

GPL-HRD-001/19 (M)	OUTPUT FOCUS JOB DESCRIPTION		SUB-STATION AND SPECIALIZED EQUIPMENT MAINTENANCE DEPARTMENT
Position: SUBSTATION AND SPECIALIZED EQUIPMENT MAINTENANCE MANAGER	Grade: SM	Incumbent:	Reports To: Director of Power Generation and Delivery
Manages: Senior Protection and Maintenance Engineer (1), Senior Specialized Equipment Engineer(1), Service Analysis Engineer (1), Administrative Assistant (1)			

JOB PURPOSE:

- Maintenance and repairs are done to all equipment used for the generation of electric power and its delivery to the customers through the transmission, substation and distribution network.
- All HV and MV equipment at generating stations and sub-stations are protected against damage caused by faults and that the grid is safeguarded against the effects of faults and disturbances.
- All waste and emissions from substation from sub-station maintenance or testing is properly managed in keeping with environmental protection requirements.

KEY OUTPUTS:

- Annual departmental budget.
- Monthly departmental reports
- Departmental business plan or action plan.
- Evaluations of the physical or operational states of HV and MV assets.
- Risk analyses and recommendations of responses in relation to the condition or performance of protective, generation or major power delivery equipment.
- Detailed reports on failures of major system components inclusive of root cause analysis.
- Recommendations for upgrade/replacement of HV or MV equipment or protection systems and equipment based on technological advances, environmental impact, age or known deficiencies.
- Written recommendations, supported by failure cause analysis data, for improvements in operations, maintenance and procurement.
- Staff Performance Plan and Annual Staff Appraisal
- Staff Learning and Development Plan for Human Resource Capacity Building.

KEY RESPONSIBILITY AREAS:

- Lead a multi-disciplinary team with expertise in power system protection, instrumentation, electrical and substation maintenance, system chemical analysis, power system analysis and Specialized MV equipment.
- Oversee the periodic inspection of sub-station infrastructure and equipment as well as protection and instrumentation equipment to identify and mitigate risks.
- Ensure that accurate and detailed maintenance records and records of significant malfunctions, failures and replacements of major assets are maintained.
- Ensure that maintenance plans are developed and implemented for all protection, instrumentation, switchgear, substation electrical and MV components, chemical analysis, voltage regulation and compensation and specialized equipment at GPL's facilities, taking inspection results, failure analyses, environmental impact and risk analyses into consideration.
- Oversee the continuous evaluation of system protection and controls and associated communication media to ensure their adequacy and coordination with other devices.
- Ensure that there is adequate implementation of transmission, distribution and generation protection relay settings, guided by protection system short circuit and other parameter simulations.

7. Oversee root cause analysis of all failures or significant malfunctions of major system components and prepare reports detailing measures that will prevent a recurrence.
8. Develop and communicate written recommendations to management detailing reliability risks and improvement opportunities based on root cause. Include preliminary cost/benefit estimates for remediation of risk.
9. Utilize analysis results to recommend improvements or upgrades to equipment to support improved performance.
10. Administer efficiently; the analysis daily and planned activities, resources of the Department, within the framework of the Safety and Health Regulations of Guyana Power & Light Inc.
11. Prepare and/or approve acquisition of resources to continuously support the efficient and effective administrative and technical operations of the Department.
12. 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 Divisional Business Plan.
13. Constantly assess the effectiveness of actions taken to improve reliability performance and use this in planning to improve on efficiency.
14. Ensure that all substation waste and emissions are adequately managed and compliance with relevant environmental requirements is maintained.
15. Share reliability risk information across relevant sections of the department and promote continuous learning and improvement regarding reliability and risk.
16. Keep abreast of the state of the art within the major functional disciplines and in the area of maintenance management.
17. Ensure that recommendations for repair or replacement of substation and specialized equipment are informed by the use of life expectancy assessments from chemical and operational analysis, and that they are done in keeping with environmental impact provisions.
18. Identify and mitigate operational risks.
19. Performs any other duties as directed by the Power Generation and Delivery Divisional Director.

Required Competencies

Core/ Leadership	Skill Level & Importance		Description/Behaviours
Adaptability & Managing Change	3	H	<ul style="list-style-type: none"> ➤ Help others adapt to changing work environment and to embrace change. ➤ Promotes the benefits of a proposed change. ➤ Takes time to question; understand and speak to the underlying needs of stakeholders beyond those initially expressed (does not make assumptions). ➤ Recommends changes to work processes or systems to improve business results. ➤ Develops plans and prioritizes resources to effectively implement change. ➤ Remains focused on the desired outcome to help self and others implement change.
Applying Learning	3	H	<ul style="list-style-type: none"> ➤ Recognizes how prior knowledge and skills apply to complex or new circumstances. ➤ Develops innovative ways of applying technical and professional knowledge to handle new challenges. ➤ Demonstrates commitment to continuous learning and growth to develop knowledge and expertise. ➤ Actively participates in learning activities in a way that makes the most of the learning experiences.
Communication	3	H	<ul style="list-style-type: none"> ➤ Tailors the content of speech and written communication to suit the level, cultural background and experience of the audience.

			<ul style="list-style-type: none"> ➤ Establish communication plans and strategies. ➤ Anticipates and prepares for others' reactions, adapting tactics to create a specific impact. ➤ Communicates complex issues clearly and credibly with widely varied audiences.
Creative & Innovation	3	H	<ul style="list-style-type: none"> ➤ Looks ahead and is able to spot opportunities/obstacles, and to develop new approaches, products and services to meet organizational goals. ➤ Encourages others to challenge traditional approaches. ➤ Asks thought provoking questions to spark others' creativity. ➤ Supports and works with others to produce innovative solutions. ➤ Recognizes and rewards creative thinking and innovation.
Customer Service	3	M	<ul style="list-style-type: none"> ➤ Takes time to question and understand the real, underlying needs of customers, beyond those initially expressed. ➤ Monitors customer satisfaction and makes/recommends changes to work processes or systems to improve results and services. ➤ Always works closely with customers, developing an independent view of their needs and acting in their long-term interest.
Decision-Making	3	M	<ul style="list-style-type: none"> ➤ Makes complex decisions for which there are no set procedures. ➤ Develops innovative solutions that address the root cause of the problem and prevent recurrence. ➤ When faced with a decision or problem, gathers as much information as necessary before identifying root cause and possible solutions. ➤ Aligns decisions with organizational goals, direction, ethics and values. ➤ Anticipate obstacles and thinks ahead. ➤ Defines, communicates and consistently exemplifies the organization's values and ethics.
Financial Responsibility	2	M	<ul style="list-style-type: none"> ➤ Understanding the current costs of work processes and programs. ➤ Balances cost versus benefit in taking action on making cost related decisions. ➤ Prepares accurate cost estimates and schedules. ➤ Monitors the budget, track costs and revenues, where appropriate. ➤ Monitors to ensure the efficient and appropriate use of resources. ➤ Continuously look for methods to improve operational efficiencies.
Process Improvement	3	H	<ul style="list-style-type: none"> ➤ Can provide expert advice to team leads on process improvement methods and reduce issues arising from applying methodologies. ➤ Can work across departments applying PI methodology. ➤ Often holds the formal or informal role of a process improvement advisor. ➤ Recognizes when team building is required to move project forward and can deploy basis activities.
Results Oriented	3	H	<ul style="list-style-type: none"> ➤ Tackles difficult problems and takes personal responsibility for reaching solutions. ➤ Sees obstacles as challenges and develops innovative

			<ul style="list-style-type: none"> ➤ strategies to overcome them. ➤ Strives for continuous improvement and creative solutions. ➤ Sets challenging goals and objectives and measures performance against these. ➤ Demonstrates the ability to use corporate resources and expertise to achieve desired results.
Safety	3	M	<ul style="list-style-type: none"> ➤ Serves as a model of safe behavior. ➤ Continuously builds awareness and understanding of safety issues. ➤ Recommends and or improves occupational safety and health procedures to protect and maintain workers' physical and mental health. ➤ Demonstrates and explains safety equipment and/or procedures. ➤ Confronts others about safety concerns and/or violations.
Teamwork	4	H	<ul style="list-style-type: none"> ➤ Proactively solicit ideas and opinions and shares information and learning with others. ➤ Addresses conflicts or issues within the team in a positive and open manner. ➤ Provides clear feedback to team members. ➤ Uses understanding of different interests and agendas to achieve positive outcomes. ➤ Engages others in collaborative problem solving, encouraging them to share their ideas and opinions. ➤ Is open, sincere and empathetic in dealing with all individuals and in all circumstances.
Leading & Developing Others	3	H	<ul style="list-style-type: none"> ➤ Set a strong example through own behavior. ➤ Encourages an environment that fosters mutual support. ➤ Gives specific feedback and expresses expectations for future performance. ➤ Encourages and acts upon feedbacks to self. ➤ Provides guidance, counsel, directions and assistance to employees. ➤ Provides challenging assignments and specific opportunities to broaden employees' skills and expectations.
Visioning & Strategic Thinking	3	H	<ul style="list-style-type: none"> ➤ Works with teams to set programs, operational goals and plans in keeping with the strategic direction, standards and code of ethics. ➤ Develops an in-depth understanding of the Corporate Strategy Plan and explores implication with staff. ➤ Facilitates the development of the location's business plan. ➤ Monitors commitment and enthusiasm and responds accordingly. ➤ Foresees obstacles and opportunities and acts accordingly. ➤ Involves others in understanding the group's role in realizing the corporate vision and celebrates the group's contribution to the shared vision.

Technical/ Functional Competencies

Technical/Functional	Skill Level B, W, A,E	I,II,III,IV
• Problem Solving and Analytical Skills.	A	11
• Time management – ability to meet deadlines	A	111
• High level of organizational Skills	A	111
• Be conversant with the Occupational Safety and Health, Electricity Sector Reform, the Public Utility and environmental Acts. Also GPL license with includes the Standard Terms and Conditions of Electric Services.	A	111
• Knowledge of integrated Electrical Systems, operations of Generation resources, transmission, sub- Transmission and Distribution networks.	A	111
• Ability to make critical operating decisions.	W	111
• Ability to take charge and direct personnel under extremely high pressure in sensitive situations.	A	111

MINIMUM REQUIRED EDUCATION AND EXPERIENCE

(1) Bachelor's degree in Electrical Engineering with specialization in Electric Power Engineering or Reliability Engineering with at least eight years of experience in a large power utility. Experience must include the use of utility simulation and modelling tools.

or

(2) Master's degree in Electrical Engineering, Engineering Management, Project Management, Reliability Engineering, Renewables or related discipline with at least three years' experience in a large power utility. Experience must include the maintenance of electrical and electronic equipment.

Legend:

H:	High Requirement. Required performance could not be achieved without demonstration of this competency.
M:	Medium Requirement. Required performance would be difficult to attain without demonstration of this competency.
L:	Low Requirement. Required performance is not dependent on demonstration of this competency.
I,II,III,IV,V:	The skill level required for effective performance. Skill levels are defined in the Competency Model
*	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:	Basic – Brief, general familiarity. Understanding of where knowledge can be applied, but limited on-the-job application.
W:	Working – Detailed familiarity and understanding. Proficient in applying the knowledge and skills for regular job requirements.
A:	Advanced – Comprehensive understanding (in-depth familiarity with fine points). Able to handle complex or non-routine applications.
E:	Expert – Comprehensive and conceptual understanding. Expert, “go to” resource, can handle highly complex problems or Situations.

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