



## TERMS OF REFERENCE

### Chief Executive Officer

<b>POSITION:</b>	Chief Executive Officer	<b>DATE:</b> November 10, 2020
<b>DEPARTMENT/SECTION:</b>	Office of the Chief Executive Officer	<b>LOCATION:</b> Executive Secretariat
<b>SUPERVISOR'S JOB TITLE:</b>	Board of Directors	
<b>JOB SUMMARY:</b>	Provide 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>	Specifically, the CEO will direct, manage and monitor the performance of the specific portfolio of this position by: <ul style="list-style-type: none"> <li>• Providing leadership and direction in the management of GPL</li> <li>• Defining the strategic direction and performance goals of GPL and documenting these Strategies</li> <li>• Developing, Preparing and Executing a 5-year Development &amp; Expansion (D&amp;E) Programme and updating same on an annual basis</li> <li>• Setting the tone at the top through active commitment to GPL's strategic direction</li> <li>• Monitoring and evaluating implementation of the strategic direction</li> <li>• Setting performance parameters aligned to national and Ministry measures</li> <li>• Mobilising all required resources to ensure key performance measures are achieved in line with the service performance targets benchmarks</li> <li>• Serving as Chairman of the Executive Management Team</li> <li>• Ensuring adequate maintenance plans are developed and executed for the Company's generation, network and other assets</li> <li>• Implementing a coordinated plan to achieve loss reduction targets set in the Development &amp; Expansion (D&amp;E) Programme</li> </ul>	
<b>ACCOUNTABLE TO:</b>	Board of Directors	
<b>POSITIONS SUPERVISED:</b>	1. Deputy Chief Executive Officer- Administration 2. Deputy Chief Executive Officer- Strategic Operations 3. Executive Team	

<b>ENVIRONMENT:</b>	<ul style="list-style-type: none"> <li>▪ Managing multiple projects at the same time</li> <li>▪ Managing complex assignments</li> <li>▪ Demanding timelines</li> <li>▪ Conflict management</li> <li>▪ Managing stakeholder expectations</li> </ul> <p style="text-align: center;">Periodic travel to various locations, regionally and internationally</p>	
<b>KEY CONTACTS:</b>	<p><b>Internal</b></p> <ol style="list-style-type: none"> <li>1. Chairman and Directors</li> <li>2. Corporate Secretary</li> <li>3. Deputy Chief Executive Officers</li> <li>4. Divisional Directors</li> <li>5. Department/Sections /Unit Heads</li> </ol>	<p><b>External</b></p> <ol style="list-style-type: none"> <li>1. Office of the Prime Minister</li> <li>2. Minister within the Ministry of Public Works</li> <li>3. Minister of Finance</li> <li>4. Public Utilities Commission (PUC)</li> <li>5. Guyana Energy agency (GEA)</li> <li>6. Government Electrical Inspectorate (GEI)</li> <li>7. Diplomatic Missions</li> <li>8. Research Organisations</li> <li>9. Trade and Business Organisations</li> <li>10. Technical Consultants</li> <li>11. International Funding Agencies</li> <li>12. Relevant Regional and General Public</li> <li>13. International Bodies</li> <li>14. All other relevant Stakeholders</li> </ol>

<b>MAJOR ACTIVITIES:</b>	<p><b><u>Strategic Planning</u></b></p> <ol style="list-style-type: none"> <li>1. Develop and review strategic plans for GPL in collaboration with Executive Management Team, and relevant stakeholders, on an on-going basis</li> <li>2. Develop implementation plans that are appropriately aligned, coordinated, resourced and executed, in accordance with GPL’s strategic direction and the country’s macro-economic direction</li> <li>3. Monitor and evaluate the global environment for present and future opportunities and threats</li> <li>4. Conduct effective business planning, in collaboration with members of GPL’s Senior Management Team, to ensure that agreed policies and strategies are followed and that there is effective delivery of GPL’s services, programmes and projects</li> <li>5. Use technology to create a competitive edge</li> <li>6. Ensure organisational capability and capacity to support the role of GPL</li> </ol> <p><b><u>Risk Management</u></b></p> <ol style="list-style-type: none"> <li>1. Ensure major organisational risks are identified and adequate Mitigation measures are in place</li> </ol> <p><b><u>Tone at the top</u></b></p> <ol style="list-style-type: none"> <li>1. Develop and promote an organisational culture that supports the strategic direction of GPL and the macro-economic direction of Guyana</li> <li>2. Develop a code of ethics that governs all employees of GPL and ensure its implementation</li> <li>3. Ensure that violations of the code of conduct are dealt with consistently</li> </ol>	
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4. Develop a Corporate Social Responsibility Policy to address issues such as:
  - Ethics
  - Compliance with governance requirements
  - Environmental footprints
  - Human rights
  - Responsible supply-chain management and procurement
  - Transparency and accountability
  - Diversity in the workplace
  - Health and Safety
5. Identify, manage and monitor the culture gap
6. Conduct and report on ethical standards assessments to the Board of Directors
7. Report critical issues to the Board of Directors as the need arises

#### **Measuring and Monitoring**

1. Design and implement an appropriate performance monitoring framework
2. Ensure productivity and regulatory compliance
3. Provide service delivery oversight and monitor variances between actual and targets
4. Facilitate timely data collection and reporting to external agencies

#### **Transformational Initiatives**

1. Direct and manage the Institutional Design and Development of GPL and resultant Change and Transformation initiatives

#### **Management Evaluation, Compensation and Succession Planning**

1. Design and implement proper systems for performance appraisal, compensation and succession planning to promote professionalism and stability within GPL

#### **Telling the World**

1. Proactively promote GPL
2. Communicate consistent sector messages and information
3. Provide advocacy support

#### **Executive Team Dynamics**

1. Provide timely and proactive technical and other advice and information to the Board of Directors, Public Utilities Commission, Minister of Public Works, Minister of Finance, and other relevant committees
2. Provide direction and leadership of the business of GPL through Chairmanship of the Executive Management Team
3. Provide timely decision-making and responses
4. Promote coordination of services among units of GPL such that services are provided cost efficiently and effectively to the benefit of stakeholders

#### **Serving as the Chairman of the Executive Management Team**

1. Ensure that the Executive Management Team meet regularly
2. Setting the schedule and agenda for the Executive Management Team meetings
3. Ensuring that the Executive Management Team effectively monitors the performance of GPL
4. Ensuring that the Executive Management Team has the resources to

effectively perform its functions

## **OPERATIONAL MANAGEMENT**

### **Effective management and decision-making**

1. Advise the Prime Minister and Minister within the Ministry of Public Works, and Board of Directors on related matters and obtain necessary approvals for critical decisions
2. Provide guidance to GPL Divisions/Departments/Sections/unit Managers as required
3. Provide systems and procedures to support GPL's core activities and strategic objectives
4. Provide guidance to prepare effective budgets and implement value for money spent
5. Provide proper asset management
6. Provide guidance on design, development and implementation of proper information and communication systems
7. Provide appropriate technology enablement
8. Develop internal control systems to facilitate risk management
9. Develop and approve the policies and procedures of GPL
10. Enforce compliance with necessary statutory and other regulatory requirements
11. Oversee and monitor process and functional management
12. Lead Executive Management Teams. Set priority agenda, assign responsibility for corrective action, and monitor corrective action
13. Stay abreast of and employ cutting edge management skills across GPL

### **Reports and Financial Statements**

1. Provide assistance to develop and implement an efficient and effective reporting system
2. Review and analyse report submitted by officers and recommend appropriate course of action
3. Ensure that records relating to the affairs of all departments are kept
4. Ensure an effective system of checks and balances in operation
5. Prepare and submit reports required by the Ministry of Finance in a timely manner
6. Ensure that proper annual budgets and policies for GPL are developed and analysed

### **Human Resource Management**

1. Ensure that all matters related to the staff of GPL are properly administered, organised and controlled
2. Retain the services of professional persons and experts for any aspect of GPL as required
3. Ensure the development and implementation of adequate policies in the areas of employment, compensation, appraisal system, grievances, appeals and all other aspects of good strategic human resource management
4. Ensure the development and implementation of adequate policies for staff training and succession planning
5. Monitor the overall strategic human resource management

### **Institutional Design and Development/Change and Transition Management**

1. Lead and manage the design and implementation of the institutional development of GPL, including the programmes and projects to effect the change and transition

	<ol style="list-style-type: none"> <li>2. Monitor and report on the effect of change on key stakeholders</li> </ol> <p><b><i>Other</i></b></p> <ol style="list-style-type: none"> <li>1. Work With GPL’s project teams to offer technical advice and propose innovation ideas</li> <li>2. Represent GPL Inc. at public events, conferences or meetings during and after working hours as needed</li> <li>3. Any other duties as deemed necessary to assist in achieving the objectives of the company</li> </ol>
<b>QUALIFICATION REQUIREMENTS</b>	<ol style="list-style-type: none"> <li>1. A professional degree in electrical or mechanical engineering from a recognized University with at least 15 years experience at the executive management level in a large electric utility business or other industrial business.</li> <li>2. Strong capabilities in management, strategic and transformational leadership</li> </ol>
<b>SKILLS</b>	<ol style="list-style-type: none"> <li>1. Strong management and supervisory skills</li> <li>2. Ability to function in a fast paced environment</li> <li>3. Ability to communicate to a wide range of publics</li> <li>4. Ability to Multi-task</li> <li>5. Analytical, Strategic and conceptual thinker</li> </ol>
<b>CORE COMPETENCIES:</b>	<ol style="list-style-type: none"> <li>1. High level of organizational skills</li> <li>2. High level of negotiating skills</li> <li>3. Excellent written and verbal communication skills</li> <li>4. Project Management.</li> <li>5. Problem Solving and Analytical Skills.</li> <li>6. Time Management – ability to meet deadlines.</li> <li>7. Computer literacy.</li> <li>8. The ability to handle multiple tasks simultaneously and balance competing priorities</li> <li>9. Be conversant with the FACTORIES ACT CHAPTER 95:02, OCCUPATIONAL SAFETY AND HEALTH ACT CHAPTER No 32 OF 1997, ELECTRICITY SECTOR REFORM ACT CHAPTER 57:01 OF 1999, ENVIRONMENTAL PROTECTION ACT NO 11 OF 1996 of the laws of Guyana, and the Guyana Power &amp; Light License which include the STANDARD TERMS AND CONDITIONS FOR ELECTRIC SERVICES</li> </ol>