

الجمهورية اللبنانية

مكتب وزير الدولة لشؤون التنمية الإدارية
مركز مشاريع ودراسات القطاع العام

Republic of Lebanon
Council for Development & Reconstruction

Technical Assistance to the
Lebanese Administration

Republic of Lebanon
Office of the Minister of State for Administrative Reform
Center for Public Sector Projects and Studies
(C.P.S.P.S.)

SIU - ELECTRICITY

Job Descriptions

of

*General Control
Management Team*

Electricité du Liban (١٥)



ESB INTERNATIONAL

INDEX

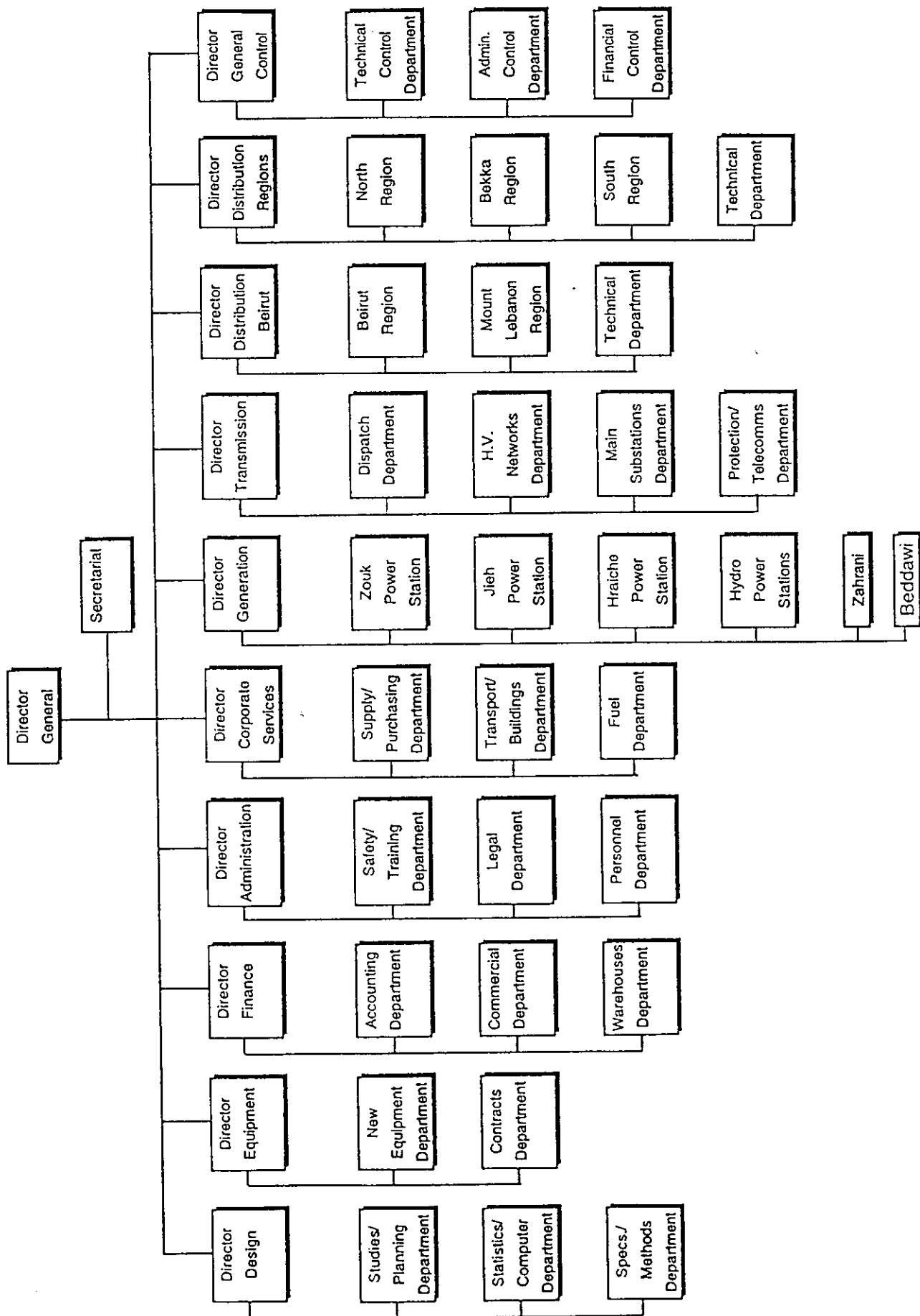
	Pages
EDL STRUCTURAL ORGANISATION CHART	
1 INTRODUCTION	1
2.1 THE ROLE OF DIRECTOR GENERAL	3
2.2 THE ROLE OF THE DIRECTORS	4
2.3 MANAGEMENT GUIDELINES	5
3.1 GENERATION DIRECTORATE	9
3.2 TRANSMISSION DIRECTORATE	9
3.3 DISTRIBUTION DIRECTORATE: BEIRUT/MOUNT LEBANON	10
3.4 DISTRIBUTION DIRECTORATE: REGIONS	10
3.5 DESIGN DIRECTORATE	11
3.6 EQUIPMENT DIRECTORATE	11
3.7 FINANCE DIRECTORATE	12
3.8 ADMINISTRATION DIRECTORATE	12
3.9 CORPORATE AFFAIRS DIRECTORATE	13
3.10 AUDIT DIRECTORATE	14
3.11 SECRETARIAT	14
DIRECTOR GENERAL CONTROL CHART	15
JOB DESCRIPTION FUNCTION	
GENERAL CONTROL DIRECTORATE CHART	
JOB DESCRIPTION FUNCTIONS	
MANAGER, INTERNAL ADMINISTRATION AUDIT DEPT	19
MANAGER, INTERNAL FINANCIAL AUDIT DEPARTMENT	24
MANAGER, INTERNAL TECHNICAL AUDIT DEPARTMENT	29

JOB DESCRIPTION PROFESSIONS

2.10.1	COMPUTER SECURITY OFFICER	35
2.10.2	CLERK	36
2.10.3	OFFICE ASSISTANT / GUARDIAN	39

APPENDIX 1	40
------------	----

APPENDIX 2	41
------------	----



1 - INTRODUCTION

Electricité du Liban (EdL) is the electricity authority for Lebanon. It is responsible for the Generation, Transmission and Distribution of the supply of power throughout Lebanon. It is headed by a Board of administration under the tutelage of the Ministry of Hydraulic and Electric Resources. The Director General is responsible for the day to day activities of the authority.

In accordance with its function as set out in the Inception Report, SIUC is assisting EdL with institutional development support. An integrated approach is being taken in the Human Resources and organisational areas. This ensures that there is co-ordination and interconnection between all studies in the Human Resources area and training and development initiatives

The study on the Human Resources function of EdL carried out by SIU identified a clear need to restructure the organisation and create a more commercial approach in each functional area with management being made more accountable and responsible for results. The recommendations of the SIU study were in accord with the view of the Director General who instituted a reorganisation review of the company. Proposals for a re-organised structure were approved by the Government of Lebanon by decree 6861. The Director General requested the assistance of the SIU in this restructuring exercise in the areas of job analysis and job descriptions for the staff positions in the company.

MANAGEMENT GUIDE:

In response to the request by the Director General, a management guide was developed by SIU for all the senior management positions in the new management structure at EdL (study 1). A second phase of the study (study 2) developed a management guide for all the next levels reporting to the senior management positions. This third phase of the study (study 3) is designed to serve as a management guide for positions in lower level of categories. It's purpose is to assist EdL management to meet the challenge at these lower category levels of successfully introducing the new organisational structures, methods and techniques to improve efficiency, and in training and developing staff to cope with new technology and new ways of working.

The new management structure and reorganisation of EdL are necessary to assist the process of rehabilitation and also cater for the high level of growth in demand for electricity in Lebanon. These developments will add to the scale and complexity of the organisation. The environment in which EdL is operating must therefore be regarded as dynamic and constantly evolving. The demand for change will be the only constant and will require major systems improvements assisted by process re-engineering and the introduction of best commercial business and work practices. As a result, some of the functions and activities outlined in the job descriptions in this study will require adjustment within the next three to five years to reflect the changes in the business environment.

TERMS OF REFERENCE:

Based on the organisational structure formulated by the Director General, and approved by government decree, the SIU developed job descriptions, including critical objectives and performance standards for all senior management positions and their direct reports on two short term missions in 1995.

The Director General requested SIU to assist EdL in the organisation restructuring by completing job descriptions for staff positions in the lower level categories.

Job descriptions are used as the basis for human resources planning, recruitment and selection, computerised personnel information systems, job evaluation, performance management and provide the basis for deciding on the knowledge and skills required in jobs as an aid to the preparation of training and development programmes. To achieve this job descriptions set out clearly the tasks and operations to be performed and the duties to be carried out together with the level of responsibility which the job holder has to exercise in carrying out the tasks.

SIU employed two short term specialists to complete job descriptions for the job families in the lower level categories.

STUDY METHOD:

The scope of this study was defined in the terms of reference. The objective was to analyse and develop job descriptions for the job families in the lower level categories.

The SIU consultants agreed an outline plan for carrying out this study with Mr. Moise Kai, Director Administration, EdL. Detailed discussions took place during this mission and on previous visits with the directors, senior management, and a wide range of management levels to determine what the existing practices, standards and procedures were. The knowledge, experience and views of EdL management were utilised to the greatest possible extent to ensure that an accurate assessment of the existing situation was obtained. All relevant documentation and data was reviewed and the findings of previous SIU studies were given special consideration and analysed to define what additionally needs to be done to improve the work process in a changing organisation based on current widely acknowledged good international utility practice.

The primary concept underlying this study is that managers are responsible for the quality of the support and service they provide and also for monitoring adherence to policies, standards, guidelines and budgets for their own functions. This principle of individual accountability and responsibility is fundamental to effective performance. The job descriptions in this study are therefore based on the separation of discrete functions which enables the objective of individual accountability to be identified and achieved.

The proposed restructuring of EdL has, so far, only been implemented at senior levels. The organigrams for the positions in this study have therefore been developed on the principle that the form of the new organisation structure will follow functional lines and be arranged to reduce and manage uncertainty and to achieve a defined purpose. The positions described are representative of the key jobs in all the different categories ranging from middle management to unskilled. These descriptions are mainly concerned with the division of work and do not evaluate the grading levels of the position. The evaluation of Jobs is a separate task as recommended previously by SIU (see appendix 2). The existing qualification requirements and the appropriate grade/category levels for EdL positions are defined by public service decree as shown in appendix 1. The job descriptions shown should therefore be regarded as guidelines only and may need to be changed when the new organisation structure is actually implemented.

The SIU Consultants would like to put on Record their appreciation of the courtesy and co-operation extended to them by the management and staff of EdL with whom this assignment brought them into contact.

Note: For convenience purposes only, the holders of positions have been referred to as he/him throughout this study; the female equivalent she/her should be understood to apply in all such cases.

2.1 The Role of Director General

The Director General is the executive authority for leading and co-ordinating all the management effort in EdL. His overall task is to achieve the objectives and targets set by the Board within the policy guidelines they have defined.

He, however, needs to be given extensive delegation of authority by the Board for the ongoing management and operational activities of the company.

He discharges his role in the Organisation by carrying out a number of major tasks :

- Developing Management Plans
He co-ordinates the planning efforts of senior management.
He develops policy and strategy options and forward plans for the Board on key areas of the business.
- Leading and Developing Staff
His leadership is one of the most important elements in the performance of the company. In particular he needs to give personal attention to the development of senior managers and encourage them to look for opportunities for improvement and innovation. He ensures clarity of roles and tasks between his senior managers.
- Deciding on Major Issues
He exercises direct control over certain decisions either because they are critically important or because they may cross over the responsibility boundaries of senior managers.
- Controlling Performance
He needs to set realistic targets and action plans for his managers and monitor their performance. A well designed budgetary system with close monitoring is an essential requirement in this.

This Director General in turn delegates to his Directors the necessary authority and resources for each of them to carry out their assigned tasks within the guidelines which he frames.

He reports regularly to the Board on progress and performance against annual budgets and plans and in relation to the long term objectives of EdL.

2.2 *The role of Directors*

Each Director is personally accountable to the Director General for results in his area of responsibility. The importance of the positions can be gauged by the fact that if any one of the key discrete functions fail, the business would be put at risk or even severely damaged.

Each Director achieves his results through the following management process :

- Plans
Preparation of long term, annual and such other plans as may be necessary to meet the corporate priorities. These include financial and staff budgets.
- Policies, Strategies and Guidelines
Development of appropriate policies, standards and guidelines in his area of responsibility.
- Delegation of Authority
Ensuring clarity of roles and working relationships in his management area, and that there is adequate delegation of authority to meet objectives within the framework of the companies plans and guidelines.
- Leadership
Leadership and motivation of staff. Identification of training and development needs of staff.
- Performance Monitoring
Monitoring achievement against objectives which should be based on an adequate management information system.

This Top Organisation structure satisfies three basic requirements for effective management of the company :

- It separates the policy functions of the Board from the executive role of the Director General and Directors.
- The executive position of Director General makes it possible for the Board to identify who has overall responsibility for EdL performance.
- It assigns an area of specific accountability to each Director to ensure adequate focus on the key functions of the business.

2.3 Management Guidelines

The organisation structure proposed for the EdL in Section 3 of this manual enables it from an organisational viewpoint, to meet its responsibilities and to achieve the total corporate purpose. However, organisations are effectively the product of their management style or philosophy and, in the final analysis, it is the nature of management practice which makes the structure work in the way it is intended. It is for this reason that an understanding and acceptance of roles and relationships is critical to the success of the proposed structure.

Underlying the overall philosophy is the fundamental concept that a manager must manage, i.e., he should have adequate resources and sufficient authority to carry out his responsibilities and then he must be responsible for results and held accountable for his performance.

There are certain basic management principles which are essential for effective operation of the roles and relationships proposed for EdL. These are :

- Delegate maximum authority for decision making to appropriate management levels within defined policies and procedures.
- Provide strong functional direction and support to operating units.
- Use formal planning and information systems to direct efforts and control performance.
- Hold management accountable for results and adherence to policies, standards and procedures.

2.3.1 Maximum Authority for Decision Making is Delegated to Managers at Each Level, Within Defined Policies and Procedures:

The Electricity Utility business is managed most effectively where necessary decentralisation exists and where there is maximum delegation of operating decisions within a defined framework of policies, procedures and control.

Each Director and Manager has clearly defined responsibilities with delegated authority and resources to execute these responsibilities. This authority and use of resources is operated within central guidelines and procedures to ensure organisational consistency. Delegated authority is operated within specific limits to achieve necessary control.

The principle of allowing authority limits to be larger for operations which are covered by approved plans and budgets, but small outside those plans and budgets, is necessary. This gives Directors and Managers maximum freedom to execute their roles and responsibilities within approved plans and budgets while at the same time limiting their freedom to depart from what is approved.

Delegation of authority for routine decision making improves performance in a number of ways. It enables managers to respond more quickly to situations and to take more prompt decisions. It also motivates them to perform better.

Management levels should be given authority to make decisions without the need to refer upwards on all ongoing activities that may be either measured by results, or covered by policies, procedures and standards. In this way, the different management levels can determine the work to be done, allocate the resources to do the work, and carry the responsibility for the results. The manager is responsible for carrying out the work to the specified technical standard, within budgeted / approved costs and on time.

The delegation of decision making down to the appropriate levels of management will enable Senior Management to spend more time on the development of policies and procedures and to resolve strategic issues and thus concentrate on the key factors that determine performance.

2.3.2 Provide Strong Functional Direction and Support to Operating Units.

The principle of "Line and Functional" authority is advocated for adoption. This gives a clear focus on the differences in authority and responsibility between the functional units and local management. These can be defined as :

Line Authority gives the right to managers to direct staff to have work done. It is the authority of direct supervision and the one through which discipline is exercised.

Each manager of an organisational unit exercises "Line" authority over the staff and activities under his direct control. This applies in Head Office as well as in the outlying locations.

Functional Authority gives the right to managers of functions at EdL Head Office to determine the policies, plans, standards and procedures by which work is carried out. The holder of such authority, in effect, says, "when you do it, do it this way and in accordance with this policy, to this standard and within this budget". It is then over to the line manager.

STRONG OVERALL DIRECTION AND SUPPORT IS PROVIDED BY EDL HEAD OFFICE

EdL Head Office's responsibility is to provide overall direction to the Corporation by concentrating on the areas of policies, standards, guidelines and budgets. Head Office controls the organisation by monitoring performance against targets which are set within the framework of these policies, standards, guidelines and budgets.

EDL HEAD OFFICE PROVIDES SUCH SERVICES TO THE ORGANISATION AS ARE BEST AND MOST ECONOMICALLY MANAGED CENTRALLY :

Support services assist the organisation by performing specialised corporate services which are best carried out centrally.

Each of the specialised services has the undivided attention of a manager dedicated to the activity.

2.3.3 Formal Planning and Information Systems are Essential to Direct Efforts and Control Performance :

Management controls the performance of an organisation by formal planning and information systems. Agreed objectives are set against results to be reviewed periodically.

Accordingly, in adopting a policy of devolved authority to managers of activities throughout EdL it is essential to introduce an environment of formal planning and control. Control is exercised effectively by monitoring performance and results against plans and targets. Without this control mechanism the business of EdL would be at risk. Certainly in an environment where very many decisions need to be delegated from Senior Management to the customer interface and to other local operating activities the method of control is critical.

The experience generally in the Electricity Utility business is that effective information and control systems have a number of basic principles, such as :

- the system should follow organisation lines. It should support the philosophy inherent in the organisation structure and the operating procedures in the company.
- the content and format of control reports should be determined by the manager receiving the information.
- the system should report actual performance against previously agreed yardsticks. It should identify the major variances from plans and budget on an exception basis.
- it should be built on a few vital performance indicators.
- it should be results oriented, geared to individual responsibility.
- it should provide early warning of major potential problems.

2.3.4 Managers are Held Accountable for Adherence to Policies, Standard and Procedures and, in Turn, for Results :

EdL managers are accountable for the quality of service and support they provide to managers of outlying activities; they are also accountable for monitoring adherence to policies, standards, guidelines and budgets for their own functions.

Managers of outlying activities are responsible for the results of the operations under their control and for adherence to established policies, standards, procedures and budgets. They are responsible, for example, for deciding on work priorities and for discipline of all staff in their location.

The concept of individual accountability is fundamental to effective performance. The organisation structure outlined in Section 3 of this manual is based on the separation of discrete functions and therefore enables the objective of individual accountability to be achieved.

2.3.5 Policies, Standards, Guidelines, Systems, Procedures.

Each Director will seek to maximise the operation of activities in his area. It is his responsibility to draw up plans, for the approval of Director General, to achieve this, recognising that major changes must be well planned and accommodated to the personnel issues involved.

Each Director will issue policies, standards, guidelines, systems and procedure to govern the activities assigned to his Directorate.

2.3.6 Plans / Budgets

The starting point for the preparation of annual plans and budgets should be the preparation and issue by the Director General of an annual planning guideline in accordance with the approved strategic plan.

Each Director issues general and specific guidelines for activities in his Directorate. He is responsible for co-ordinating the development of cohesive and consistent corporate plans and budgets for his whole Directorate for submission to the Director General for Board approval.

Responsibility for preparing plans/ budgets follows the work viz :-

- : The Regional Manager for all the work done in his Region.
- : The Generation Manager for all the work done in his Power Stations. (Plans/ budgets are prepared by individual Station Managers).
- : The manager of a Department for all the work done in his Department.

SECTION 3 : ORGANISATION STRUCTURE

The approved overall Organisational Structure for EdL provides for ten posts reporting directly to the Director General as follows :

- Director, Generation
- Director, Transmission
- Director, Distribution Regions
- Director, Distribution Beirut
- Director, Design
- Director, Equipment.
- Director, Finance
- Director, Administration
- Director, Corporate services.
- Director Audit
also Secretariat

The following is a broad outline of these separate functions and their areas of responsibility :

3.1 Generation Directorate

The Generation Function is concerned with the optimisation of all aspects of the operations and maintenance of the generating systems and associated plant. It sets standards and guidelines for the maintenance, operation and safety of all aspects of plant and provides a service for the investigation and elimination of plant problems.

The function is also responsible for negotiating contracts for the purchase of power supplies from external concessions and for supervising its operation and production. It co-ordinates the most effective and efficient management of generating stations. It formulates policy, standard procedures and techniques to achieve the maximum return on generation assets.

The directorate is organised into the following departments :

- Hraiche Power Plant
- Zouk Power Plant
- Jieh Power Plant
- Hydro Power Plants.

New power plants will also become the responsibility of this directorate when they are commissioned.

3.2 Transmission Directorate

The Transmission Function is concerned with the optimisation of all aspects of the operations and maintenance of the transmission systems and associated plant. It sets standards and guidelines for the maintenance, operation and safety of all aspects of plant and provides a service for the investigation and elimination of plant problems. Through optimised load dispatch it co-ordinates the most efficient generation station performance through the transmission system according to the system demands.

The Directorate is responsible for the provision and maintenance of all EdL Communications Networks and Systems.

Through optimised load dispatch it co-ordinates the most effective and efficient management of generating stations and transmission systems. It formulates policy, standard procedures and techniques to achieve the maximum return on generation and transmission assets.

The directorate is organised into the following departments :

- Dispatch Department
- HV Networks Department
- Main Sub-station Department
- Protection and Telecommunications Department.

3.3 Distribution Directorate: Beirut / Mount Lebanon.

The responsibility of the Distribution Directorate is to organise the distribution of electricity to EdL customers throughout Beirut and Mount Lebanon Regions to approved technical, cost and time standards. It has the responsibility to plan and design distribution facilities and set standards for their operation and maintenance to the approved specifications.

The function is responsible for setting policy, standards and practices for commissioning, maintenance and repairs of the distribution system. It also monitors the performance of distribution plant, investigates plant failure and examines regional standards of maintenance and safety.

It sets standards of supply and ensures the systematic planning and development of the distribution system to achieve these standards at minimum long term costs.

It also develops systems and methods of work to improve the level of effectiveness of work and resource management of the distribution activities in the regions.

The Directorate is organised into the following departments and regions :

- Beirut region
- Mount Lebanon region
- Technical Dept.

3.4 Distribution Directorate: Regions.

The responsibility of the Distribution Directorate is to organise the distribution of electricity to EdL customers throughout Lebanon (except Beirut / Mount Lebanon) to approved technical, cost and time standards. It has the responsibility to plan and design distribution facilities and set standards for their operation and maintenance to the approved specifications.

The function is responsible for setting policy, standards and practices for commissioning, maintenance and repairs of the distribution system. It also monitors

the performance of distribution plant, investigates plant failure and examines regional standards of maintenance and safety.

It sets standards of supply and ensures the systematic planning and development of the distribution system to achieve these standards at minimum long term costs.

It also develops systems and methods of work to improve the level of effectiveness of work and resource management of the distribution activities in the regions.

The Directorate is organised into the following departments and regions :

- Bekaa region
- North region
- South region
- Technical dept.

3.5 Design Directorate

The Design Directorate is responsible for forecasting the energy and peak demand outlook for electricity usage, and for the development of generation and transmission main system plans to match future system capacity load.

The function is also responsible for design, and specification, for construction / installation of Transmission Stations, Lines and Underground cables for the EdL system. Duties also include route surveying, planning permission, way leaves and site acquisition in conjunction with legal department.

The function also provides supporting services to other departments in all the directorates including Archiving, Studies and Computer Services.

The organisation of this function ensures effective co-ordination and control of design and construction activities. It permits more integrated management of multi-disciplinary type projects which were previously carried out using a committee approach. It also ensures that EdL will develop the expertise to maintain and apply full knowledge of up to date developments in Power Generation and Transmission Technology so that arrangement, specification and design of major plant items will incorporate the best in technology, efficiency and reliability with ease of operation and maintenance.

The directorate is organised into the following departments :

- Studies and Planning Dept.
- Statistics and Computer Dept.
- Specifications and Methods of Technical Work Dept.

3.6 Equipment Directorate

The Equipment Directorate is responsible for bid enquiry and evaluation and for construction / installation inspection of Transmission Stations, Lines and Underground cables for the EdL system to ensure that acceptable standards of performance and reliability can be achieved in service.

The organisation of this function ensures effective co-ordination and control of design and construction activities. It permits more integrated management of multi-disciplinary type projects which were previously carried out using a committee approach. It also ensures that EdL will develop the expertise to maintain and apply full knowledge of up to date developments in Power Generation and Transmission Technology so that tendering procedures and contract management systems will incorporate the best in technology, efficiency and reliability.

The directorate is organised into the following departments :

- New Equipment Dept.
- Contracts Dept.

3.7 Finance Directorate

The Finance Directorate has the responsibility for the proper recording of transactions in the books of accounts, for the safeguarding of assets, and for the substantial accuracy of the financial statements.

The function is responsible for all accounting operations and budget control at EdL. It ensures the operation of sound financial and accounting policies and practices throughout the company. It proposes, and directs the implementation of policies and procedures in the areas of finance acquisition and management accounting for all income and expenditure and operation of the budgetary control system. It is responsible for billing, payroll and customer files.

The directorate also manages the company cash flow and debt portfolio and develops electricity tariff policy and tariff structures based on long run marginal costs. It also has responsibility for the management, maintenance, operations, supply and distribution of materials at the warehouses.

The major accounting systems and procedures have been in existence for many years and are in urgent need of review and development. Some of these issues were addressed by SIU2 Diagnostic Study of the Accounts Function, EdL, June 94.

The directorate is organised into the following departments :

- Accounting Dept.
- Commercial Dept.
- Warehousing Dept.

3.8 Administrative Affairs Directorate.

Administrative Affairs Directorate is concerned with improving the overall efficiency of the organisation by planning, directing and co-ordinating a range of personnel, training and legal services within EdL.

The directorate brings together responsibility for a number of important cross functional services required by various parts of the organisation. These services include personnel, human resources training and development and legal services.

The Human Resource / Personnel Function has responsibility for developing overall philosophy and long term strategies, corporate manpower plans and performance improvement studies. It is also concerned with the design of corporate processes such as recruitment and succession planning and the development of human resource management tools for the company to use such as performance appraisal, job analysis and job evaluation systems, and appropriate training and development programmes.

The legal function provides a legal service to EdL management and ensures, from a legal aspect, the safeguarding of EdL interests and facilitates the management of the business without undue legal delays.

The directorate is organised into the following departments :

- Personnel Dept.
- Safety and Training Dept.
- Legal Dept.

3.9 Corporate Services / Common Works Directorate

Corporate Services / Common Works Directorate provides a range of services to various functions in the organisation which can best be provided as central services.

The directorate is organised into the following departments:

- Supply and Purchasing Dept.
- Maintenance and Buildings Dept.
- Fuel Department.

The purchasing function is responsible for the purchase of materials to EdL specifications and for ensuring that standards and tendering procedures are adhered to; also for locating reliable suppliers and negotiating prices and for ensuring the timely delivery of quality materials at the best prices.

The building services function is responsible for all the mechanical, electrical custodial and security services at EdL Headquarters; it is also responsible for maintenance of vehicles in the Beirut area and is involved in central purchasing of transport and arranging insurance contracts.

The fuel function will be responsible for fuel purchase and fuel contracts administration and for the overall management of fuel supplies when the government relinquishes responsibility for this activity to EdL. The management of fuel purchase involves significant expenditure and inputs upon the overall efficiency and cost of generation and transmission operations.

Key services which are required by several parts of the organisation have generally been placed together in this directorate in order to ensure their more effective provision to users. However some further configuration should be considered. For example the purchasing and supplies function could be integrated with stock control and warehousing to provide a more cohesive materials management function.

3.10 Audit Directorate

The internal audit function is designed to complement the work of the external auditors. The emphasis of the external audit concentrates on the accounting operation and financial position of the company while the internal audit function objectively examines and reports on the adequacy of internal control, and on the achievement of proper, economic and effective use of Technical, Administrative and Financial Resources in all directorates, departments and regions.

The audit discharges its responsibilities by critically and objectively reviewing on a risk focused basis :

- Compliance with corporate objectives, policies, plans and procedures;
- Compliance with external legislation and regulation;
- The reliability and integrity of internal financial , administrative, technical and other controls and of management information;
- Controls which ensure that risks are effectively managed and that the companies assets and interests are properly accounted for and safeguarded from losses arising through any reason including fraud;
- That value for money is obtained across all activities.

It is Management's responsibility to establish and maintain effective controls and to implement, in an appropriate manner, audit recommendations.

The Audit Function Reports directly to the Director General. This is to place appropriate emphasis on the internal audit activity and to act as an independent organisational appraisal function.

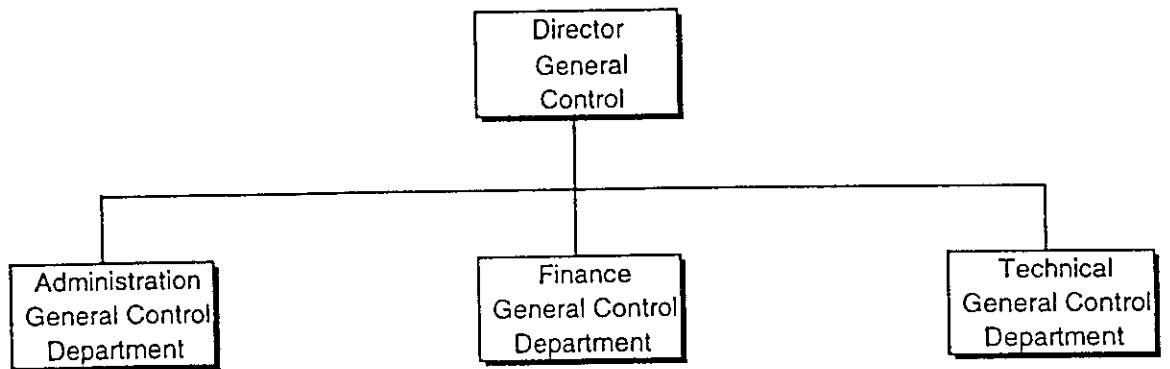
The Directorate has a specific function to maintain an independent evaluation of EdL internal administrative, technical and financial controls and information systems to ensure their adequacy and effectiveness. To achieve its objectives the Audit Function requires a small multi-discipline team of high quality professionals drawn from Engineering, Accounting, Administrative and computer backgrounds. To be effective the function must continue to expand its capabilities in all areas of modern management practices including organisation studies, work methods and procedures and feasibility studies.

The directorate is organised into the following departments:

- Internal Administrative Audit Dept.
- Internal Financial Audit Dept.
- Internal Technical Audit Dept.

3.11 Secretariat

The Director General of EdL reports directly to the Board of Directors which is under the trusteeship of the Ministry of Hydraulics and Electric Resources. The secretariat reports directly to the Director General. The basic responsibility of this office is to provide administrative and secretarial services to the Director General and to the Board. These duties involves the office in almost all aspects of EdL operations and requires liaison with all directorates, the Director General and the Board.



JOB DESCRIPTION

JOB TITLE: DIRECTOR, INTERNAL AUDIT.

LOCATION: Head Office.

REPORTS TO: Director General

JOB PURPOSE: To provide an independent appraisal function within the organisation, charged with reviewing company activities across all areas, as a service to the Board and senior management. To objectively examine and report on the adequacy of internal control, and on the achievement of proper, economic and effective use of resources.

To manage the directorate which is organised into the following departments:

Internal Administrative Audit Dept.

Internal Financial Audit Dept.

Internal technical Audit Dept.

**KEY RESULT
AREAS:**

The Key result areas for this position are:

1. Internal Audit

**KEY RESULT
AREA 1:**

Key Contribution

- Provide an independent appraisal function within EdL for the continuous review and evaluation of its activities and a managerial control for the review and evaluation of the adequacy and effectiveness of internal controls.

Performance Criteria

By critical and objective review on a risk focused basis it effectively examines:

- Compliance with corporate objectives, policies, plans and procedures
- Compliance with external legislation and regulation
- The reliability and integrity of internal financial and other controls and of management information.
- Controls which ensure that risks are effectively managed and that EdL's assets and interests are properly accounted for and safeguarded from losses arising through any reason including fraud.
- Value for money is obtained across all activities.

Specific Tasks

- Plan and undertake a balanced programme of audits to include the evaluation of the application, accuracy and effectiveness of all financial, accounting, technical, management information systems and controls. Agree an annual audit plan with Director General, following consultation with Directors.
- Report quarterly to Director General and Director Finance.
- Issue draft audit reports to the manager with primary responsibility for the area audited.
- Follow up for prompt response including proposed actions with associated time scales.
- Issue final reports to the manager concerned, Director General and the relevant Director
- Follow up and report on implementation of audit recommendations.
- As part of the audit programme monitor and report on the performance and productivity of employees.
- Ensure the audit programme and methodology takes due account of the possibility of fraud and fully investigates any fraud or suspected fraud uncovered.
- May, as it deems appropriate, place reliance on management controls or existing specialist or engineering audit in place within management unit, but in such instances will provide independent assurance to Director General that such measures are appropriate.
- Ensure that confidentiality is maintained over all information and records obtained in carrying out audits.
- Without assuming operating responsibilities it may selectively review systems under development and advise management generally on standards of control before implementation.
- Provide an ongoing review and assessment of the internal auditing needs of the organisation.
- Develop internal audit strategies, approaches and techniques and skills for the professional conduct of internal auditing.
- Carry out special investigations/assignments of a research and investigative nature for the Chairman of Board, Director General, and other nominated persons.
- Liaise with external auditors.

General Responsibilities

The foregoing job description should be considered in the context of the following statements of general responsibilities :

- Clearly define objectives, performance standards and accountabilities for his managers.
- Lead and develop his management team and plan for succession.
- Delegate adequate and appropriate authority to his managers
- Review performance regularly, and take appropriate action.
- Develop annual and long term business plans: match resources and organisation structures to business plans; obtain approval as necessary; and direct implementation.
- Contribute to the development of corporate objectives, policies, strategies, plans.
- Develop appropriate policies in assigned areas of responsibility; seek approval where necessary, and ensure their application.
- Keep informed of developments in other electric utilities and industries which are relevant to assigned areas of responsibility so as to introduce change leading to improved EdL effectiveness.

PERSONNEL SPECIFICATION

POSITION : DIRECTOR INTERNAL AUDIT

EDUCATION / QUALIFICATIONS :

Suitable University Degree in Engineering or Accountancy or Professional Qualification is essential. Good appreciation of modern business methods is desirable.

EXPERIENCE AND JOB KNOWLEDGE :

Wide knowledge of EdL organisation, general operations and accounting and financial systems, engineering operations and systems.

INTELLECTUAL DEMANDS OF JOB :

Ability to conceptualise and work from principle, to analyse problems and arrive at practical recommendations.

JUDGEMENT :

- Able to take constructive and comprehensive view of situations
- Make sound personal judgement of what courses of action are needed in a variety of audit situations.

CREATIVITY :

Ability to identify patterns in business trends and to identify and anticipate system or other control weaknesses.

Ability to express thoughts clearly, concisely, authoritatively and persuasively.

SOCIAL SKILLS :

- Needs good social skills and ability to establish sound working relationships with all disciplines at all levels and in varying climates of acceptability.
- Must be able to assess local work culture and its implications for relationships.

LEADERSHIP :

Must have proven ability to motivate others and to lead a multi disciplinary team.

ADJUSTMENT :

- Must be able to show objectivity and fairness in all dealings. Must have the ability to stand firm on personal judgements and proposals calmly and without generating conflict.
- Range of contacts in assignments requires high degree of resilience to cope with disparate interests and commitments.

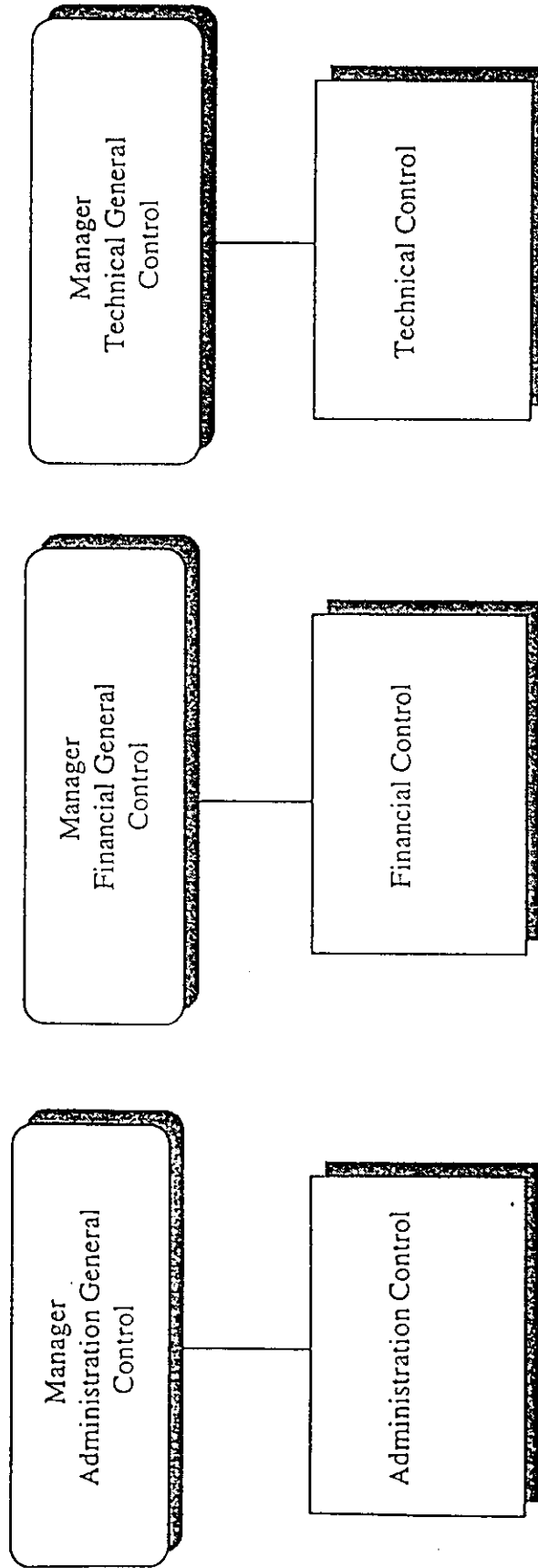
PERSONNEL MOTIVATION :

should have an interest in challenge and project type work.

DRIVE / ENERGY :

- Requires capacity to complete assignments under tight time and resource constraints.
- Tenacity to persevere in bringing to a conclusion all avenues of investigation adjudged necessary.

General Control Directorate



The 3 departments in this directorate are shown on the one chart.
There will be an agreed number of Controllers serving each division

JOB DESCRIPTION

JOB TITLE: MANAGER, INTERNAL ADMINISTRATION AUDIT DEPT.

LOCATION: Head Office

REPORTS TO: Director, Internal Audit.

JOB PURPOSE: Maintain an independent evaluation of EdL internal Administrative controls and information systems in order to ensure their adequacy and effectiveness.

KEY RESULT AREA: The key result area for this position is

1. Internal Administration Audit.

KEY RESULT AREA 1: Internal Administration Audit.

Key Contribution

- To ensure the adequacy and effectiveness of EdL internal administrative controls and information systems.

Performance Criteria

- Performance of a pre-set internal administrative audit program to optimal time and cost targets.
- Acceptance by management of the quality of reporting and recommendations.
- EdL safeguards against fraud, misuse of resources and errors are reinforced and efficiency and value for money is promoted.

Specific Tasks

- Provide an ongoing review and assessment of the internal administrative auditing needs of the Organisation and ensure a professional capability is always available.
- Develop internal audit strategies, techniques and skills for the professional conduct of internal administrative auditing.
- Plan and undertake a balanced programme of audits to provide senior management with reasonable assurance of

the adequacy and effectiveness of internal administrative controls throughout the operations of EdL.

- Develop administrative computer systems audit effectiveness.
- Report audit findings and comment on the overall climate of control to appropriate management levels and make recommendations for improvements where appropriate.
- Follow up for implementation of recommendations in audit reports.
- Carry out special investigations / assignments of a research and investigative nature for senior management.
- Evaluate and advise on control aspects of new systems.
- Liaise with external auditors as necessary.

General responsibilities

The foregoing job description should be considered in the context of the following statements of general responsibilities :

- Clearly define objectives, performance standards and accountabilities for his managers.
- Lead and develop his management team.
- Delegate adequate and appropriate authority to his managers.
- Review performance regularly, and take appropriate action.
- Assign priority to high quality customer service.
- Promote staff commitment and loyalty to EdL.
- Procure, or provide staff training and development to meet job requirements.
- Ensure compliance with all appropriate technical standards and procedures, including safety.
- Develop plans for all work in the areas of assigned responsibility, annual business plans; seek approval where necessary; and oversee implementation.
- Obtain the maximum value for money in utilisation of all resources; i.e. human, material, equipment, energy and facilities.
- Maintain good communications with local authorities, industries, community groups on all relevant EdL matters.

PERSONNEL SPECIFICATION

POSITION : DEPARTMENT MANAGER

EDUCATION / QUALIFICATIONS :

Appropriate university or professional equivalent

EXPERIENCE AND JOB KNOWLEDGE :

Proven ability to operate at senior level and possess the knowledge and experience to enable him/ her to discharge the duties of the job in an expert and efficient manner.

INTELLECTUAL DEMANDS OF JOB :

Ability to conceptualise and to develop plans and strategies to ensure that new ideas and change are accepted and implemented.

JUDGEMENT :

Ability to make sound judgements and to take clear and effective decisions.

CREATIVITY :

Must have a readiness to accept and lead the introduction of change in work methods, technology and staff management.

SOCIAL SKILLS :

Ability to work co-operatively within a group situation and yet remain independent within it.

LEADERSHIP :

Should have the capacity to achieve targets and goals by directing staff and accepting associated accountability and responsibility.

ADJUSTMENT :

Must have a high tolerance for unfamiliarity and uncertainty, and take an active interest in new ideas.

PERSONAL MOTIVATION :

Should have high sense of attainment and interest in improvement of the business.

DRIVE / ENERGY :

Considerable energy and persistence required to maximise the benefits of future developments and overcome obstacles to progress.

2.10.01

JOB DESCRIPTION

JOB TITLE: ADMINISTRATION CONTROL DIVISION.

LOCATION: Head Office

REPORTS TO: Manager, Administration General Control.

PRIMARY PURPOSE: To independently evaluate and report on the adequacy and effectiveness of management administrative controls to achieve :

- the reliability and integrity of information used for control, decisions, and external requirements.
- compliance with policies, plans, procedures, delegated authority and applicable law.
- the safeguarding of assets from losses of all kinds.
- the economic and efficient use of resources.

He draws management attention to any deficiencies in control or performance and makes recommendations for improvement or the prevention of future shortcomings.

MAIN TASKS: The Main Tasks in this area are:

- Reviewing and appraising the soundness, adequacy and application of administrative operating controls and promoting effective control at reasonable cost.
- Assessing the validity and suitability of current policy, systems, procedures and organisation. Because of his independence his contribution in this regard is unique in EdL.
- Determining the extent of compliance with established policies , plans and procedures.
- Testing the reliability of management data developed within the organisation.
- Recommending operating improvements.
- Providing an assurance that the administrative records form a reliable basis for action.

- Reporting control findings, evolving and recommending courses of corrective action and securing management's commitment to these.
- Identifying factors causing deficient conditions and recommending courses of corrective action to functional interests in Head Office.
- Performing special review initiated at the request of senior management.
- Maintaining effective working relationships with operating management in every facet of EdL's management which has a function in regard to administration activities.
- Ensuring in their own case and in the case of the Control Assistants under their direction that:
 - professional standards are maintained,
 - objectives are met,
 - training opportunities are maximised,
 - they are fully conversant with government, legal, and administrative regulations,
 - they are specially trained in computerised business systems.
- The management of the people working in the division, and the optimum utilisation of this key resource, leading to enhanced performance, is a core responsibility of this position. See statement of general responsibilities at end of this section.

Note: The scope of these audits embraces the whole range of administrative business activities, manual or computerised, and includes:

- EdL-wide activities and systems.
- Construction activities.
- Computer Operations.
- Major H.O. and Regional and Generation Station management units.

JOB DESCRIPTION

JOB TITLE: MANAGER, INTERNAL FINANCIAL AUDIT DEPT.

LOCATION: Head Office

REPORTS TO: Director, Internal Audit.

JOB PURPOSE: Maintain an independent evaluation of EdL internal Financial controls and information systems in order to ensure their adequacy and effectiveness.

**KEY RESULT
AREA:**

The key result area for this position is

1. Internal Financial Audit.

**KEY RESULT
AREA 1:**

Internal Financial Audit.

Key Contribution

- To ensure the adequacy and effectiveness of EdL internal Financial controls and information systems.

Performance Criteria

- Performance of a pre-set internal Financial audit program to optimal time and cost targets.
- Acceptance by management of the quality of reporting and recommendations.
- EdL safeguards against fraud, misuse of resources and errors are reinforced and efficiency and value for money is promoted.

Specific Tasks

- Provide an ongoing review and assessment of the internal Financial auditing needs of the Organisation and ensure a professional capability is always available.
- Develop internal audit strategies, techniques and skills for the professional conduct of internal Financial auditing.
- Plan and undertake a balanced programme of audits to provide senior management with reasonable assurance of the adequacy and effectiveness of internal Financial controls throughout EdL operations.

- Develop Financial computer systems audit effectiveness.
- Report audit findings and comment on the overall climate of control to appropriate management levels and make recommendations for improvements where appropriate.
- Follow up for implementation of recommendations in audit reports.
- Carry out special investigations / assignments of a research and investigative nature for senior management.
- Evaluate and advise on control aspects of new systems.
- Liaise with external auditors as necessary.

General responsibilities

The foregoing job description should be considered in the context of the following statements of general responsibilities :

- Clearly define objectives, performance standards and accountabilities for his managers.
- Lead and develop his management team.
- Delegate adequate and appropriate authority to his managers.
- Review performance regularly, and take appropriate action.
- Assign priority to high quality customer service.
- Promote staff commitment and loyalty to EdL.
- Procure, or provide staff training and development to meet job requirements.
- Ensure compliance with all appropriate technical standards and procedures, including safety.
- Develop plans for all work in the areas of assigned responsibility, annual business plans; seek approval where necessary; and oversee implementation.
- Obtain the maximum value for money in utilisation of all resources; i.e. human, material, equipment, energy and facilities.
- Maintain good communications with local authorities, industries, community groups on all relevant EdL matters.

PERSONNEL SPECIFICATION

POSITION : DEPARTMENT MANAGER

EDUCATION / QUALIFICATIONS :

Appropriate university or professional equivalent

EXPERIENCE AND JOB KNOWLEDGE :

Proven ability to operate at senior level and possess the knowledge and experience to enable him/ her to discharge the duties of the job in an expert and efficient manner.

INTELLECTUAL DEMANDS OF JOB :

Ability to conceptualise and to develop plans and strategies to ensure that new ideas and change are accepted and implemented.

JUDGEMENT :

Ability to make sound judgements and to take clear and effective decisions.

CREATIVITY :

Must have a readiness to accept and lead the introduction of change in work methods, technology and staff management.

SOCIAL SKILLS :

Ability to work co-operatively within a group situation and yet remain independent within it.

LEADERSHIP :

Should have the capacity to achieve targets and goals by directing staff and accepting associated accountability and responsibility.

ADJUSTMENT :

Must have a high tolerance for unfamiliarity and uncertainty, and take an active interest in new ideas.

PERSONAL MOTIVATION :

Should have high sense of attainment and interest in improvement of the business.

DRIVE / ENERGY :

Considerable energy and persistence required to maximise the benefits of future developments and overcome obstacles to progress.

2.10.02

JOB DESCRIPTION

JOB TITLE: FINANCIAL CONTROL DIVISION.

LOCATION: Head Office

REPORTS TO: Manager, Financial General Control.

PRIMARY PURPOSE: To independently evaluate and report on the adequacy and effectiveness of management financial controls to achieve :

- the reliability and integrity of information used for control, decisions, and external requirements.
- compliance with policies, plans, procedures, delegated authority and applicable law.
- the safeguarding of assets from losses of all kinds.
- the economic and efficient use of resources.

He draws management attention to any deficiencies in control or performance and makes recommendations for improvement or the prevention of future shortcomings.

MAIN TASKS:

The Main Tasks in this area are:

- Reviewing and appraising the soundness, adequacy and application of accounting financial operating controls and promoting effective control at reasonable cost.
- Assessing the validity and suitability of current policy, systems, procedures and organisation. Because of his independence his contribution in this regard is unique in EdL.
- Determining the extent of compliance with established policies, plans and procedures.
- Testing the reliability of management data developed within the organisation.
- Recommending operating improvements.
- Providing an assurance that the account records form a reliable basis for the production of annual accounts.

- Reporting control findings, evolving and recommending courses of corrective action and securing management's commitment to these.
- Identifying factors causing deficient conditions and recommending courses of corrective action to functional interests in Head Office.
- Performing special review initiated at the request of senior management.
- Maintaining effective working relationships with operating management in every facet of EdL's management which has a function in regard to expenditure and receipt of cash and custody of assets.
- Ensuring in their own case and in the case of the Control Assistants under their direction that:
 - professional standards are maintained,
 - objectives are met,
 - training opportunities are maximised,
 - they are fully conversant with government, legal, and accounting regulations,
 - they are specially trained in computerised business systems.
- The management of the people working in the division, and the optimum utilisation of this key resource, leading to enhanced performance, is a core responsibility of this position. See statement of general responsibilities at end of this section.

Note: The scope of these audits embraces the whole range of financial/accounting business activities, manual or computerised, and includes:

- EdL-wide activities and systems.
- Construction activities.
- Computer Operations.
- Major H.O. and Regional and Generation Station management units.

JOB DESCRIPTION

JOB TITLE: MANAGER, INTERNAL TECHNICAL AUDIT DEPT.

LOCATION: Head Office

REPORTS TO: Director, Internal Audit.

JOB PURPOSE: Maintain an independent evaluation of EdL internal Technical controls and information systems in order to ensure their adequacy and effectiveness.

KEY RESULT AREA: The key result area for this position is

1. Internal Technical Audit.

KEY RESULT AREA 1: Internal Administration Audit.

Key Contribution

- To ensure the adequacy and effectiveness of EdL internal Technical controls and information systems.

Performance Criteria

- Performance of a pre-set internal Technical audit program to optimal time and cost targets.
- Acceptance by management of the quality of reporting and recommendations.
- EdL safeguards against fraud, misuse of resources and errors are reinforced and efficiency and value for money is promoted.

Specific Tasks

- Provide an ongoing review and assessment of the internal Technical auditing needs of the Organisation and ensure a professional capability is always available.
- Develop internal audit strategies, techniques and skills for the professional conduct of internal Technical auditing.
- Plan and undertake a balanced programme of audits to provide senior management with reasonable assurance of the adequacy and effectiveness of internal Technical controls throughout EdL operations.

- Develop Technical computer systems audit effectiveness.
- Report audit findings and comment on the overall climate of control to appropriate management levels and make recommendations for improvements where appropriate.
- Follow up for implementation of recommendations in audit reports.
- Carry out special investigations / assignments of a research and investigative nature for senior management.
- Evaluate and advise on control aspects of new systems.
- Liaise with external auditors as necessary.

General responsibilities

The foregoing job description should be considered in the context of the following statements of general responsibilities :

- Clearly define objectives, performance standards and accountabilities for his staff.
- Lead and develop his staff team.
- Delegate adequate and appropriate authority to his staff.
- Review performance regularly, and take appropriate action.
- Assign priority to high quality customer service.
- Promote staff commitment and loyalty to EdL.
- Ensure compliance with all appropriate standards and procedures, including safety.
- Develop plans for all work in the areas of assigned responsibility, annual business plans; seek approval where necessary; and oversee implementation.
- Obtain the maximum value for money in utilisation of all resources; i.e. human, material, equipment, energy and facilities.
- Maintain good communications with local authorities, industries, community groups on all relevant EdL matters.

PERSONNEL SPECIFICATION

POSITION : DEPARTMENT MANAGER

EDUCATION / QUALIFICATIONS :

Appropriate university or professional equivalent

EXPERIENCE AND JOB KNOWLEDGE :

Proven ability to operate at senior level and possess the knowledge and experience to enable him/ her to discharge the duties of the job in an expert and efficient manner.

INTELLECTUAL DEMANDS OF JOB :

Ability to conceptualise and to develop plans and strategies to ensure that new ideas and change are accepted and implemented.

JUDGEMENT :

Ability to make sound judgements and to take clear and effective decisions.

CREATIVITY :

Must have a readiness to accept and lead the introduction of change in work methods, technology and staff management.

SOCIAL SKILLS :

Ability to work co-operatively within a group situation and yet remain independent within it.

LEADERSHIP :

Should have the capacity to achieve targets and goals by directing staff and accepting associated accountability and responsibility.

ADJUSTMENT :

Must have a high tolerance for unfamiliarity and uncertainty, and take an active interest in new ideas.

PERSONAL MOTIVATION :

Should have high sense of attainment and interest in improvement of the business.

DRIVE / ENERGY :

Considerable energy and persistence required to maximise the benefits of future developments and overcome obstacles to progress.

2.10.03

JOB DESCRIPTION

JOB TITLE: TECHNICAL CONTROL DIVISION.

LOCATION: Head Office

REPORTS TO: Manager, Technical General Control.

PRIMARY PURPOSE: To independently evaluate and report on the adequacy and effectiveness of management technical controls to achieve :

- the reliability and integrity of information used for control, decisions, and external requirements.
- compliance with policies, plans, procedures, delegated authority and applicable law.
- the safeguarding of assets from losses of all kinds.
- the economic and efficient use of resources.

He draws management attention to any deficiencies in control or performance and makes recommendations for improvement or the prevention of future shortcomings.

MAIN TASKS: The Main Tasks in this area are:

- Reviewing and appraising the soundness, adequacy and application of technical operating controls and promoting effective control at reasonable cost.
- Assessing the validity and suitability of current policy, systems, procedures and organisation. Because of his independence his contribution in this regard is unique in EdL.
- Determining the extent of compliance with established policies , plans and procedures.
- Testing the reliability of management data developed within the organisation.
- Recommending operating improvements.
- Providing an assurance that the technical records form a reliable basis for action.

- Reporting control findings, evolving and recommending courses of corrective action and securing management's commitment to these.
- Identifying factors causing deficient conditions and recommending courses of corrective action to functional interests in Head Office.
- Performing special review initiated at the request of senior management.
- Maintaining effective working relationships with operating management in every facet of EdL's management which has a function in regard to technical activities.
- Ensuring in their own case and in the case of the Control Assistants under their direction that:
 - professional standards are maintained,
 - objectives are met,
 - training opportunities are maximised,
 - they are fully conversant with government, legal, and technical regulations,
 - they are specially trained in computerised business systems.
- The management of the people working in the division, and the optimum utilisation of this key resource, leading to enhanced performance, is a core responsibility of this position. See statement of general responsibilities at end of this section.

Note: The scope of these audits embraces the whole range of technical activities, manual or computerised, and includes:

- EdL-wide activities and systems.
- Construction activities.
- Computer Operations.
- Major H.O. and Regional and Generation Station management units.

Republic of Lebanon
Office of the Minister of State for Administrative Reform
Center for Public Sector Projects and Studies
(C.P.S.P.S.)

General Staff Management Responsibilities.

Job Descriptions for staff at these levels should be considered in the context of the following statements of general responsibilities.

- Lead and develop their supervisory team.
- Plan and organise work, define responsibilities, group activities and establish means of communication, co-ordination and control.
- Utilise staff to their full capacity and potential.
- Place emphasis on the attitudinal and behavioural characteristics of employees.
- Create conditions in which teamworking, innovation and total quality can flourish.
- Foster staff commitment to the success of the company.
- Encourage willingness to operate flexibly and adapt to changes.
- Measure and monitor work performance, compare results with plans and take corrective action when required.
- Ensure that organisation has the number of qualified, competent and motivated people to meet its needs.
- Procure, or provide staff training and development to meet job requirements.
- Maintain a healthy and safe working environment.

No. : 2.10.2

JOB DESCRIPTION

JOB TITLE: CLERK

LOCATION: All locations.

QUALIFICATION REQUIREMENTS: Category 4.1 - 5.1 (A) in accordance with public service specifications for categories and grades as listed in Appendix 1.

REPORTS TO: Section Head or other Senior staff member.

JOB PURPOSE: To provide a clerical/ Administrative service in all aspects of office duties to the Section/Function.

MAIN TASKS:

1. Full range of general office duties and filing .
2. Input of data on computer terminals or standard forms.
3. Collecting, receipting and balancing cash payments.
4. Compiles and cross checks data e.g. invoices, receipts, payroll, statistical information.
5. Operation of word processing and general office PC based software packages.
6. Operation of sundry office equipment e.g. photocopier, binding machines.
7. Reception/ telephone duties.
8. Provision of confidential clerical service to senior management.

9. Checks for receipt of all documentation required to process payment against local orders e.g. purchase approval, copy orders, invoices, delivery dockets etc.
10. Keeps record and monitors staff attendance in regard to timekeeping, sick absence, annual holidays etc.
11. Provides petty cash service to managers in accordance with approval levels.
12. Participates in stock checks with storekeepers/auditors.
13. Prepares monthly report of work performed in his/her unit/section of the organisation.
14. Maintenance of personnel files for staff in section/unit.
15. Registration of incoming/outgoing mail/typing services, fax services, internal distribution of mail.
16. Processing of documentation on new employees, upgradings, all leave absences, driving licenses; visas; work permits.
17. Issue of weekly/monthly salary to employees.
18. Provision/controlling stationery and office equipment.
19. Plans and maintains a comprehensive archive, document registration and filing and retrieval system.
20. Arranges appointments for manager in his absence.
21. Prepares, collates and presents papers prior to requirement at meetings etc.

Other duties as appropriate.

22. Processing customers applications for electricity supply.
23. Provides meter readers with work schedule for readings and simultaneous delivery of invoices.
24. Records customer complaints regarding bills/invoices, meter readings and consumption patterns. Arranges for investigation of complaints.
25. Checks that customers payments are received within the authorised credit time limits.

26. Notifies Customers Services Engineer regarding need for disconnection of supply for non-payment of invoices/reconnections where arrears have been paid.
27. Organise all archiving of consumer records following connection.
28. Collects and receipts connection fees for new customers.
29. Takes requests for transport/cars on behalf of his supervisor/manager.
30. Handles documentation relating to maintenance of cars and equipment.
31. Prepares accident/insurance reports for supervisor.
32. Co-ordinates fuel receipts, cleaning coupons etc.
33. Checking and reconciliation of documentation e.g. Bank statements, stores vouchers, payment forms etc.

No. : 2.10.3

JOB DESCRIPTION

JOB TITLE: OFFICE ASSISTANT/GUARDIAN

LOCATION: All locations.

QUALIFICATION REQUIREMENTS: Category 6 (A) in accordance with public service specifications for categories and grades as listed in Appendix 1.

REPORTS TO: To Senior Manager as appropriate.

JOB PURPOSE: To provide security and give assistance with office duties.

MAIN TASKS:

1. Does security work as required.
2. Reception and telephone duties.
3. Operation of sundry office equipment e.g. photocopier, binding machines.
4. Assists with parking of vehicles.
5. Does general cleaning of premises.
6. Cleans and tidies offices.
7. Conveys messages as requested.
8. Prepares and serves drinks.
9. Washes and cleans crockery, cutlery and cooking equipment.
10. Cleans and tidies cooking area.
11. Other duties as assigned.

APPENDIX 1

EDL Qualification Requirements/ Grade Levels for the various functions, in accordance with the following Public Service decree No. 7716 dated 4/7/1967 and its amendements, namely;

Decree No. 10590	Dated 3/8/1968
Decree No. 14459	Dated 11/5/1971
Decree No. 2194	Dated 12/7/1979
Decree No. 6114	Dated 10/12/1994
Decree No. 6861	Daed 10/6/1995

APPENDIX 2

HR PROJECT - EDL: JOB EVALUATION STUDY:

Description:

The present grading (category) structure within EdL is only loosely linked to job content. The grading (category) level of employees on recruitment is determined by reference to the job requirements at the time of recruitment and the individuals qualifications and / or experience on entry to the company. Promotions and upgradings regarding proposals for individuals are assessed on the basis of specified criteria, usually unrelated to the actual work requirements.

The present system, which is derived from public service procedures, has a number of drawbacks including:

- it is extremely inflexible*
- has created anomalies*
- has an over emphasis on qualifications and experience rather than on job content in applying salary levels*
- lacks scope for career planning.*

A job evaluation system is required to compare the different jobs in EdL to provide a basis for a grading and pay structure. The development of such a system is dependent on job analysis / job descriptions as a basis.

Objectives:

Develop a job evaluation system for EdL to compare the different jobs in EdL to provide a basis for a grading and pay structure.

An analysis of market rates should also be carried out to ensure that the reward management system is competitive.

Action Plan:

THIS WILL INVOLVE:

Setting up a small team consisting of

- an experienced utility human resource consultant*
- EdL representative from the personnel function*
- EdL representatives from the administrative and technical functions.*

The team will use the information provided by the job analysis / job description study. They will assist the consultant to:

- *identify the clear and definable differences in job responsibilities which must be reflected in a number of grade levels.*
- *Make recommendations on the appropriate number of levels within each job family to distinguish between posts for grading.*
- *Develop a job rating / scoring system and detailed criteria for ranking of both administrative and technical positions.*

The actions described above can be used to determine internal relativities. There is also a need to know what effect market rates are likely to have on the pay structure before deciding on internal pay differentials which properly reflect levels of skill and responsibility. This requires:

- *A formal salary and benefits survey to analyse the external market reward norms for the different categories of employees.*
- *Establish instances where it is necessary to vary from norms bases on differing local market conditions.*
- *Fully analyse the current and future public service constraints on EdL autonomy (consider proposals for a management contract between govt. and EdL and also public sector review).*

On completion of the study, the policies and procedures associated with the new reward structure should be fully documented to allow for ongoing updating and changes.

Republic of Lebanon
Office of the Minister of State for Administrative Reform
Center for Public Sector Projects and Studies
(C.P.S.P.S.)