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He has rich and varied experience in public service for over forty years as a member of the Indian Administrative Service. He has served in the Government of India in key policy making positions in the areas of industry and energy. He has been Secretary, DIPP (Department of Industrial, Policy and Promotion) in the Government of India as well as Member Secretary, NMCC (National Manufacturing Competitiveness Council).

He had earlier worked in the Ministry of Power for many years and held the posts of Special Secretary, Additional Secretary and Joint Secretary. He played a key role in piloting the reform legislation, the Electricity Act 2003 and the major programme for completing the universalization of electricity access launched in 2005 to electrify 1,25,000 villages. Village electrification has now been completed. He was closely involved in the design of the National Solar Mission at the time of its inception.

He writes on policy issues and his articles have been appearing in the national economic papers.