

## **DOMINICA ELECTRICITY SERVICES LIMITED**

### **DRAFT TERMS OF REFERENCE FOR ORGANIZATION REVIEW**

#### **Background**

The current organisational structure has been in place for a number of years. It is a functional structure based on a senior management team comprising of a General Manager who is supported by departmental managers who preside over eight (8) functional areas: Engineering, Transmission and Distribution; Finance; Corporate Secretary; Human Resources and Administration; Generation; Commercial and Information Technology. The span of control of each manager is quite broad so that a manager is expected to have substantial experience of all aspects of his/her function. The senior managers, except the Corporate Secretary, are supported by a cadre of supervisors or middle management staff in their respective departments.

The task is to carry out an organizational review to assess the effectiveness and efficiency of DOMLEC's current organizational structure and its appropriateness in carrying out the functions in order to achieve its strategic goals. In addition to establishing a structure that is more appropriate to the future needs of DOMLEC it is essential that the Company undertakes the structural reforms necessary to strengthen the organisation.

DOMLEC is presently engaged in a renewable energy thrust and the need to build a climate resilient infrastructure. Against this background, it is therefore necessary to carry out a review of the organisational structure, human resource (HR) allocation, management processes and procedures of the Company, to identify and address the weaknesses and gaps, and recommend strategies to position the Company to effectively and efficiently carry out its mandate.

#### **OBJECTIVE**

The overall objective of the consultancy is to enhance the institutional capacity of DOMLEC to:

1. Improve the execution of its current mandate which is the delivery of a reliable electricity supply to customers.
2. Provide the framework for improving the company's operational efficiency and effectiveness in all areas AND To:
3. Make specific recommendations on the requisite organizational changes required to achieve the Company's strategic objectives including, but not limited to, its climate resiliency and renewable energy thrust.

## **SCOPE OF SERVICES**

The activities of the Consultants should include, but not be limited to, the conduct of an institutional assessment of DOMLEC in order to identify the strengths and weaknesses of the current organizational structure and recommend changes where necessary.

The Consultants should, *inter alia*:

- a) Conduct a comprehensive review of the current organizational structure, HR management systems and procedures and determine their appropriateness in terms of DOMLEC's ability to effectively carry out its mandate and ensure desired business outcomes.
- b) Benchmark DOMLEC operations against relevant electricity companies of similar size and recommend an optimum management structure for the Company as well as optimum staff levels, detailed for each department.
- c) Conduct a skills and competency analysis of all staff, identify critical gaps and design a comprehensive training plan aimed at addressing those gaps.
- d) Review key aspects of HR management and development (including recruitment, performance, compensation, training and succession planning), and make recommendations for the appropriate policies to be adopted by the Company in order to ensure optimal Human Resources and Administration outcomes.
- e) Within the framework of the policy developed at (d), review the current staff appraisal and performance management system, comment on its adequacy and where relevant make recommendations for improvement.

## **QUALIFICATIONS AND EXPERIENCE OF CONSULTANTS**

It will be an asset if the Consultants have some experience with the operations of electricity companies. The technical expertise required for the consultancy should include experts with graduate training with demonstrated successful track record in strategic human resource planning; organizational development; specialists in system design, compensation, training, and finance. The consultant's proposal should provide CVs for each member of the proposed team (in a common format).

Proposals should include a detailed work plan, detail the proposed approach to the assignment, the tasks and responsibilities of different team members and a schedule of activities.