Annexure - III

Terms of Reference for General Manager (HRAD)

Job Title	General Manager (HRAD)
Reports to	Managing Director/Director
Function	1. Human Resource Administration and associated functions 2. Responsible for the Management and development of Human Resources Capacity
Location	BPC, Head Office

Job Purpose
Will lead the HR function and oversees all policies and practices as it relates to the management of people. He/she is a member of the leadership team for BPC, with collective responsibility for achieving company objectives and targets. Through the HR team at Head Office and concerned officials in other formations within BPC, he/she will ensure that an appropriate quantity and quality of staff are recruited and selected, trained and developed, paid and motivated to meet its objectives. He/she will also be responsible for all administrative functions and for coordinating occupational Health, Environment and Safety (HES) activities for BPC.

Accountabilities
1. Formulate strategy and supporting policies to ensure that the staffing needs of BPC are met in a cost effective manner, especially in ensuring a succession plan. 2. Monitor, review and update Performance Management System and a Performance Based reward and recognition system. 3. Responsible to formulate and promote Corporate Culture that rewards meritocracy. 4. Responsible for preparing a staffing plan (in liaison with other HW/HOD and Managers), which forecasts the future needs of the BPC in terms of the number, qualification, skill and deployment of staff. Implementing the changes required by the plan. 5. Review and update BPC Service Rules and Regulations and supporting HR documents which reward and motivate staff, ensuring that BPC is regarded as good employer, where

talented and committed people want to work. Ensure that policy and practice encourage the flexibility and mobility of staff, facilitating cooperative working relationship between operating units.

6. Train and develop staff, building the capacity of BPC, ensuring that the corporation develops a sufficient supply of well qualified, trained staff to meet its current and future business needs.
7. Ensures accurate staff records are maintained, producing reports, reviews and management information on current and future staffing as required. Consider development of a range of HR indicators (e.g. trends in staff numbers, absence)
8. Responsible for communicating policy changes and information about BPC, making sure staffs are kept well informed about developments/issues which affect their work.
9. Keep up-to-date with developments affecting human resource management within Bhutan and outside which might affect BPC and its operation.
10. Provide guidance and support to HW/HOD and division managers when they are involved in dealing with difficult staffing problems.
11. Develops policies, practices and procedures for administrative matters, ensuring that they are efficiently applied.

Functional Dimensions Contextual Information	
Staff	Following key management positions in the organization would directly report to General Manager – Human Resources and Administration Department: • Manager – HRDD • Manager - HRMD • Manager - PIAD

Internal/External Roles	Develops and maintain positive and close working relationships both within and outside BPC. Internally : The jobholder has to work closely with: • The MD, HW/HODs and Division Managers, to gain acceptance and support on changes to HR policy and practice; • HoW/HoD/DH on specific issues like training and development, staff transfers, productivity, performance management and management

	of change; and • Support Managers on the discharge of administrative responsibilities Externally: He/she represents BPC and works effectively with the relevant Ministries and other agencies.
Knowledge, Skills and Experience required	Good knowledge of human resource management and employment practice in Bhutan and more widely in the power sector. The incumbent should be acquainted with the latest concepts of Strategic Human Resource Management (Human Resource manpower planning, costing of human capital, training and development, performance management systems, thorough understanding of the relevant Labour Acts and regulations). The incumbent should have good administrative and liaisoning skills. He/she should have at least 10 years of work experience in the field of Human Resource Management (with 5 years of experience in a complex organization at a very senior management levels)

Key Performance Measures
i. Effective implementation of the HR systems (PMS, HCM-ERP, etc.) and policies; ii. Effective manpower and succession planning; iii. Achievement of resourcing targets; iv. Extent to which revised HR Service Rules and Regulations and other HR related documents are in place and working effectively; v. Improvement in staff profile/capability (e.g. levels of qualification, formal training undertaken); vi. Steady improvement in administrative unit costs measures vii. Proper utilization of the training budget; and viii. Any other measures as determined by CEO and Board of Directors