

Reorganisation of Functional Divisions & Structure

highlights

IBM is a subordinate office under the Ministry of Mines, Govt. of India. Its role is largely of regulatory capacity in the domain of mines & minerals as mandated in the Mines and Minerals (Development and Regulation) Act, 1957 and the Rules made thereunder.

All functional decisions and executive controls of IBM emanate from its Headquarters, which houses the offices of Controller General and other functional heads and their Divisions.

7.1 EXISTING FUNCTIONAL DIVISIONS

7.1.1 Introduction

As indicated in earlier Chapters, Indian Bureau of Mines functions through six functional Divisions, namely:

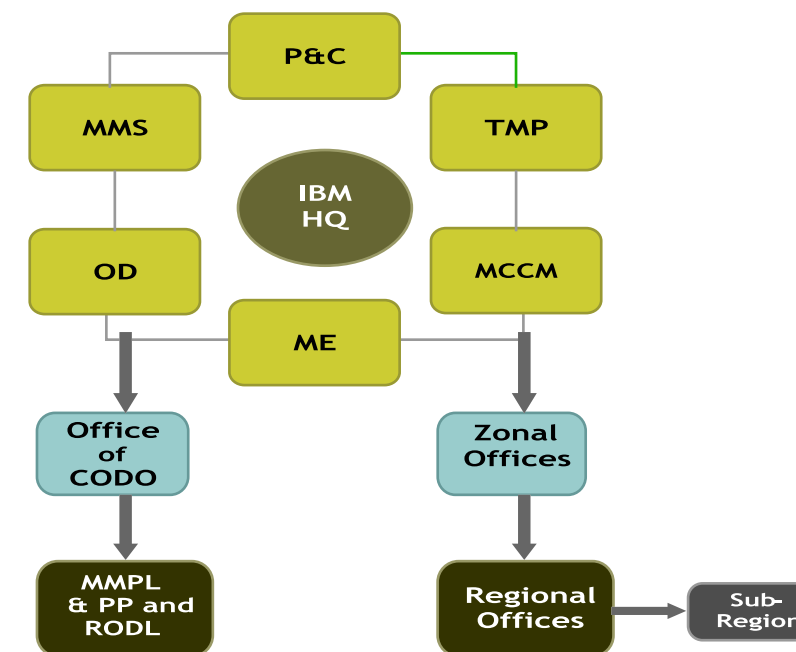
- a) Planning and Coordination Division (P&C Division)
- b) Mines Control & Conservation of Minerals Division (MCCM Division)
- c) Ore Dressing Division (OD Division)
- d) Mineral Economics Division (ME Division) and
- e) Mining and Mineral Statistics Division (MMS Division)
- f) Technical Consultancy, Mining Research & Publications Division (TMP Division)

Housed at Central Headquarters in Nagpur, all the six Divisions independently headed by the respective Divisional Heads report to the Controller General. The Controller General is the overall Head of Indian Bureau of Mines, who is assisted and ably guided by each of the Divisional Heads. A schematic representation of the structure of functional Divisions of IBM is illustrated in **Figure 7.1**. The MCCM and OD Divisions have pan-India presence, while the other Divisions have limited presence and operate from the Central Headquarters.

7.1.2 Existing Functional Structure

7.1.2.1 Role of IBM

IBM is a subordinate office under the Ministry of Mines, Government of India. Its role is largely of regulatory capacity in the domain of mines & minerals as mandated in the legislation — the Mines and Minerals (Development and Regulation) Act, 1957 and the Rules made thereunder. In execution of its function and effecting control over the administration and implementation of regulatory mechanisms, IBM in effect guides, manages and administers the Mines & Minerals Sector of the country.



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MCCM	- Mines Control & Conservation of Minerals Division
OD	- Ore Dressing Division
P&C	- Planning & Coordination Division
ME	- Mineral Economics Division
MMS	- Mining & Mineral Statistics Division
TMP	- Technical Consultancy, Mining Research & Publication Division
CODO	- Chief Ore Dressing Officer
MMPL& PP-	Modern Mineral Processing Laboratory & Pilot Plant
RODL	- Regional Ore Dressing Laboratory

Figure 7.1 : Schematic Representation of the Functional Divisions of IBM

7.1.2.2 IBM's Nerve Centre — Its Headquarters

All functional decisions and executive controls of IBM emanate from its Headquarters, which houses the offices of Controller General and other functional heads and their Divisions. Each Division of IBM has well defined role and operates on a pre-determined agenda on the direction of the Controller General. The Planning & Coordination Division formulates the plan of action for IBM and monitors the work programmes specified under this plan of action. The Division while chalking out the Annual Action Plan for IBM, does it in strict compliance with the stipulations laid out in the Five-Year Plan. The Annual Plans thus prepared by the Planning and Coordination Division of IBM is vetted





and approved by the Ministry of Mines in consultation with the Planning Commission before it is accorded operational status. IBM's plan of action revolves around four of its distinctive functions, viz. Inspection of Mines, Mineral Beneficiation Studies, Technical Consultancy & Mining Research and Collection, Processing, Dissemination of data on mines & minerals.

The Planning & Coordination Division as per the nature and significance of a target action, assigns responsibilities to the respective Divisions for execution of the proposed action within the term of the particular financial year. The annual Action Plan comprises both monthly and quarterly programmes. The execution of the Annual Programme is directly overseen by the concerned Divisional Heads, based in Headquarters, through a linear reporting system going right up to the actual level of execution of tasks, at the field level. The powers under the administration & establishment are centralised with some delegation of financial powers to the Divisional, Zonal and Regional Heads respectively. In execution of the Annual Plan assignments inter-Divisional and intra-Divisional consultations and deliberations regularly take place at the Headquarters. Apart from these, the Divisions also provide advisory services on technical and regulatory matters on references of the Central Government from time to time. The present functional hierarchical structure in IBM is shown in **Figure 7.2**.

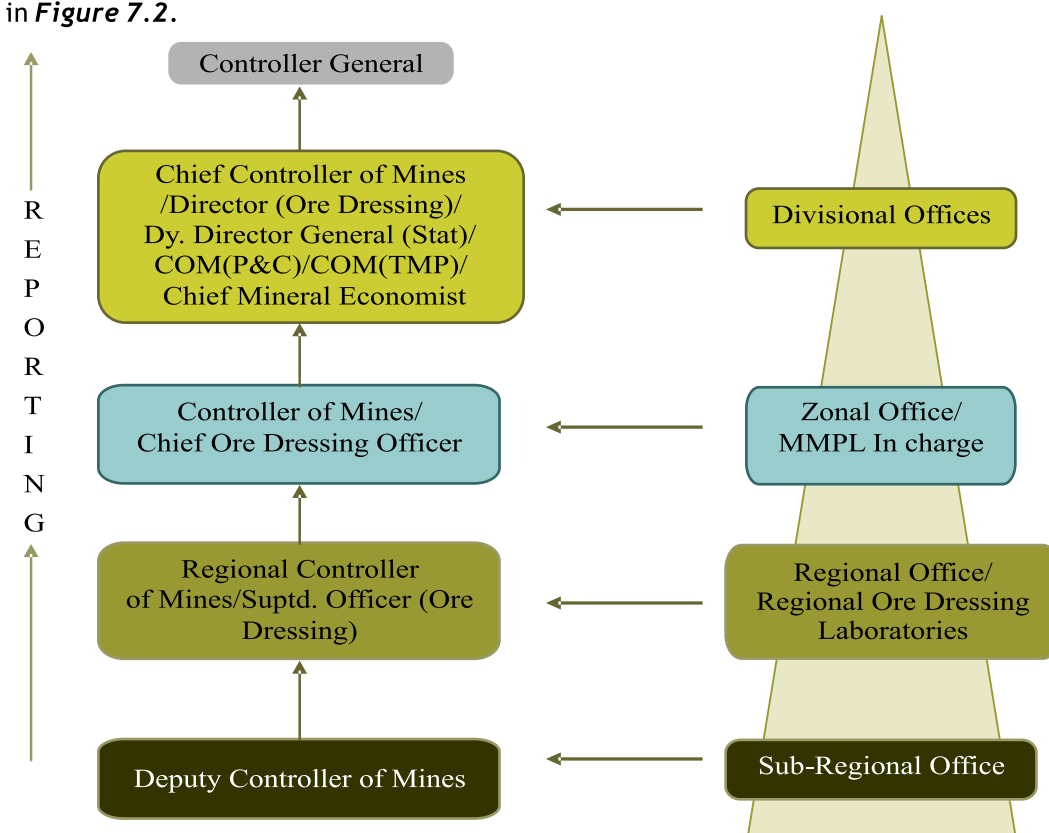


Figure 7.2 : Present Functional Hierarchy Structures in IBM

highlights

IBM's plan of action revolves around four of its distinctive functions, viz. Inspection of Mines, Mineral Beneficiation Studies, Technical Consultancy and Mining Research and Collection, Processing, Dissemination of data on mines & minerals.

The Planning & Coordination Division in IBM was created in the year 1994 to assist and advise the Controller General, on matters relating to Policy, Technical activities and Management.

The Office of the Technical Secretary not only facilitates technical decision making but also renders plausible solutions to complex technical issues.

7.1.2.3 Planning & Coordination (P &C) Division

With passage of time, the rapid expansion in IBM's functional activities has resulted in enormity of work convergence on to the Office of the Controller General. In order to offload some of the work from direct involvement of Controller General, IBM, the Government sanctioned the creation of Planning & Coordination Division in the year 1994 to assist and advise the Controller General, IBM on matters relating to Policy, Technical activities and Management. The Division is headed by Controller of Mines (Planning & Coordination) who directly reports to the Controller General.

The P&C Division under its hold has three wings:

1. Office of the Technical Secretary
2. Administration, Establishment, Budget & Stores Section
3. Hindi Anubhag
4. Training Centre

1. Office of the Technical Secretary

The Office of the Technical Secretary handles the technical portfolio of IBM and offers technical assistance and advices to the Controller General, IBM. The Controller General, in order to fulfil IBM's technical obligations relies on the assistance of the Technical Secretary. The Technical Secretary interfaces and coordinates with other Divisions of IBM in the processes of collection, collation, compilations, and refines the technical data and information for ready and easy comprehension of the Controller General and the Ministry. Thereby the Technical Secretary not only facilitates technical decision making but also renders plausible solutions to complex technical issues.

The important functions of Technical Secretary's Section include:

1. Preparation of quinquennial Plans, Annual Plans and Results Framework Documents (RFD) of IBM and monitoring the same during the course of their implementation.
2. Monitor, examine, control and scrutinise implementations of Annual Programmes of various Divisions of IBM both physical and financial aspects and report the same to the Controller General and Ministry.
3. Prepare agenda items for Quarterly Performance Review (QPR) Meeting and subsequently prepare the Action Taken Report for the QPR Meeting previously convened and present the same to the Ministry.
4. Prepare the Annual Report of IBM and render assistance for compilation of information and data for inclusion in the Annual Report of the Ministry.
5. Collect and compile relevant information and prepare notes for Performance Budget including outcome Budget & undertake prompt follow up action thereof.



6. Organise and make arrangements for IBM Advisory Board Meeting at the behest of the Controller General, IBM and prepare the Agenda items for the Meetings along with Action Taken Report of previously convened meetings.
7. Coordinate with Divisional Heads and prepare prompt replies on various issues raised by the Parliamentary Standing Committees.
8. Undertake consultations and do the ground work on matters related to S&T Schemes and prepare periodical reports.
9. Assist in supplying of information to various Committees, Sub-Committees, Working Groups constituted by the Ministry and IBM.
10. Prepare proposals for Bilateral/International Cooperation and Process candidature & nominations of IBM officers to various foreign assignments on deputation.
11. Schedule and arrange meetings and conferences when dignitaries of Government, other organisations as well as delegation from foreign countries visit IBM.

2. Administration, Establishment, Budget & Stores Section

The overall administration of the Bureau is wheeled by four administrative wings - General Administration, Establishment, Budget & Stores. The General Administration concerns itself with management of distinctive functions and operation of physical resources of the organisation, routine operative needs, contingency demand and precincts maintenance & upkeep. The Establishment Wing deals with matters related to service, DPC proposals, ACP/MACP proposals, Direct recruitment, CAT and other court cases of the officials of the Bureau and is sub-divided into Establishment (Gazetted) and Establishment (Non-Gazetted). The Budget Wing handles the financial aspects of the Bureau which comprises sub-units viz. Budget, Contingent Accounts, Vigilances, Internal Audit, Accounts (Personnel) and Cash. Finally, the Bureau's procurements and purchases are handled by the Stores Wing. Schematic representation of the Administration Section is as follows:

Administration			
General Administration	Establishment Est. (Gazetted) Est. (Non-Gazetted)	Budget Budget + Contingent Accounts Vigilance + Internal Audit Accounts (Personnel) Cash	Stores

highlights

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As per the policy of the Official Language of Government of India, a full-fledged Hindi Anubhag (Section) was created in IBM. The Hindi Anubhag is instrumental for implementing the policies of Government of India for implementation of official language.

The Committee recommends that the Planning & Co-ordination Division should be made responsible as controlling authority for the proposed IT and Legal Cells to be established in IBM.

3. Hindi Anubhag

As per the policy of the Official Language of Government of India, IBM has created a full-fledged Hindi Anubhag (Section). The Hindi Anubhag is instrumental for implementing the policies of Government of India for implementation of official language. The Anubhag is headed by Deputy Director (Rajbhasha) and assisted by supporting officers and staff.

4. Training Centre

The Training Centre of IBM is headed by the Director (Training)/Regional Controller of Mines. It conducts in-house training programmes for its employees and also for outside personnel engaged in activities concerned with the Mining Industry. Further, the Training Centre overseas the objective to provide adequate orientation and updation in various fields of work to enhance the professional acumen of the trainees. The details are dealt separately in Sub-Chapter VII (6).

7.1.2.4 Increasing Role of Planning & Coordination Division

The Committee observed that the existing functions carried out by the Planning & Coordination Division as enumerated above are basic functions and essential as per the policy directives of the Government of India. While recommending the continuance of present structure and activities of the Division, Committee notes that there would be significant increase in the quantum of work of the P&C Division, consequent to envisaged increase and diversification in the volume and activities of the Bureau. Therefore, the Committee recommends strengthening of the Division by deployment of suitable level of Officers and Staff.

The Committee also foresees the greater role and responsibility to be played and discharged by the Controller of Mines (Planning & Coordination) and therefore has recommended for the elevation of the post to Chief Controller of Mines (Development). The Committee recommends that in addition to the existing Wings, the Planning & Coordination Division should also be made responsible as controlling authority for the proposed IT and Legal Cells to be established in IBM. The Committee feels that as the Chief Controller of Mines (Development) would be directly reporting to the Controller General, he would be in a better position to coordinate and functionalise the needs of the Information Technology and Legal requirements of all the Divisions of IBM. The proposed structure of Planning & Coordination Division would be as shown in the **Figure 7.2A** (see page 133).

7.1.2.5 Role of Divisional Offices

All the Divisional offices are housed at the Headquarters and are responsible for implementation of the approved Action Plan of their Divisions. Each Divisional Head reports the progress of implementation of Annual Action Plan on a monthly basis to the Controller General. In case of Mines Control & Conservation of Minerals (MCCM) Division, the execution of Annual Plan under the superintendence of the



Chief Controller of Mines is largely carried out through its Zonal and Regional offices. The Annual plans in case of other Divisions are directly executed at the Divisional level. The annual programme of Ore Dressing Division is implemented through its laboratories viz. Modern Mineral Processing Laboratory and Pilot Plant located at Nagpur and two Regional Ore Dressing Laboratories situated at Ajmer and Bengaluru respectively. The Chief Ore Dressing Officer supervises and monitors the action plan activities at these laboratories and reports to the Director (Ore Dressing).

The Divisional Offices also provide technical support to the Controller General in mitigating and resolving technical juggernaut and providing assistance by way of offering solutions and responses to various references of the Government and that of the Parliament.

7.1.2.6 Role of Zonal Offices

Amongst all Divisions, only the MCCM Division has zonal presence. Positioned as such, these Zonal Offices act as a link between the Divisional head of MCCM and the Regional/sub-Regional Offices. The Zonal offices are the designated authority to approve Mining Plans for fully mechanised mines. The Zonal office is accountable for ensuring performance of the Regional offices, and reports their performance and results to the Divisional office. The Zonal office is required to carry out sample checks on the quality of Inspections and the Mining Plans approved by the Regional office.

7.1.2.7 Regional/Sub-regional Offices

The activities of MCCM Division are executed through twelve of its Regional Offices that are headed independently by Regional Controller of Mines (RCOM). Besides these Regional Offices, there are two Sub-regional Offices too. The Regional/Sub-regional offices most importantly undertake inspection of mines and oversee administration of regulatory system. Inspections are carried out to ensure conformance & compliance with the stipulated norms and principles of scientific and systematic mining, conservation of minerals, environmental protection and pollution control as are specified in the approved mining plans/schemes and progressive mine closure plan and that which bears adherence to provisions of MCDR including community development aspects. Inspections are also carried out for approval of Mining Plans and to oversee adherence to the final mine closure as and when it takes place. The inspections for examinations and approval of stoping operations in underground mines are also carried out as and when such request is received from the mine operators. The second category of Inspections is for checking on illegal mining and for comments on grant & renewal of mineral concessions as referred to by the Central Government and State Governments respectively or Inspections carried out on any specific reference of Central Government. Updating/preparing mineral inventories of leasehold deposits for National Mineral Inventory (NMI) on quinquennial basis is also another important activity of the Regional/Sub-regional office.

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The activities of MCCM Division are executed through twelve of its Regional Offices that are headed independently by Regional Controller of Mines (RCOM).

7.1.3 Levels of Control at IBM

The present architecture of the regulatory system comprises a three tier hierarchical approach. The upper tier is occupied by the Top Management which deals with planning and evolving strategies. The bottom tier is occupied by Regional Level Controls which are the executors of the plan and strategies that emanate from the Top Management. The intermediary tier is occupied by the Zonal Level Controls which interface between the Top Management and Regional Level Controls and that which superintends the Regional Level execution of strategic measure of the respective Regional Level Controls. However, keeping in view the envisaged role of IBM and the forays that it may have to make in the relatively new areas of regulation, the Committee after in depth review & perusal of areas of concern of each Division has formulated its recommendations to ameliorate their functioning so that each Division could independently meet the levels of the expected outcomes accordingly.

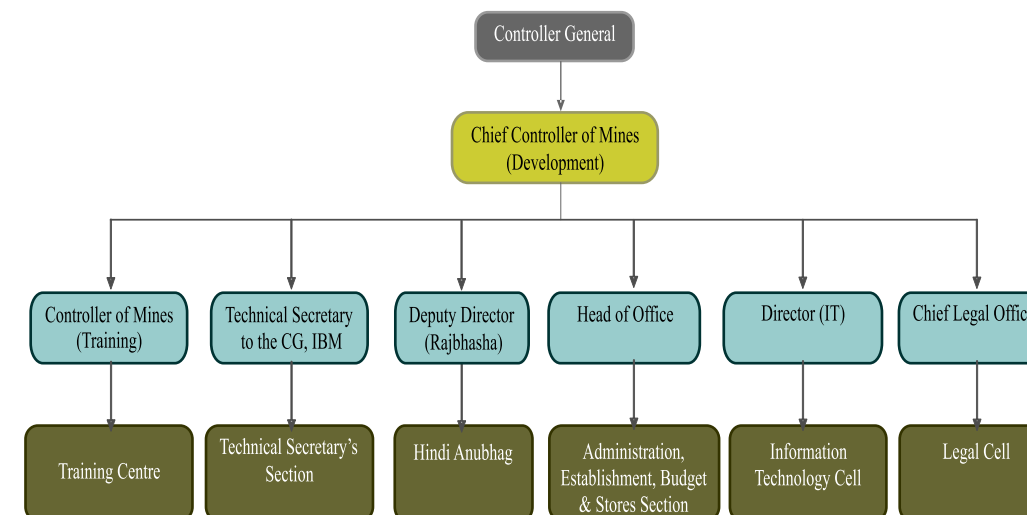


Figure 7.2A : Proposed Structure of Planning & Coordination Division

