



JANUARY/FEBRUARY 2020

CORE VALUES: INTEGRITY, TEAMWORK, EXCELLENCE, INNOVATION, DEPENDABILITY



**REPOSITIONED  
&  
STRONGER**

Dear Colleagues,

It is a bit of a task for me to put together all the many initiatives and projects the business has implemented or is still implementing to drive transformation in a one page editorial as the IBEDC Voice team has mandated, nonetheless I will try. The strategic focus to grow the business, meet revenue targets and make IBEDC the best place to work has been the driving force behind all the major initiatives with the attendant over N12 Billion investment. Some of these initiatives are - the almost concluded Asset Customer Enumeration (ACE), the Distribution Transformer (DT) & Statistical Metering Initiative aimed at making our energy accounting more effective, the Meter Asset Provider (MAP) scheme specially created to bridge the huge Non-Maximum Demand (non-MD) customer metering gap: the Meter Monitoring initiative to ensure checking and rechecking of installed customer meters for optimal performance and currently championed by the Asset & Revenue Protection Division, to the Project Hawk Eye which is a new level of check aimed at revalidating for optimal correctness of the Company's Maximum Demand (MD) customers' data and the Improving Occupational Health, Safety & Environment (IOHSE) project initiated to create a safe working environment for IBEDC Staff within and outside the Organization. We also have a host of IT based initiatives aimed at strengthening the infrastructural back bone of the business (which the IBEDC Voice team has instructed I don't unwrap as it's the focus for the next edition of IBEDC Voice).

Be that as it may, I will limit myself to the topical issue of discourse which is the reviewed Company

Structure (new Company Organogram).

At the simplest level, we can loosely define a Company organogram as a diagram that shows how an organization is Structured and how the positions in the organization are related to each other. It shows the hierarchy (chain of command) and responsibility/accountability within an organization.

To start from the genesis of it all, the journey started early 2015 when IBEDC adopted a Company Structure which saw the creation of 5 regions aimed at bringing high level management closer to the field of business operations. The emergence of regional leadership under the Regional Commercial Managers and the Regional Technical Managers was aimed to provide bilateral strategic leadership and more proximate high-level authority to the operational frontlines to drive the business for improved performance. In addition, the Revenue Optimization as well as Security & Taskforce Department s were set up in the 2nd quarter of 2015 to support field operations by ensuring compliance with Standard Operating Procedure (SOP) to drive revenue and plug revenue leakage points respectively.

The Company Organogram was further adjusted in January 2018 with the creation of the office of the Chief Operating Officer (COO), with the regional leadership being made unilateral under the Regional Head who has full business and administrative accountability of the region. The Regional Heads were to report to the MD/CEO. At the same time, the Revenue Optimization Department morphed into the **Business Transformation and Strategy Department** while the Revenue and Taskforce Department became the **Asset and Revenue Protection Department**. Though,



these were the major adjustments in the Company Structure carried out in line with the Board's approval, there were other minor changes as well.

One question comes to mind: Why the seemingly constant change to the Company Structure?

To answer this effectively, we must never lose sight of the fact that **all changes** to the Company Structure **are strategic business transformational changes** aimed at **enhancing the business' performance and fortunes**.

Some challenges encountered under the former Structure included lack of accountability which negatively impacted performance, duplication and overlap of roles/responsibilities as well as the divided focus (and at times lack of focus) in the proper management of the MD and Non-MD customers segments.

It is in this light that the new Structure sees the core operational Divisions of **Technical, Commercial and Asset & Revenue Protection** reporting into the COO directly. The Commercial Department was further split into the Commercial Division and Customer Support Department, to ensure flexibility and effective management of our critical asset, "The CUSTOMERS". The Commercial Division will amongst other functions manage the front end (MD

It is in this light that the new Structure sees the core operational Divisions of Technical, Commercial and Asset & Revenue Protection reporting into the COO directly. The Commercial Department was further split into the Commercial Division and Customer Support Department, to ensure flexibility and effective management of our critical asset, "The CUSTOMERS". The Commercial Division will amongst other functions manage the front end (MD customers), whilst the Customer Support Department will manage the back end (non-MD customers, Billing & Customer Care).

The Regions too, being core to the operations of the Company report to the COO. All other Divisions and Departments provide services to support these **core operational functions** saddled with the primary duties **of revenue generation, revenue collection and revenue preservation.**

Going further, the Health, Safety & Environment Department has been excised from the Technical Division to be a stand-alone Department reporting to the MD/CEO, while the former Legal Division has been split

into two Departments: Legal and Company Secretariat. Material Management Unit has moved from Supply Chain & Administration Department to the Asset & Revenue Protection Division.

The structural changes are aimed at giving more life to the strategic initiatives which will:

- 1. Improve Customer Service & Community Relationship**
- 2. Strengthen Health, Safety & Environment**
- 3. Drive Technical Enhancement**
- 4. Develop Human Capital**

Looking at our performance in the recent months, we have grown our revenue collection from the hitherto elusive N5billion to N5.016 billion in November 2019 to N5.269 billion in December 2019 and then N5.410 billion in January 2020. Whatever applause we may have, is submerged in the ever-leaping cumulative NBET & MO bills of N7.875 billion in October 2019, N8.637 billion in November 2019 and then a whopping N10.335 billion in December 2019.

This reality upon us makes it even more imperative that we continually tweak the IBEDC vehicle to ensure

optimal performance which will meet the demands of the business. The major demand before us now is attaining a minimum revenue collection of N6 billion naira monthly!

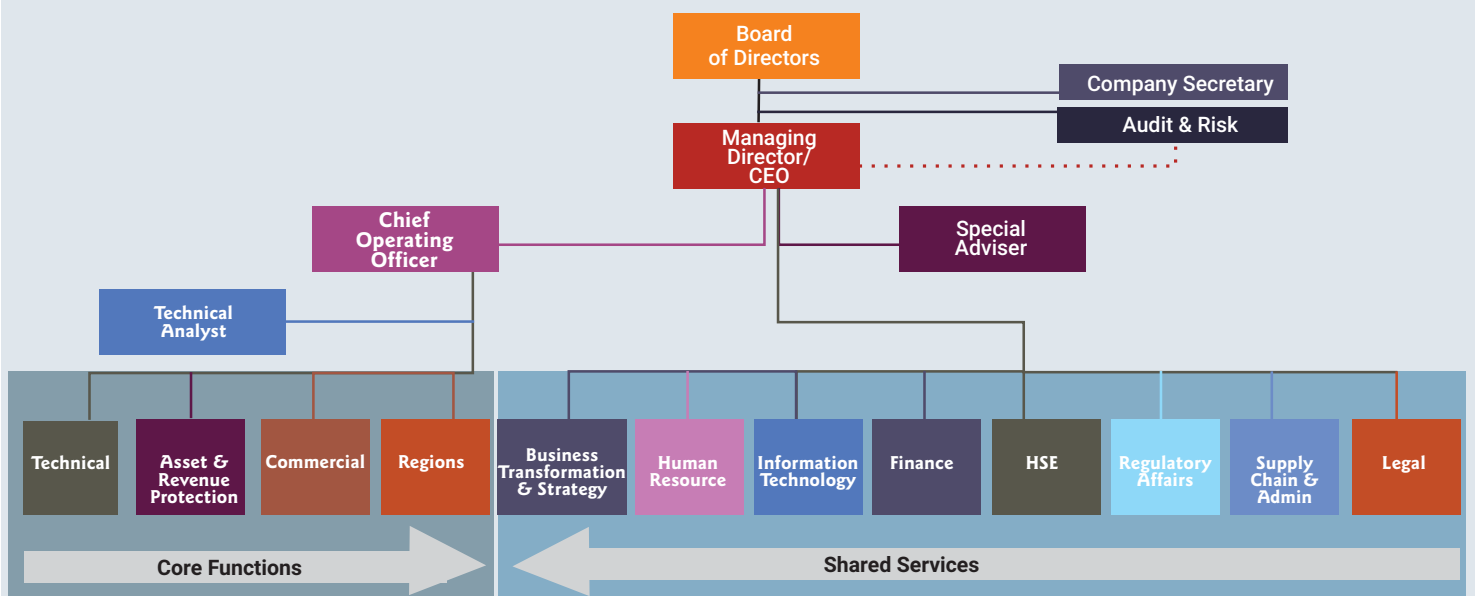
On this note, I conclude by restating our firm believe that we can succeed in this our noble objective. Our recent consistent and incremental improvement has shown that we can. Should we faithfully implement the strategic change initiatives I earlier mentioned, we will hit our mark much sooner than later!

**#N6BillionGang,  
#WeCan.**

**Iranola Ayodeji**

*Chief Business Transformation & Strategy  
Officer (CBTSO).*

# IBEDC NEW ORGANOGRAM





# Organisational Structure

**C**onsidering that Corporate Governance is the collection of mechanisms, processes and relations by which business entities are controlled and operated, an important aspect of any business entity is its Organizational Structure or Organogram. An Organogram is a diagram that shows all the parts, positions and jobs of an organization, as well as the relationships between and ranks of its parts, positions and jobs. The foregoing defines how activities such as task allocation, coordination, and supervision are directed towards the achievement of organizational aims. The organizational Structure affects organizational actions and provides the foundation upon which Standard Operating Procedures and routines rest. Though it is also called an organizational chart, the latter is more detailed as it shows the persons occupying the different positions in the Organogram.

## **The New IBEDC Organogram**

Organograms may be viewed in the broad sense or the specific sense. In the broad sense, one diagram shows the whole business entity with its major parts, while in the specific sense, various diagrams detail the business entity to its smallest parts. In the new business Structure, business activities will be conducted at three layers or levels.

The highest layer of business/operational activities previously called “Functions” will now be referred to as “Divisions” and each division is headed by a Chief of

Division. The next layer to the Division is the “Department” layer which is under the leadership of a “Head of Department” who reports to the divisional Chief, or to the CEO/COO where there is no Divisional Chief. The last layer where business operations take place is the “Unit”. The Unit is under the leadership of a “Team Lead” who reports to the Head of Department.

## **Major Changes to the Organogram**

- Regional Heads will now report to the Chief Operating Officer.
- Commercial Operations Department is now Customer Support Department – a stand-alone department removed from Commercial division. It reports to the Office of the Special Adviser to the MD/CEO.
- Managing Maximum Demand (MD) Customers will now be centrally coordinated by the newly created Maximum Demand (MD) Customer Department in the Commercial division.
- Business Transformation & Strategy is now a full-fledged division and excised from the office of the MD/CEO.
- Material Management Department has been moved to the Asset and Revenue Protection division.
- Health, Safety and Environment (HSE) Department has been excised from Technical division as a stand-alone department reporting to the MD/CEO.
- Company Secretariat has become a department distinct from the Legal Department. It reports to the

## Nomenclature Change

It is pertinent to point out that though the new organogram is the main business transformational change, there are some other changes to the nomenclature Departments or bodies, as well as job titles. They are:

1. The highest Management decision making body formerly known as Executive Committee (EXCOM) will now be called EXCO.
2. The Protection, Control & Metering (PC&M) Department of the Technical Division shall now be known as Protection & Control (P&C) Department.
3. The Regional Technical Manager (RTM) position is now termed Technical Manager, to coordinate Technical activities in the region in support of the Regional Head.
4. The Business Hub Commercial Manager (BHCM) is now be termed Business Hub Manager (BHM) to reflect the position's full accountability for all activities of the Business Hub.
5. The Business Hub Technical Manager is now to be termed Technical Engineer and the position is to support the Business Hub Manager by overseeing all Business Hub technical activities.

## Benefits of the New Organogram

1. Better alignment of Divisions/Departments to the corporate business goals.
2. Removal of operational impediments of Divisions/Departments to facilitate the attainment of

their specific goals as drawn from the corporate business goals.

3. Clearer focus on business areas to guide the allocation of resources for optimal performance and results.
4. Clear definition of the chain of command and reporting lines to clear any ambiguity regarding authority levels as well as the accountability and responsibility that go with the authority levels.
5. Clear and adequate information to every employee regarding job title, duties and reporting line.

## What Next?

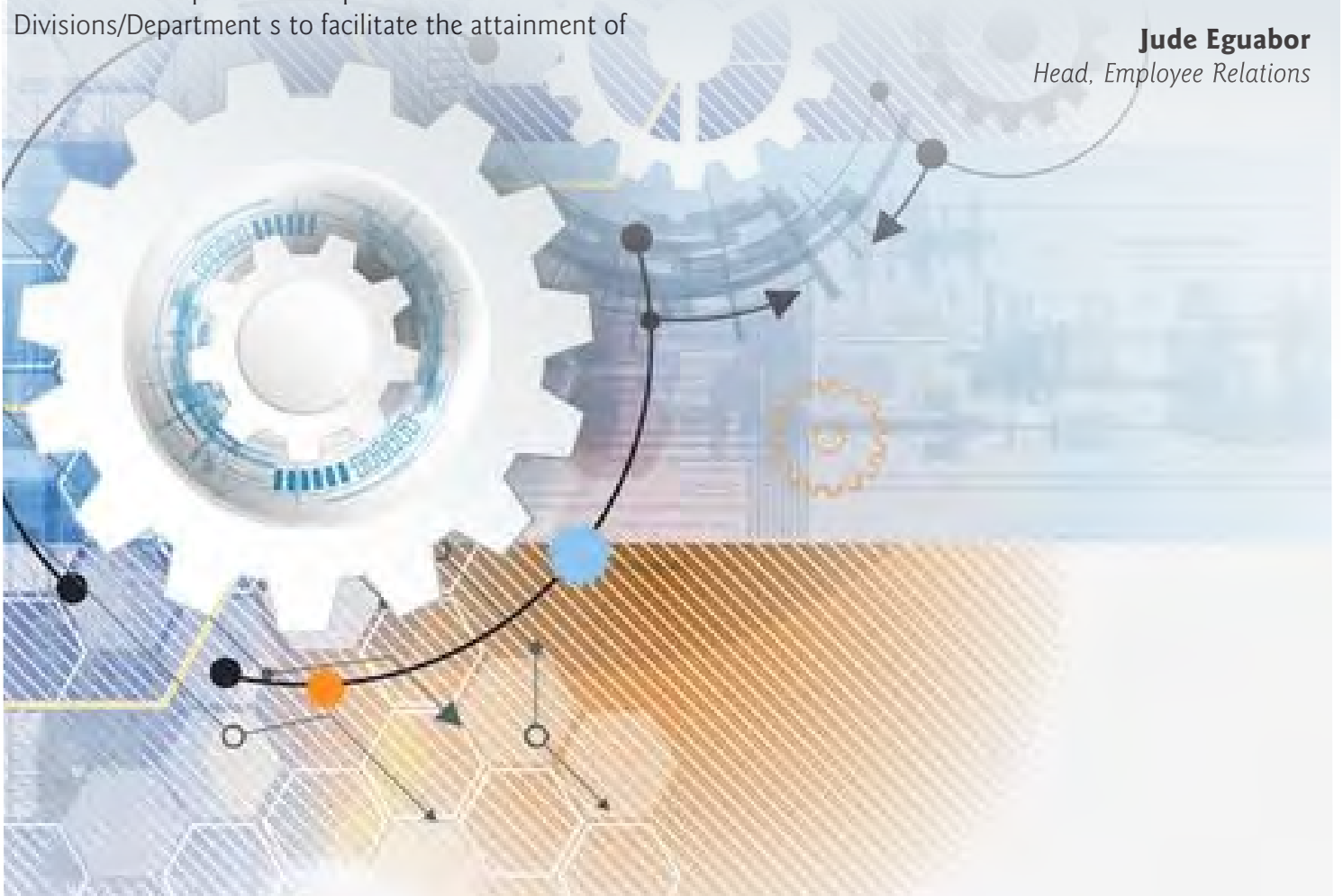
A team drawn from the Human Resource and Business Transformation & Strategy Divisions will be visit all Business Hubs to throw more light on these strategic changes in the company via engagement sessions at the end of which every Employee will have been properly aligned for optimal productivity.

## Conclusion

When we recall that the Organogram helps define how activities such as task allocation, coordination, and supervision are directed towards the achievement of organizational aims, we realize that we must all key into this as it creates an environment for performance excellence to meet business targets and the attendant reward to all stakeholders.

**Jude Eguabor**

*Head, Employee Relations*



# BEHIND THE ROLE

## WITH KIKELOMO



“I BELIEVE IN  
IMPACTING  
PEOPLE’S  
LIVES”

**M**y name is Kikelomo Oladunni Owoeye and I am the Regional Communication Officer for Osun Region. I pray for God’s wisdom, direction in my daily activities and relationship with people because I have to relate with all kinds of people on daily basis, customers in particular and it requires a lot of patience and wisdom to resolve their complaints.

As one of the Company’s Spokesperson, my job largely entails conflict management,

resolution, media relations, proactive and reactive community engagement. I believe in impacting peoples’ lives positively by being a problem solver which I feel is my quota to societal development. I see my role as a calling from God to put a smile on peoples’ faces which is synonymous to distributing power. I aspire for success and how to improve on the past success and mistakes/shortcomings.

When I want to relax, I listen to music and dance, write motivational or inspiring articles on different topics.

### Employee Corner

The IBEDC of my dreams is an Organization that gives all Employees equal opportunity to express their feelings without stigmatization. Target proportionate to the energy used should be set and tools to achieve these targets should be provided.

**Olusoji Ayandokun**  
*BM, Ikirun*

Transformation is a journey  
without a final destination.

Marilyn Ferguson



# POLICY WATCH

## COMPENSATION STRATEGY IBEDC CONDITIONS OF SERVICE Page 54 Section 6.16

**O**rganizations use compensation strategy to define how they views and manage their Employees, and this is done via the pay and Benefits due to the Employees. Organisations align compensation resources to the business goals and use this to decide where to compete, how competitive to be, as well as to choose what to reward. IBEDC is no exception and understands that compensation is fundamental to its ability to maintaining a talented workforce needed for long-term business success.

People often think of compensation as limited only to a salary. However, the total cost of employee compensation includes every aspect of Employee Benefit. This includes the cost of health Benefits, Overtime wages, Bonus pay, Recognition or Merit pay, as well as other Benefits like Insurances, Tuition Reimbursement, Paid-for Vacation, Stock options, Pre and Post-Retirement Benefits, Status vehicle, Spousal/Dependent Allowances, Bonuses or any other Non-salary Benefit that is considered part of a total Compensation Package.

Our Conditions of Service has provided clarity as regards meaning of Compensation Strategy. Please refer to page 54 Section 6.1.

### 6.1 Compensation Strategy

**6.1.1** The Company understands that compensation is fundamental to its ability to attract, reward, retain and motivate a talented workforce needed for long-term business success.

**6.1.2** The objectives of the Compensation Strategy are to:

**A.** Support a performance culture that is based on merit, differentiates and rewards excellent performance, both in

the short and long term, and duly recognizes adherence to the Company's values.

**B.** Enable the Company to attract and retain Employees and motivate them to achieve results with integrity and fairness.

**C.** Maintain responsible, performance-based compensation policies that are aligned with the long-term interests of the Company's Employees and Shareholders.

**6.1.3** Compensation will be based on up-to-date job descriptions, effective job evaluation and performance management, and relevant salary administration. Salary administration encompasses establishing salary ranges, decision-making criteria for salary increases and time frames for salary review.

**6.1.4** The Company shall conduct periodic reviews to ensure that compensation remains competitive and is adequate to secure a position as one of the leading employers of choice.

**6.1.5** The Company shall conduct its Salary Taxation Practices in an ethical manner in line with State and Federal Tax Laws.

*For more information on policy watch, please contact [bolaji.balogun@ibede.com](mailto:bolaji.balogun@ibede.com).*





# HEALTH FOCUS

## LASSA FEVER

Lassa Fever also known as Lassa Hemorrhagic Fever (LHF), is an animal-borne, or zoonotic, acute viral illness. It is endemic in parts of West Africa including Sierra Leone, Liberia, Guinea and Nigeria. The animal vector for Lassa Virus, the “multimammate rat” (*Mastomys natalensis*) is distributed throughout the region of West Africa. Many of those infected by the Virus do not develop symptoms. When symptoms do occur, they typically include fever, weakness, headaches, vomiting and muscle pains.

### What are the symptoms of Lassa fever?

Symptoms of Lassa fever typically occur 2-21 days after coming into contact with the virus. Many people who are infected do not show symptoms

- Fever
- Headache
- Sore throat
- Chest and muscle pain
- Nausea, vomiting and diarrhoea
- Facial swelling
- In severe cases, bleeding from the mouth, nose, vagina or gastrointesti



### How can I prevent getting infected with Lassa fever?



1. Wash your hands regularly



2. Store food in containers with lids



3. Keep your home clean and tidy to discourage rats from entering

4. Keep a cat

5. Cook all foods thoroughly

Infographic credit: World Health Organization (WHO).

# WORD SEARCH

Solve the puzzle below, send your answers to [munirat.audu@ibedc.com](mailto:munirat.audu@ibedc.com) and stand a chance to win a prize. Find the words hidden vertically, horizontally diagonally and backwards in the box below.

**BUSINESS, INTERVIEW, CUSTOMER, RECRUITMENT, VACANCY, JOB, ESTIMATION, BUDGET, SAFETY,**

**CUSTOMERCARE, EMPLOYEE, TALENT, QUERY, REPORT, TEMPLATE, PAID, APPLICATION, OVERTIME, PROMOTION, RESUME, HIRING.**

|   |   |   |   |   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| B | U | S | I | N | E | S | S | U | O | T | N | P | E |
| X | V | R | N | E | M | P | L | O | Y | E | E | I | S |
| C | U | S | T | O | M | E | R | C | A | R | E | M | T |
| X | R | B | E | Q | W | X | S | T | E | D | W | Z | I |
| N | Q | H | R | P | Q | U | E | R | Y | C | V | G | M |
| O | X | Q | V | A | C | A | N | C | Y | D | M | P | A |
| I | Z | D | I | A | P | R | Y | T | N | E | L | A | T |
| T | S | R | E | C | R | U | I | T | M | E | N | T | I |
| A | A | A | W | U | O | V | E | R | T | I | M | E | O |
| C | F | H | B | S | M | M | Q | E | F | G | J | K | N |
| I | E | I | D | T | O | T | R | P | N | C | L | V | S |
| L | T | R | Q | O | T | U | J | O | B | Q | J | Z | X |
| P | Y | I | Z | M | I | X | B | R | E | S | U | M | E |
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| A | I | G | V | R | N | T | E | M | P | L | A | T | E |

Congratulations to Jumoke Olukosi (Billing Department , HQ) - who won the Sudoku Puzzle Challenge in the last Edition.

|   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|
| 2 | 6 | 4 | 7 | 1 | 5 | 8 | 3 | 9 |
| 1 | 3 | 7 | 8 | 9 | 2 | 6 | 4 | 5 |
| 5 | 9 | 8 | 4 | 3 | 6 | 2 | 7 | 1 |
| 4 | 2 | 3 | 1 | 7 | 8 | 5 | 9 | 6 |
| 8 | 1 | 6 | 5 | 4 | 9 | 7 | 2 | 3 |
| 7 | 5 | 9 | 6 | 2 | 3 | 4 | 1 | 8 |
| 3 | 7 | 5 | 2 | 8 | 1 | 9 | 6 | 4 |
| 9 | 8 | 2 | 3 | 6 | 4 | 1 | 5 | 7 |
| 6 | 4 | 1 | 9 | 5 | 7 | 3 | 8 | 2 |



# OSUN REGION CONDUCTS FIRE DRILL EXERCISE



**O**sun Region conducted a fire drill with Staff of Ede Business Hub. This is in line with IBEDC's vision of attaining the ISO 45001:2018 Certification. The drill was held as part

of the objective of recording 7000 man-hours of Operational Health & Safety (OH&S) awareness for staff. As such, the organization initiated exercises that will implement and maintain a process to prepare for emergency situations and response,

should they occur. The event has so far helped improve the emergency preparedness of staff.

**Kikelomo Owwoeye**  
Regional Communication Officer,  
Osun

## PRINCIPLES OF EFFECTIVE HEALTH & SAFETY PERFORMANCE



Safety is an ethical responsibility



Safety is a culture, not a program



Management is accountable, everyone is responsible



Employees must be trained to work safely



Health and safety is a key to employment and performance



All accidents are preventable



Develop safety program and milestones



Safety is good business

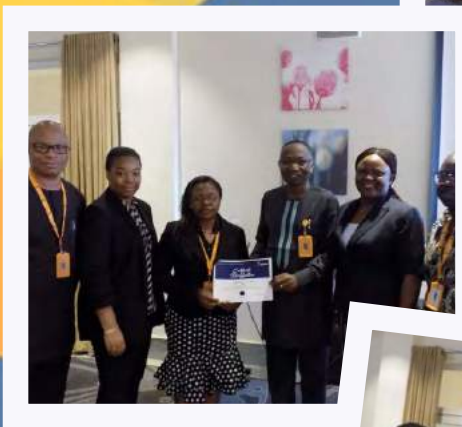
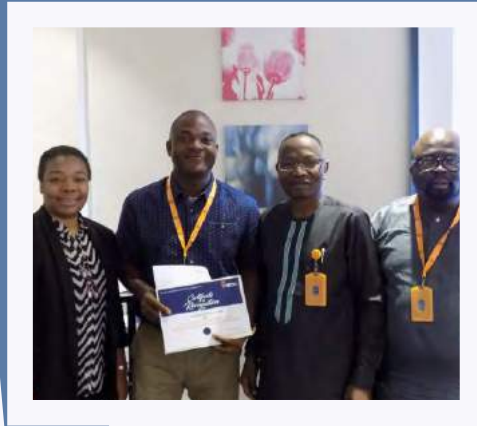


Recognition and reward



Safety excellence is a journey

# ***Congratulations to the recipients of Best & Outstanding Performance Awards in Revenue Collection for December 2019***



# ***Congratulations to the recipients of Best & Outstanding Performance Awards in Revenue Collection for December 2019***





# Photo News

1



2



3



3

4



5



6



1 - 3: NTA Ibadan courtesy visit to IBEDC.

5: Ogun Regional Head, Adewumi Ademola and his team on a business visit to Akarigbo of Remo, Oba Adewale Ajayi at his palace in Sagamu, Ogun State.

3 - 4: IBEDC Booth at the NECA Job Fair in Alausa, Lagos.

6: BM, Ogbomoso - Dennis Bojunjoko during his conferment as a fellow of the Institute of Professional Managers & Administrators of Nigeria (IPMA) in Lagos.



# Photo News

7



8



9



10



11



12



13



17



14



15



16



7 - 8: Leadway Assurance celebrates IBEDC on Valentine's Day.  
9 - 10: Pictures of Team A & B of Ede Business Hub taken before the Hub novelty match during its wellness program.  
11 - 17: Cross section of participants during the fitness program organized by the Billing Unit at HQ.



| S/N | FIRST NAME  | SURNAME   | JOB TITLE                        | LOCATION             |
|-----|-------------|-----------|----------------------------------|----------------------|
| 1   | ROTIMI      | ADEOSUN   | Head, Maximum Demand Management  | Head Office          |
| 2   | TEMITOPE    | ONASOGA   | Regional Safety Officer          | Regional Office, Oyo |
| 3   | KAYODE      | ODELEYE   | Meter Standard Officer           | Ijeun                |
| 4   | JAMIU       | LAWAL     | Meter Standard Officer           | Challenge            |
| 5   | SAMUEL      | ALEMEDE   | Meter Standard Officer           | Sango                |
| 6   | TOPE        | AYANTAYO  | Meter Standard Officer           | Mowe-ibafo           |
| 7   | KOLAWOLE    | KUKU      | Meter Standard Officer           | Omu-aran             |
| 8   | RASHEED     | OYEWOLE   | Meter Standard Officer           | Ogbomoso             |
| 9   | MUTIU       | SALAMI    | Meter Standard Officer           | Osogbo               |
| 10  | KEHINDE     | AJIBADE   | Network Planning Officer         | Omu-aran             |
| 11  | OMOMOLUWA   | OMOLE     | Network Planning Officer         | Omu-aran             |
| 12  | ADEKUNLE    | YUSSUF    | Network Planning Officer         | Dugbe                |
| 13  | ABDULKAREEM | BABATUNDE | Distribution Substation Operator | Baboko               |
| 14  | VICTOR      | OLALERE   | Distribution Substation Operator | Ota                  |
| 15  | SUNDAY      | BAMGBOYE  | Distribution Substation Operator | Ota                  |
| 16  | GABRIEL     | ALABI     | Distribution Substation Operator | Oyo                  |
| 17  | ABIODUN     | ADEWALE   | Distribution Substation Operator | Olumo                |
| 18  | MOSHOOD     | IBRAHIM   | Distribution Substation Operator | Baboko               |
| 19  | AANU        | OYEWOLA   | Distribution Substation Operator | Ile-Ife              |
| 20  | ABIODUN     | FASANYA   | Distribution Substation Operator | Olumo                |
| 21  | OLAOLUWA    | OLUJIMI   | Cable Jointer                    | Akanran              |
| 22  | OLAYINKA    | AKURE     | Electrical Fitter                | Molete               |
| 23  | FOLAKEMI    | OJUTIKU   | Customer Care Officer            | Head Office          |



IBEDC is a member of the Engendering Utilities Program, a United States Agency for International Development (USAID) initiative on capacity building for gender integration in the utilities industry. The program aims to increase economic opportunities for women, create gender equality and balance, increase business performance, boost the confidence of female employees to take on more active and challenging roles in their organization and ultimately strengthen power industry. IBEDC introduced programs that have helped drive these objectives in the Company such as D.I.S.C.O for Women conference, IBEDC Energy club, our IBEDC-Equal Opportunity Employer Policy, Gender Targeted Learning & Development Initiatives, Talent Pipeline Management etc. In line with these initiatives and in commemoration of the International Women's Day, IBEDC has been celebrating Women who have left an indelible mark in the Power industry. We call them, Power Amazons.



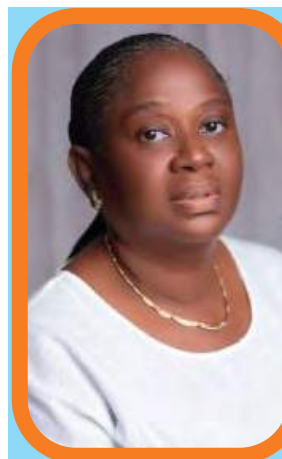
**O**ur pioneer Power Amazon, Engr. Bernice Adedayo Lijofi is the first and only appointed Executive Director, Human Resource in the defunct NEPA. She joined the defunct National

Electric Power Authority (NEPA) as a Pupil Electrical Engineer and trained in various Departments within the organization. After 31 years of meritorious service, Engr. Bernice Adedayo Lijofi retired as an Executive Director, Human Resource in March 2005. Some of her accomplishments include; the commissioning and power evacuation from the first set of Isolated Power Plants (IPP) for some customers in Abuja Business Center (2000), Designed and supervised the construction of Power Evacuation of Projects in Abuja, Katampe, and Apo village (2003), supervised cross border 33Kv Interconnection projects in Benin and Niger.



**O**ur second edition shone the spotlight on Adaku Ufere-Awoonor, a recipient of numerous honours which include the 40 Under 40 Leading Lawyers in Nigeria in

2016, Attorney of the Year at the African Legal Awards in 2017, Young African Professional of the Year by the Independent Pan-African Youth Parliament in 2018, a Fellow of the Institute of Energy Security, Ghana and a Mandela Washington Fellow 2018. She is an international Energy professional with over a decade global legal experience. Adaku has an LL. B from the University of Nigeria, a BL from the Nigerian Law School, an LLM in Oil and Gas from the University of Aberdeen, and a Certification in Public Management from the University of California, Davis. She is a member of the Nigerian Bar Association, the International Bar Association, the Association of International Petroleum Negotiators, the Women in African Power, the Institute for Energy Security and Young Women in Energy Association.



**O**ur third feature in our Power Amazon series is Engr. (Mrs.) Bimbola Oyeboade Dada, the most senior female Engineer in the Organization. She is an epitome of hard work, tenacity

and commitment to career growth. She has created a blueprint for female employees to emulate and adopt. Engr. (Mrs.) Bimbola Oyeboade Dada is an Electrical Engineering graduate from the University of Nigeria, Nsukka with over 30 years cognate working experience. She joined the defunct National Electric Power Authority (NEPA) as a Despatch Engineer, Distribution in Ijora. Engr. Dada has proven her worth as a formidable force in the power industry. For over 10 years, She has served in the Executive Management position for two major power industry players in Nigeria and is passionate about mentoring and cooking.

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