



## TERMS OF REFERENCE

### Deputy Chief Executive Officer – Strategic Operations

<b>POSITION:</b>	Deputy Chief Executive Officer – Strategic Operations	<b>DATE:</b>
<b>DEPARTMENT/SECTION:</b>	Office of the Deputy Chief Executive Officer – Operations	<b>LOCATION:</b> Duke Street
<b>SUPERVISOR'S JOB TITLE:</b>	Chief Executive Officer	
<b>JOB SUMMARY:</b>		
	Contribute to the overall leadership and management of the business of GPL to enable the organisation to implement its plans and achieve its goals and objectives in an efficient, effective and economical manner.	
<b>ACCOUNTABILITY FOR:</b>		
	<p>The DCEO Operations will focus on leading and directing initiatives to ensure that GPL properly and adequately serve all customers, optimally develop, operate and maintain its fuel supply, power generation and power delivery systems to ensure reliability and efficiency in the supply of electricity, and also engage the various stakeholders to continuously improve and push transformation and performance improvements across GPL's operations.</p> <p>The Deputy Chief Executive Officer – Operations shall be directly responsible for Operations Divisions comprising the following:</p> <ol style="list-style-type: none"> <li>1. Customer Services Division;</li> <li>2. Power Generation &amp; Delivery Division; and</li> <li>3. Engineering Services Division.</li> </ol>	
<b>ACCOUNTABLE TO:</b>	Chief Executive Officer	
<b>POSITIONS SUPERVISED:</b>		
	<ol style="list-style-type: none"> <li>1. Divisional Director Customer Services</li> <li>2. Divisional Director Power Generation &amp; Delivery</li> <li>3. Divisional Director Engineering Services</li> </ol>	
<b>ENVIRONMENT:</b>		
	<ul style="list-style-type: none"> <li>▪ Managing multiple projects at same time</li> <li>▪ Managing complex assignments</li> <li>▪ Demanding timelines</li> <li>▪ Conflict management</li> <li>▪ Managing stakeholder expectations</li> <li>▪ Periodic travel to various local, regional and international locations.</li> </ul>	

<b>KEY CONTACTS:</b>	<b>Internal</b> <ol style="list-style-type: none"> <li>1. Chairman and Directors</li> <li>2. Corporate Secretary</li> <li>3. Chief Executive Officer</li> <li>4. Divisional Directors</li> <li>5. Department /Unit Heads</li> </ol>	<b>External</b> <ol style="list-style-type: none"> <li>1. Minister with responsibility for GPL</li> <li>2. Minister of Finance</li> <li>3. Public Utilities Commission (PUC)</li> <li>4. Guyana Energy agency (GEA)</li> <li>5. Government Electrical Inspectorate (GEI)</li> <li>6. Diplomatic Missions</li> <li>7. Research Organisations</li> <li>8. Trade and Business Organisations</li> <li>9. Technical Consultants</li> <li>10. International Funding Agencies</li> <li>11. Relevant Regional and General Public</li> <li>12. Other Relevant Local and International Bodies</li> </ol>
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<b>MAJOR ACTIVITIES:</b>	<ol style="list-style-type: none"> <li>1. Perform the functions of Chief Executive Officer in the absence of the incumbent whenever directed to do so;</li> <li>2. Contribute to the development and implementation of GPL's Corporate Strategic Plan (CSP) and the achievement of the Company's Vision and Mission;</li> <li>3. Ensure development and implementation of GPL's Development and Expansion Plan/ Integrated Resource and Resilience Plan (IRRP), Divisional Business Plans and Department Action Plans for the Customer Services Division, Power Generation &amp; Delivery Division and the Engineering Services Division;</li> <li>4. Ensure effective implementation of the GPL's Performance Management System in the Operations Divisions.</li> <li>5. Ensure effective implementation of GPL's Quality Management System in the Operations Divisions.</li> <li>6. Ensure that the activities of the Operations Divisions are consistent with the CSP and other relevant plans, specific approved initiatives, the GPL Licence and prudent utility and operating practices;</li> <li>7. Manage the work programmes, finances and budget process of the Operations Divisions and make appropriate and timely adjustments in conjunction with relevant Divisional Heads and the CEO;</li> <li>8. Ensure compliance with relevant regulatory requirements;</li> <li>9. Ensure that performance targets and any other established standards and benchmarks pertinent to the Operations Divisions are achieved consistently;</li> <li>10. In consultation with relevant stakeholders, develop and implement a detailed five-year strategic Loss Reduction Plan (including a metering programme) that ensures the achievement of the objectives of the Development &amp; Expansion Programme and service performance targets;</li> <li>11. Monitor the activities and implementation of all projects being implemented in the Operations Divisions;</li> <li>12. Ensure that strategies and action plans for the reduction of technical and non-technical losses are comprehensive and relevant to the achievement of the Loss Reduction Plan;</li> <li>13. Ensure that all operational and engineering matters of the Engineering Services and Power Generation &amp; Delivery Divisions are adequately</li> </ol>
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managed;

14. Provide leadership and/or support in all project negotiations;
15. Monitor implementation of all Projects to ensure work quality, completion within agreed schedule and budget, satisfaction of performance requirements;
16. Ensure overall Project Planning, Scheduling, Controlling and Reporting;
17. Ensure systems for accountability are established and continuously reviewed, improved and respected;
18. Ensure that all statutory safety codes, rules and regulations and environmental management guidelines are strictly adhered to;
19. In conjunction with the Public Relations Unit conceptualize public relations strategies on all major projects;
20. Ensure development and implementation of annual maintenance programmes that reflect manufacturer's recommendations, local experience, international best practice and any other relevant consideration;
21. Ensure operation and maintenance plans are adequate and conform with manufacturer specifications and industry best practices and standards;
22. Monitor operations at various generating plants and the implementation of strategies to reduce cost and improve reliability;
23. Ensure the implementation of a system for evaluating effectiveness of maintenance activities, correlate with industry standards and implement changes where necessary;
24. Ensure effective negotiation and management of all O&M Agreements and IPP contracts to ensure best value for GPL;
25. Ensure the maintenance of detailed records of all maintenance activities and provide reports, with recommendations where further action may be warranted;
26. Ensure all locations within the Power Generation & Delivery Division operate consistent within the Company's Occupational Safety Health and Environmental Standards;
27. Evaluate skills needs and recommend training recruitment or reorganization where necessary;
28. Ensure the operating procedures, guidelines and operational practices of the Divisions are in keeping with the Company policies and adequate to achieve overall objectives and targets;
29. Monitor and supervise the Procurement process of the Divisions in accordance with approved procedures;
30. Ensure the establishment and implementation of a procurement plan for each Division;
31. Supervise the preparation of Bidding Documents and monitor of the tender process;
32. Act as liaison between the organization and its shareholders and external parties when necessary;
33. Notify and report to the CEO any issues, incidents or trends that are impact or could impact the organization's performance; and
34. Such other duties as may be relevant.

Other

1. Establish and/or work on organisational project teams to improve performance of GPL's processes.
2. Represent GPL Inc. at public events, conferences or meetings during and after working hours as needed
3. Any other duties as deemed necessary to assist in achieving the objectives

	of the company.
<b>QUALIFICATION REQUIREMENTS:</b>	<ol style="list-style-type: none"> <li>1. A professional degree in electrical engineering, mechanical engineering, economics, accounting or related field from a recognized University.</li> <li>2. A Master's degree or higher professional degree in electrical engineering, mechanical engineering, finance or business administration.</li> <li>3. At least ten (10) years' experience at the management level.</li> <li>4. Previous experience in an electric utility would be advantageous.</li> </ol>

<b>KNOWLEDGE, SKILLS &amp; ABILITIES</b>	<p><b>Knowledge of:</b></p> <ul style="list-style-type: none"> <li>• Effective leadership and management principles and practices;</li> <li>• Applicable laws and regulations affecting the electric utility in Guyana;</li> <li>• Principles and practices of power system planning, strategic planning, quality management and process improvement, budgeting (operating and capital), communication, safety, contracting, public relations, performance management, records management, and resources to achieve outcomes and expectations;</li> <li>• Research methods and statistical analysis, complex spreadsheets and database applications and project and workload planning;</li> <li>• Critical thinking, problem solving and conflict resolution practices and techniques;</li> <li>• Environmental and safety practices, processes, procedures and standards.</li> <li>• Knowledge of international developments in Power Utility Management.</li> <li>• Experience in financial planning and management; Experience initiating, implementing and managing projects; Knowledge and experience targeting and generating investment opportunities; and Experience in administration of major projects would be advantageous.</li> </ul> <p><b>Ability to:</b></p> <ul style="list-style-type: none"> <li>• Provide the leadership and management through coaching, enabling and facilitating employees working in a team environment;</li> <li>• Exercise sound and independent judgment, conduct independent analyses and make recommendations on difficult and sensitive issues;</li> <li>• Anticipate potential problems, develop contingency plans when needed and solve concurrent problems;</li> <li>• Build constructive relationships by promoting effective partnerships with department peers, bargaining units, employees, citizens, and others contacted in the course of work;</li> <li>• Represent and speak for GPL and its work, e.g., presenting, explaining, promoting, defining, and negotiating by making clear and convincing</li> </ul>
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	<p>presentations to individuals and groups, by listening effectively and clarifying information and by facilitating an open exchange of ideas;</p> <ul style="list-style-type: none"> <li>• Lead the management team to achieve common goals and be able to deliver excellent customer service to both internal and external customers;</li> <li>• Plan, organize, direct, and coordinate organization activities and effectively manage the work of others;</li> <li>• Manage complex projects that further the long term objectives of the Company by identifying which quality standards are relevant to the project and determining how to satisfy them, by evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards, and by monitoring specific project results;</li> <li>• Communicate logically and clearly, both orally and in writing; follow oral and written instructions;</li> <li>• Prepare and present useful reports on technical and complex issues and using multi-media to make presentations to internal and external customers.</li> </ul>
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**This document is validated as an accurate and true description of the job as signified above.**

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Employee Sign Date

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Chief Executive Officer

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Chairman of the Board of Directors

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Date received in Human Resource Division

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Date Created/revised