



<b>GPL-HRD-001/19 (M)</b>	<b>OUTPUT FOCUS JOB DESCRIPTION</b>		<b>GENERATION O&amp;M and CONTRACTS MANAGEMENT</b>
<b>Position: GENERATION O&amp;M and CONTRACTS MANAGER</b>	<b>Grade: Senior Mgr</b>	<b>Incumbent:</b>	<b>Reports To: Power Generation &amp; Delivery Divisional Director</b>
<b>Manages: Generation Engineers, PPDI, and other Contractors</b>			

**JOB PURPOSE:** Responsible for administering the maintenance and operation of GPL power generation facilities, monitoring and supervising the efficient execution of Operation and Maintenance Agreement(s) (OMA) and Power Purchase Agreement(s) (PPA) for the purpose of GPL to provide reliable, efficient and effective supply of electricity that supersedes customer’s expectations.

**KEY OUTPUTS**

1. Annual Work Plan of the Generation, O&M and Contract Management Department.
2. Annual Budget of the Generation, O&M and Contract Management Department.
3. Annually updated five-year maintenance strategy based on divisional goals and/or prevailing condition of major equipment at the power generation facilities.
4. Annual schedules for generating unit overhaul.
5. Quarterly maintenance plans and schedules.
6. Annual plan of fuel options with high, medium and low cost curve.
7. Monthly Reports of the Generation, O&M and Contract Management Department.
8. Annual Evaluation Reports of OMA and PPA Performance.
9. Staff Performance Plan and Annual Staff Appraisal.
10. Staff Learning and Development Plan for Human Resource Capacity Building.

**KEY RESPONSIBILITY AREAS:**

1. Supervise the Unit’s Head and Confidential Secretary to ensure administrative, technical and safety procedures are followed continuously.
2. Administer efficiently; the daily and planned activities, resources of the Department, within the framework of the Safety and Health Regulations of Guyana Power & Light Inc.
3. Prepare and submit monthly departmental reports on Key Performance Indicators (KPIs) and other achievements, inclusive of highlighting areas for improvements and the necessary resources, within the statutory time schedule.
4. Prepare and/or Approve acquisitions of resources to continuously support the efficient and effective administrative and technical operations of the Department.
5. Orient, mentor, and coach direct reports and other department staff to aid in their development of special knowledge and job skill sets, within the framework of the Department’s Action Plan.
6. Perform gap assessment(s) of human resource capacity and identify suitable learning and development resource(s) and plan(s) to improve the individual and overall performance of the Department, within the framework of Department’s Action Plan.
7. Prepare annual operational and capital budgets, and monitoring of all expenditures to ensure conformity with budget guidelines.
8. Administer and dispense industrial discipline in keeping with the Company’s Disciplinary Policy/Procedure.
9. Enforce strict compliance with the requirements of the Safety and Health Legislation, Regulations and Contractual/Work Agreement obligations.
10. Ensure the working environment or area under control, inclusive of mobile assets belonging to the company, are hygienic and safe for staff accommodation and use.

11. Investigate and submit written recommendations concerning infractions of Safety and Health Legislation, Regulations and Contractual/Work Agreement obligations.
12. Manage scheduled maintenance of generating facilities and ensure these facilities remain operable state of repair as per Operation and Maintenance Agreement (OMA), where applicable;
13. Ensure force outage rates of generating facilities are maintained as per OMA (where applicable), and low for facilities that are not under the purview of the OMA.
14. Ensure that generators are repaired expeditiously, and in conformity with standard industry practices to restore generation capacity with minimal delay.
15. Prioritize generator maintenance workload, oversee development of work plans and schedules, and ensure efficient allocation of GPL's and contractors' resources for maintenance of generating plants.
16. Promote safe work practices and proper use of safety gear and equipment in generating plants; maintain departmental compliance with all safety regulations and policies.
17. Evaluate technical and cost options for the purchase of fuel, materials, equipment and services for the production of power; oversees procurement of fuel, supplies and equipment for the department.
18. Develop generation (MWh) and fuel budgets that are aligned with the Corporate Strategic Plan and corporate goals and objectives.
19. Ensure that maintenance work, as well as the installation, failure and replacement dates of major components and plant overhauls are properly documented.
20. Keeps abreast of emerging technologies and the state of the power generation art and as it relates to designs, configurations, methods, practices, tools, and safety.
21. Ensure that activities within the department are in conformity with ISO standards and with the company's documented procedures; facilitate process improvements as needed.
22. Inform the executive on all major developments and, where appropriate, any emerging issues related to operations and maintenance of generating facilities.
23. Detect significant operational risks within the department and ensure that they are assessed and that suitable responses are put in place.
24. Administer the performance management system within the department to evaluate performance and enhance the development of employees. Conduct continuous assessment and monitoring of staff work performance and take steps to correct poor work performance.
25. Investigate and make recommendations through written reports with respect to safety and health infractions.
26. Engage potential independent power producers, including providers of renewable energy to determine what capacity can be committed and other operational details.
27. Engage potential O& M contractors to assess their capabilities and their suitability to be awarded contracts.
28. Determine performance criteria and measurements for independent power producers and O&M contractors.
29. Participate in negotiation and renegotiation of IPP and O&M contracts.
30. Assess the performance of IPPs and O&M contractors according to agreed criteria.
31. Performs any other duties as directed by the Power Generation and Delivery Divisional Director.

### Required Competencies

Core/ Leadership	Skill Level & Importance		Description/Behaviours
<b>Adaptability and Managing Change</b>	3	H	<ul style="list-style-type: none"> <li>➤ Helps others adapt to a changing environment and to embrace change.</li> <li>➤ Promotes the benefit of a proposed change</li> <li>➤ Takes time to question, understand and speak to the underlying needs of stakeholders beyond those</li> </ul>

			<ul style="list-style-type: none"> <li>➤ initially expressed.</li> <li>➤ Makes/recommends changes to work processes or systems to improve business results.</li> <li>➤ Develops plans and prioritizes resources to effectively implement change.</li> <li>➤ Remains focused on the desired outcome to help self and others implement change.</li> </ul>
<b>Applying Learning</b>	3	H	<ul style="list-style-type: none"> <li>➤ Recognises how prior knowledge and skills apply to complex or new circumstances.</li> <li>➤ Develops innovative ways of applying technical/professional knowledge to handle new challenges.</li> <li>➤ Demonstrates commitment to continuous learning and growth to develop knowledge and expertise.</li> </ul>
<b>Communication</b>	3	H	<ul style="list-style-type: none"> <li>➤ Tailors the content of speech and written communication to suit the level, cultural background and experience of the audience.</li> <li>➤ Establishes communication plans and strategies.</li> <li>➤ Anticipates and prepares for others reactions, adapting tactics to create a specific impact.</li> <li>➤ Communicates complex issues clearly and credibly with widely varied audiences.</li> </ul>
<b>Creativity and Innovation</b>	3	H	<ul style="list-style-type: none"> <li>➤ Looks ahead and spots opportunities/obstacles to develop new approaches and services to meet organizational needs.</li> <li>➤ Encourages others to challenge traditional approaches.</li> <li>➤ Asks thought provoking questions to spark others' creativity.</li> <li>➤ Supports and works with others to produce innovative solutions.</li> <li>➤ Recognises and rewards creative thinking and innovation.</li> </ul>
<b>Customer Service</b>	3	H	<ul style="list-style-type: none"> <li>➤ Takes time to question and understand the real underlying needs of customers beyond those initially expressed.</li> <li>➤ Monitors customer satisfaction and makes/recommends changes to work processes or systems to improve results or services.</li> <li>➤ Focuses resources on priority areas and/or key customer groups.</li> <li>➤ Always works closely with customers, developing an independent view of their needs and acting in their long-term interest.</li> </ul>
<b>Decision-Making</b>	3	H	<ul style="list-style-type: none"> <li>➤ Makes complex decisions for which there are no set procedures.</li> <li>➤ Develops innovative solutions which address the root cause of the problem and prevent recurrence.</li> <li>➤ Aligns decisions with organizational goals, direction, ethics and values.</li> <li>➤ Anticipates obstacles and thinks ahead about steps.</li> <li>➤ Makes sound business decision when faced with complex and contradictory alternatives.</li> <li>➤ Defines, communicates and constantly exemplifies the organization's values and ethics.</li> </ul>
<b>Financial Responsibility and Value Creation</b>	2	M	<ul style="list-style-type: none"> <li>➤ Understands the current cost of work processes and programmes.</li> <li>➤ Balances cost versus benefit in taking action or making cost related decisions.</li> <li>➤ Prepares accurate cost estimates and schedules.</li> <li>➤ Monitors the budget, tracks cost and revenue where</li> </ul>

			<ul style="list-style-type: none"> <li>➤ appropriate.</li> <li>➤ Takes corrective action as required.</li> <li>➤ Monitors to ensure efficient and appropriate use of resources.</li> <li>➤ Continuously looks for methods to improve operational efficiencies.</li> </ul>
<b>Process Improvement and Quality Management</b>	2	M	<ul style="list-style-type: none"> <li>➤ Can identify when process improvement methodology is needed to improve a situation.</li> <li>➤ Can assemble a process improvement team and deploy basic team forming activities.</li> <li>➤ Can provide leadership in applying PI methodology.</li> <li>➤ Often holds the role of PI Team Lead and has proven results in moving the project through to successful completion.</li> </ul>
<b>Results Oriented</b>	3	H	<ul style="list-style-type: none"> <li>➤ Tackles difficult problems and takes personal responsibility for reaching solutions</li> <li>➤ Sees obstacles as challenges and develops innovative solutions to overcome them.</li> <li>➤ Strives for continuous improvement and creative solutions.</li> <li>➤ Sets challenging goals and objectives and measures performance against these.</li> <li>➤ Demonstrates the ability to use corporate resources and expertise to achieve desired results.</li> </ul>
<b>Safety Focus</b>	4	H	<ul style="list-style-type: none"> <li>➤ Demonstrates and clearly articulates corporate commitment to safety.</li> <li>➤ Develops solutions and creates new programs and policies to imbed a safety culture in all corporate activities.</li> <li>➤ Implements strategies to reinforce accountability at all levels for a safe and healthy workplace.</li> <li>➤ Initiates preventive health and wellness measures to reduce work-related illnesses and injuries.</li> </ul>
<b>Teamwork Oriented</b>	3	H	<ul style="list-style-type: none"> <li>➤ Proactively solicits ideas and opinions and shares information and learning with others.</li> <li>➤ Addresses conflicts and issues within the team in a positive and open manner.</li> <li>➤ Provides clear feedback to team members.</li> <li>➤ Uses understanding of different interests and agendas to achieve positive outcomes.</li> <li>➤ Engages others in collaborative problem solving, encouraging them to share their ideas and opinions.</li> <li>➤ Is open, sincere and empathetic in dealing with all individuals and in all circumstances.</li> </ul>
<b>Leading and Developing Other</b>	3	H	<ul style="list-style-type: none"> <li>➤ Sets strong example through own behavior.</li> <li>➤ Encourages an environment that fosters mutual support.</li> <li>➤ Gives specific feedback and expresses expectations for future performance.</li> <li>➤ Encourages and acts on feedback to self.</li> <li>➤ Provides guidance, counsel, direction and assistance to employees.</li> <li>➤ Provides challenging assignments and specific opportunities to broaden employees' skills and experiences.</li> </ul>
<b>Visioning and Strategic Thinking</b>	3	H	<ul style="list-style-type: none"> <li>➤ Works with teams to set programmes, operational goals and plans in keeping with the strategic direction, standards and code of ethics.</li> <li>➤ Develops an in-depth understanding of the Corporate Strategic Plan and explores the implications with staff.</li> </ul>

			<ul style="list-style-type: none"> <li>➤ Facilitates the development of the unit's business plan.</li> <li>➤ Monitors commitment and enthusiasm and responds accordingly.</li> <li>➤ Foresees obstacles and opportunities and responds accordingly.</li> <li>➤ Involves others in understanding the group's role in realizing the corporate vision and celebrates the group's contribution to the shared vision.</li> </ul>
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### Technical/ Functional Competencies

Technical/Functional	Skill Level B, W, A,E	I,II,III,IV
Generating Plant Operations and Maintenance	A	IV
Fuel Management and Procurement	A	IV
Risk Management	W	III
Reporting and Presentation Skills	W	III
Contract and Project Management	W	III

### MINIMUM REQUIRED EDUCATION AND EXPERIENCE

(1) Bachelor's degree in Mechanical Engineering with specialization in machines or renewables with at least eight years of experience in a senior capacity in a large industrial company.

**or**

(2) Master's degree in Engineering with specialization in Engineering Management, Project Management, Renewables or related discipline with at least four years' experience. Experience must include the designing of utility scale projects such as diesel generators, renewables and hybrid system. Also the developing and managing of contracts.

#### **Legend:**

<b>H:</b>	High Requirement. Required performance could not be achieved without demonstration of this competency.
<b>M:</b>	Medium Requirement. Required performance would be difficult to attain without demonstration of this competency.
<b>L:</b>	Low Requirement. Required performance is not dependent on demonstration of this competency.
<b>I,II,III,IV:</b>	The skill level required for effective performance. Skill levels are defined in the Competency Model
<b>*</b>	If a formal leader, all leadership competencies will apply. A formal leader is primarily responsible for the leadership and/or supervision of others. Duties are generally different than the duties of the others in the group.
<b>B:</b>	Basic – Brief, general familiarity. Understanding of where knowledge can be applied, but limited on-the-job application.
<b>W:</b>	Working – Detailed familiarity and understanding. Proficient in applying the knowledge and skills for regular job requirements.
<b>A:</b>	Advanced – Comprehensive understanding (in-depth familiarity with fine points). Able to handle complex or non-routine applications.
<b>E:</b>	Expert – Comprehensive and conceptual understanding. Expert, “go to” resource, can handle highly complex problems or Situations.

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**This document is validated as an accurate and true description of the job as signified above.**