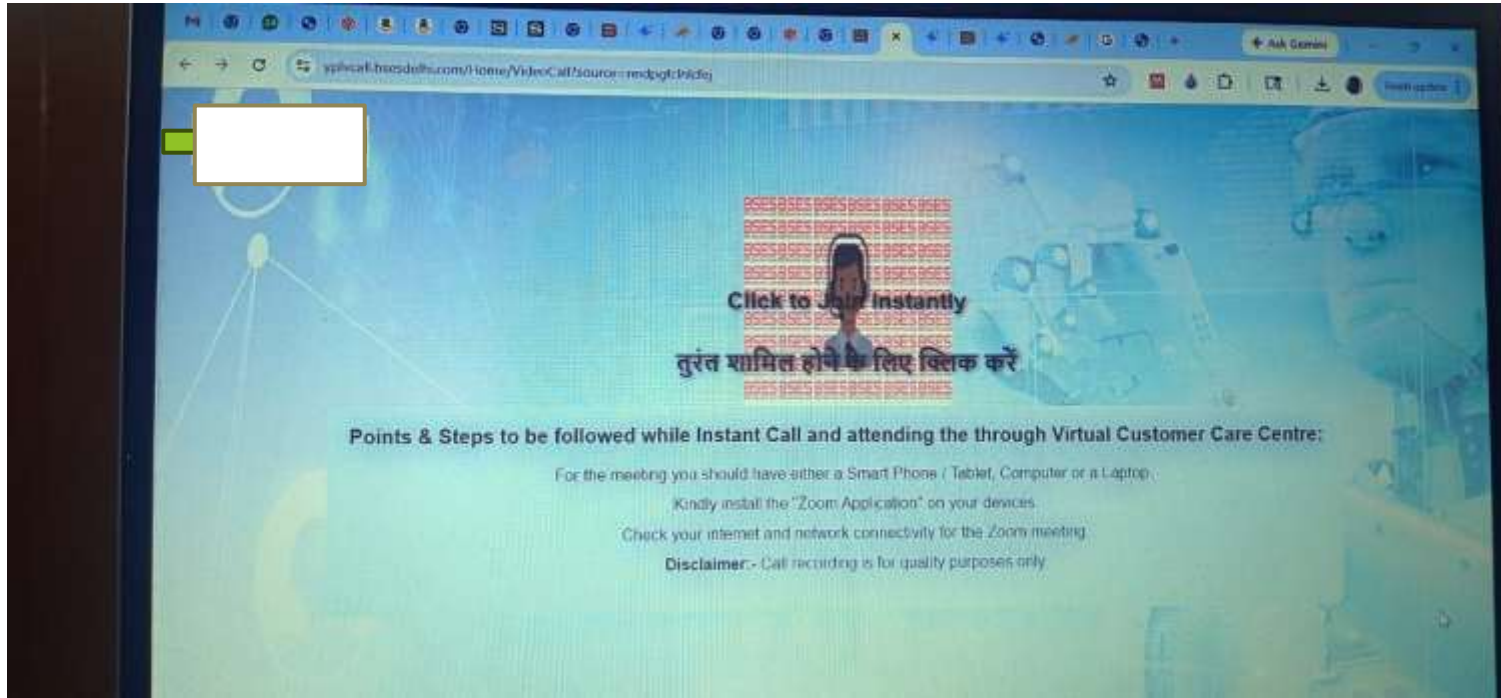
**Subject:- Disconnection of Electrical Connection (CA No- 154222923) and Removal of Electric Meter from my Government accommodation in CWG Village, Near Akshardham Temple, New Delhi 110092**

Madam/ Sir,

A government accommodation at 1-03, First Floor, Type 5B, Block/Tower- 3, was allocated to me by the Government and an Electric Connection (CA No. 154222923) was provided there your company. I need to vacate the accommodation on or before 31st March 2026 as my allocation period has reached to its finality due to my superannuation from the Govt Service.

It is requested that the electric connection and meter may be removed and an NOC may be provided to me by 30<sup>th</sup> March 2026 so that I deposit the same with the Directorate of Estate, Gol for further clearance please.

I undertake to pay dues, if any. A timely action is solicited please.



25<sup>th</sup> March application was successfully submitted and meter removal order was generated online. The field units could access the order.

Thought people are efficient, would do the work ASAP.

Waited on 26<sup>th</sup> / 27<sup>th</sup> March for meter to be physically removed.

27<sup>th</sup> March 2026, 2 day after Move out request was registered

26<sup>th</sup> March, house was physically vacated.

27<sup>th</sup> Mar evening, helpline response-. **It would take 7 working days.**

Discussed with one fellow resident who too had moved out on 26<sup>th</sup> Mar. Everything was done in one day (26<sup>th</sup> Mar itself). XXXX may be connect with.

Mr. XXXX said, would be done only in one day; amount Rs 2200/- through physical movement.

**why Online Movement slower than Physical one?**

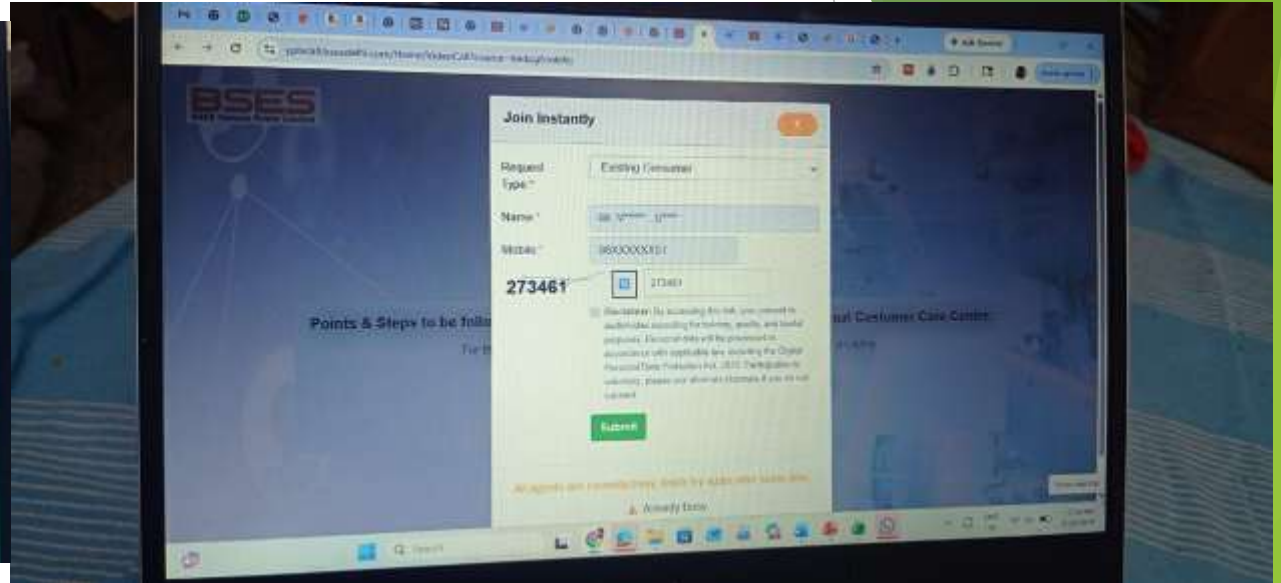
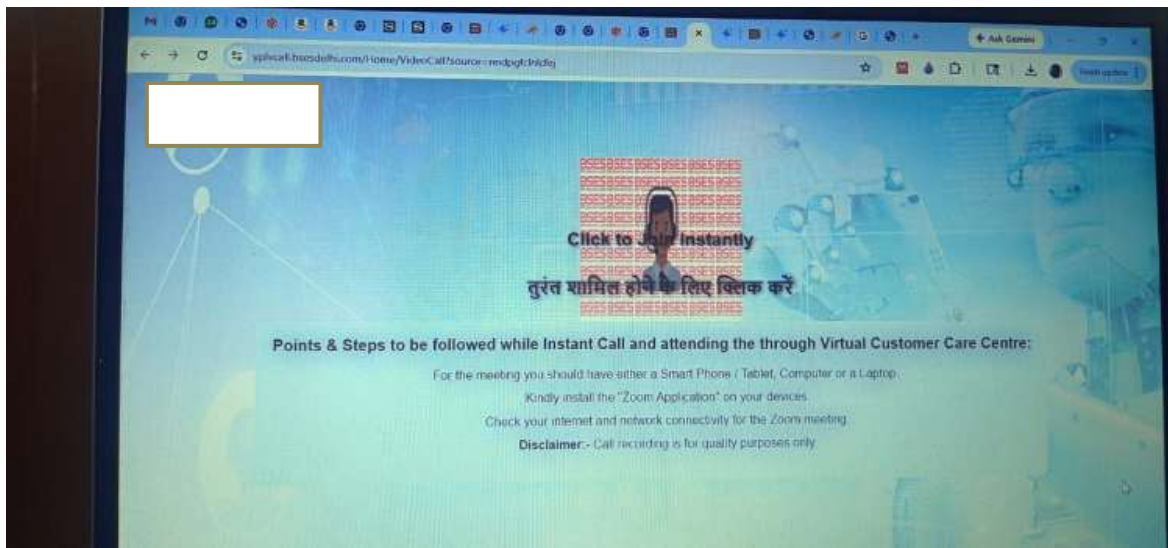
What to do if, Noc needed on 30<sup>th</sup> / 31<sup>st</sup> March 2026.

**29<sup>th</sup> is Sunday**

**30<sup>th</sup> Monday,**

**31<sup>st</sup> is holiday, On account of Mahavir Jayanti.**

28<sup>th</sup> March 2026 ( Sat), 3 day after Move out request was registered



Requirement- Disconnect the electric connection, remove meter, and get a certificate by 30.3.2026

## Sequence of Event after submission of Application

- 27<sup>th</sup> Mar (AN) helpline contacted , Response -It would take 7 working days ( SoP).
- 28<sup>th</sup> Mar(FN), Helpline Response: not possible. Field units have w/off on Sat-Sunday.
- Requested for higher ups who solve the problem. Her response- The work has already assigned on 25<sup>th</sup> March and would be executed by 2<sup>nd</sup> April . Hang up the phone.
- **28<sup>th</sup> Mar 12.45 PM Helpline Response by “Firoz Khan” field units work on half day on Saturday. BUT would try to speak to field unit.**
- 28<sup>th</sup> March 3 PM. A phone call from field Unit ; that they have come to remove my meter.
- 30<sup>th</sup> Mar 9 am, contacted again, Help line says the status is same; meter not yet removed
- 30<sup>th</sup> Mar 11.30 am, discom’s area office. Area Manager after seeing removal paper: it is billing department’s Job. Advised to go there.
- 1200 Hrs billing department. Response: Meter showing working. Needs to be punched.
- 1210 Hrs : Billing Deptt- Response: Mr XX from field can do. Consumer asks his No.
- 1212Hrs: phoned him. He punched removal of meter Online, 12.15 Hrs: Billing Deptt generated NoC as the consumer was sitting on their head.

# The Area Manger

Busy in her own ways...



# What is the Vision of the Discom

To deliver reliable and quality products and services to all customers at competitive costs, **with international standards of customer care-** thereby creating superior value for all stakeholders.

# Core Organizational Issues

- ▶ Gap between digital system and actual execution.
- ▶ Dependence on informal channels for faster service in utility.
- ▶ Lack of ownership across departments.
- ▶ Customer forced to coordinate between multiple offices.
- ▶ System worked only through personal intervention.
- ▶ Poor customer orientation among frontline staff.
- ▶ Lack of coordination between field, billing, and helpline teams.
- ▶ Silo mentality.
- ▶ Inconsistent employee motivation and responsiveness.

# Service Culture Problems

- ▶ **Procedure-driven** rather than **customer-driven** approach.
- ▶ Employees focused on **departmental boundaries**.
- ▶ **Insensitive communication** by some helpline executives.
- ▶ Customer experience depended on **persistence and escalation**.
- ▶ **Reactive** rather than **proactive** service culture.
- ▶ Unofficial channel appeared faster than formal process.
- ▶ **Trust deficit** in public utility systems.

## Leadership & Management Concerns

- ▶ Area office lacked **integrated problem-solving approach**.
- ▶ **Middle management failed** to ensure end-to-end ownership.
- ▶ **No effective escalation or monitoring mechanism**.
- ▶ Essential utility services lacked continuity planning during weekends/holidays.
- ▶ **Incomplete digital transformation**.
- ▶ **Weak service accountability systems**.
- ▶ **Poor interdepartmental coordination**.
- ▶ **Absence of customer-centric KPIs/ SoP**
- ▶ Dependence on **individuals** instead of institutional processes.

B

- A week.

- I don't know how you got a ticket.

June 7, 1893 Gandhi @ Pietermaritzburg Railway Station

# Strategic HR Recommendations

- ▶ Implement end-to-end service ownership model.
- ▶ Improve employee communication and empathy training
- ▶ Introduce customer-centric performance metrics
- ▶ Ensure integrated digital workflow tracking.
- ▶ Develop weekend/holiday continuity plans for essential services.
- ▶ Strengthen ethics and anti-corruption systems.

# Solution: Built a team and the culture of excellence

Use Vision and Mission Statements to channelize the energy of employees

To deliver reliable and quality products and services to all customers at competitive costs, with international standards of customer care- thereby creating superior value for all stakeholders.

Creates shared purpose and aligns employees toward common organizational goals.

Team and capacity building in the organization - enhance collaboration, cohesion and cross functional integration, Strengthens leadership culture and reduces silo-based thinking by supporting accountability.

# 5 steps to leading a team effectively

Step	Principle
1. Lead yourself before you try to lead others	Self-leadership, self aware, self are foundation ( awareness about self)
2. Give team members a sense of ownership in the process	Empower responsibility. Make a we product.
3. Build an Atmosphere of Trust	Trust strengthens teamwork, collocation
4. Help your staff Build Capacity	Continuous learning builds strong teams ( paradoxical goal to become replaceable)
5. Foster Inclusion	Inclusive teams perform better, retain talent

# Collaboration mentioned in Upnishanda

ॐ सह नाववतु । सह नौ भनक्तु । सह वीर्यं करवा वहै ।  
तेजस्वि नावधीतमस्तु मा विद्विषा वहै ॥ ॐ शान्तिः शान्तिः शान्तिः ॥

Om Sahana Vavatu Sahanaau Bhunaktu Sahaveeryam  
Karavavahai Tejas Vinavati Tamastuma vidhwishavahai Om  
Shanti Shanti Shantihi

"May the Nature protect both of us. May She nourish both of us. May we work together with great energy. May our intellect be sharp and our learning be effective. May we never have any discord or hatred between us.

Om. Peace. Peace. Peace.

## Core five Methods of Trust Building

Attribute	Meaning	Impact
Care & Respect	Showing empathy, listening, and valuing people	Creates emotional trust and collaboration
Integrity	Being honest, ethical, and fair	Creates credibility and respect
Communication	Open, transparent, and timely dialogue	Reduces confusion and strengthens confidence
Competence	Demonstrating capability and sound judgment	Builds confidence in leadership and teamwork
Consistency	Behaving reliably, keep promises	Builds dependability

# 7 Cs of Communication





# BELFOR LOGISTICS N.V.

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E-mail: info@belforlogistics.be  
RPR Antwerpen  
BTW BE 0454 329 291  
Verg. vervoercommissie nr.  
2196-001

Antwerp, the 5th of May 2012

To whom so ever it may concern

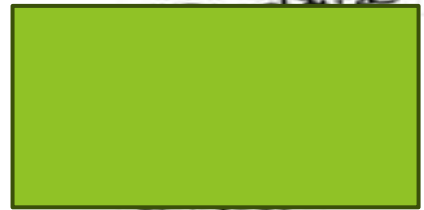
The CG Sipat transformer was delayed because the river was frozen and the transformer had to wait in the barge at the port and there was no other option to move the transformer by any other route. We tried to use the ice cutting mechanism but it failed and our barge got stuck in the river. The ships also were avoiding to take berth at the port due to frozen water. This made matter more worst resulted in not getting ship. Hence the delay of 4 1/2 months.

Remaining at your disposal for further information,

Kind Regards,

A handwritten signature in black ink, appearing to read 'Luc De Smedt'.

Luc De Smedt  
General Manager  
Belfor Logistics NV



The evening sun asked:  
“Will you take my work?”

Who heard this?  
The world remained  
speechless and silent.

An earthen lamp  
humbly said,  
“I will do it as long  
as I can, Lord.



सांध्य रवि ने पूछा:  
मेरा काम लेगा?

कौन सुनकर  
निरुत्तर निस्तब्ध रह गया  
ये जगत मौन

एक माटी के दिए ने  
विन्नमता से  
कहा “ जब तक  
हो सकेगा मैं करूँगा नाथ “

– टैगोर