

Director Corporate Services – Job Description

Job Reference:	PI03CS01
Job Title:	Director, Corporate Services
Work Unit:	Corporate Services Division
Responsible to:	Director-General through the Deputy Director-General
Responsible for:	Performance of the Corporate Services Division, Corporate Support and Central Services for all Divisions, Management and supervision of 6 internationally recruited staff and 26 locally recruited staff
Job Purpose:	<p>The job exists to-:</p> <ul style="list-style-type: none"> To lead and manage the Corporate Services Division to achieve its intended outcomes as well as deliver efficient and effective services in the areas of; finance, human resources management and development, administration, property and facilities; as well as planning and performance management A key position in the FFA management team. It is a hands-on role, which is critical to the effective functioning of the Agency and has day to day oversight of all aspects of corporate governance and management Ensure robust integrated management frameworks are operating effectively throughout the organisation to enable achievement of annual and medium term goals of FFA Annual Work Programme and Budgets as well as its Statement of Intent.
Date:	July 2015

FFA's Vision and Mission:

Vision of the Members of the Pacific Islands Forum Fisheries Agency

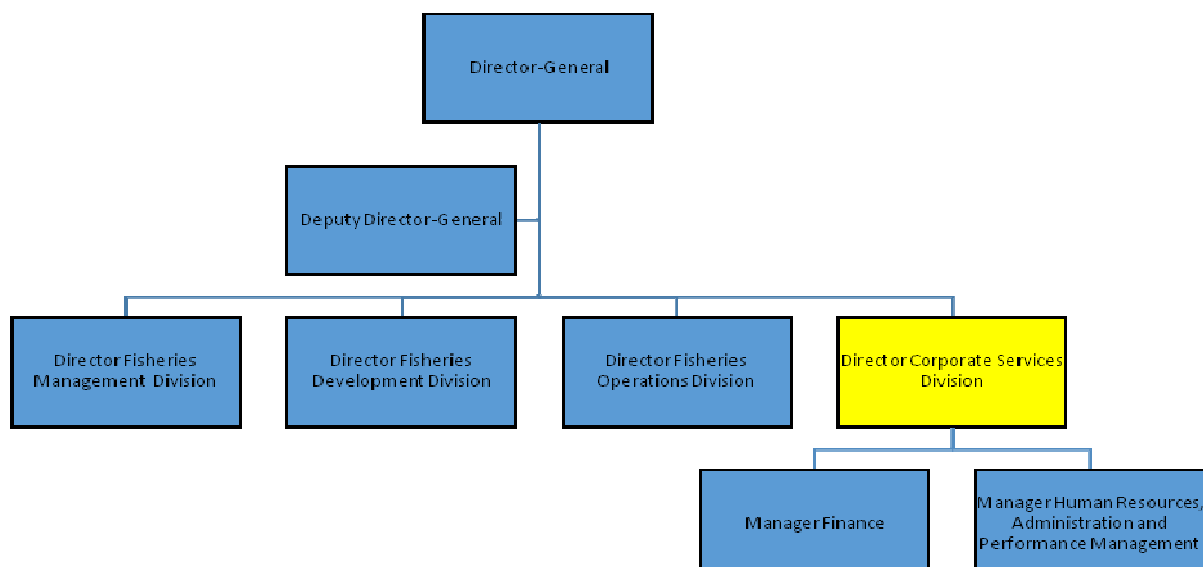
Our people will enjoy the highest levels of social and economic benefits through the sustainable use of our offshore fisheries resources/

Mission for the Pacific Islands Forum Fisheries Agency

To drive regional cooperation to create and enable the maximum long term social and economic benefit from the sustainable use of our shared offshore fishery resources.

FFA Strategic Plan

Organisational Context:



Key Result Areas

This encompasses the following major functions of Key Result Areas

1. Leadership and management of the Corporate Services Division
2. Planning and Strategic Direction
3. Effective policy and technical advice
4. Management and supervision of all Human Resources Functions
5. Effective management and oversight of finance functions
6. Effective management and oversight of property, facilities and contracts
7. Monitoring and Evaluation Framework and Performance Management
8. Effectively contribute to the strategic and operational development of FFA as part of the Executive Team
9. Performance of higher duties

The performance requirements of the Key Result Areas are broadly described below:

Jobholder is accountable for	Jobholder is successful when
<p>1. Leadership and effective management of the Corporate Services Division</p> <ul style="list-style-type: none"> • Manage the Division's human, physical and financial resources to ensure maximum utilisation, efficiency, effectiveness and quality of service • Advise the Director-General and FFC on the formation, development and application of policy and strategic decisions relating to the Corporate Services • Develop and embed a culture of customer focus and performance management to ensure high quality and continuous improvement in service delivery • Ensure regular and effective communication between Corporate Services and other Divisions • Ensure that the organisation's approach to data protection, security and retention complies with best practice and that policies and procedures are effectively implemented • To develop, continuously improve and implement the organisation's approach to risk management. 	<p>The Corporate Services Division (CSD) delivers efficient and effective services to the organisation in line with international best practice.</p> <p>The CSD staff work as a coordinated and motivated team to provide a high level of responsiveness to the needs of the organisation, guided by appropriate policies and procedures.</p> <p>Indicatively successful performance includes;</p> <ul style="list-style-type: none"> • Sound management and coordination of corporate services delivered within timeframe and budget • Effective performance of the Division • Division achieves key result areas and work program and budget activities • Effective support to FFA staff and member countries where appropriate
<p>2. Planning and Strategic Direction</p> <ul style="list-style-type: none"> • Review and Development/Updating of Statement of Intent (SOI) • Development of Annual Work Program and Budget (AWPB) and Medium Term Expenditure framework 	<p>For Division</p> <ul style="list-style-type: none"> • Development of bridging Medium-term goals and strategies (towards Strategic Plan 2020 outcomes) based on sound risk management analysis are undertaken annually • Medium term goals are collaboratively developed with staff and incorporated into the annual Statement of Intent • Leading the development of Divisional AWPB • Annual Work Program and Budget is developed for each year with a two year forecast reflecting work activities and pursued results for the medium term <p>For FFA</p> <ul style="list-style-type: none"> • Lead and oversee the development and annual

Jobholder is accountable for	Jobholder is successful when
	<p>updates of FFA “Statement of Intent”, coordinating inputs from all Divisions, setting out FFA’s medium term Results and Outcomes framework</p> <ul style="list-style-type: none"> • Lead the development of FFAs Annual and Medium Term Work Programme and Budget abased on its SOI • AWPB is submitted on time in line with FFA planning cycle
<p>3. Effective policy and technical advice</p> <ul style="list-style-type: none"> • Providing policy advice and technical services on matters regarding areas of technical responsibilities including Financial, Human Resource Management and Administration policy advice 	<ul style="list-style-type: none"> • Policy and technical advice on matters regarding areas of technical responsibility are robust, can withstand peer and public scrutiny, aligns with FFA approved approach or philosophy and is pragmatic • Corporate services policies and procedures are updated and documented to meet good-practice standards
<p>4. Management and supervision of all HR functions</p> <ul style="list-style-type: none"> • To lead the development and implementation of HR management systems, including recruitment and the introduction of HR software. • To ensure all policies and procedures are compliant with international best practice, understood and implemented by staff to ensure their health, safety and wellbeing • To advice and support staff in all issues relating to HR • To ensure HR procedures and practices are in compliance with local law and tax requirements where applicable 	<p>FFA attracts and retains qualified and professional staff in all roles, with a culture of high performance and continuous improvement.</p> <ul style="list-style-type: none"> • Key human resource functions such as job evaluation and classification, employment relations, performance management, remuneration, training and development, recruitment and selection, equal employment opportunity and health and safety undertaken • Effective and efficient administrative services provided • Effective feedback on staff performance provided on a regular basis and action taken accordingly • Appointments are made on the basis of merit • Skills and knowledge gaps are identified and addressed. Support the organisation with advice and appropriate training in human resources, finance and other corporate service areas as appropriate
<p>5. Effective management and oversight of all financial functions</p> <ul style="list-style-type: none"> • To ensure FFA financial procedures are efficient, meet donor requirements, and are understood and implemented across the organisation • To implement and improve financial management systems and procedures across the organisation including internal controls and completion of the annual audit • To ensure the Finance Section produce budgets, accounts and financial analysis as required • To undertake ad hoc financial analysis from time to time, to assist the Executive in evaluating potential for cost efficiencies • To ensure timely submission of all external reporting to the Audit Committee of FFC and Donors 	<p>FFA finance are managed efficiently in accordance with appropriate international standards to the satisfaction of external auditors, members and donors.</p> <p>Specific indicators include:</p> <ul style="list-style-type: none"> • Monthly budget performance is submitted and reviewed by Executive and Management • Timely submission of financial reports on FFA activities and operations and reports are used for decision making • Financial and internal control procedures, systems and methods so as to ensure maximum efficiency in the utilisation of resources and modernisation of procedures

Jobholder is accountable for	Jobholder is successful when
<ul style="list-style-type: none"> Developed improved systems for managing FFA income and expenditure in different currencies that minimise exchange rate risk and transaction costs and maximise interest income 	
<p>6. Effective management and oversight of Administration, property, facilities and contracts</p> <ul style="list-style-type: none"> To oversee contractual arrangements for all buildings and facilities ensuring that facilities are fit for purpose Management of supplier service contracts (e.g travel, insurance, security, equipment and building maintenance) to ensure efficient services and cost effective delivery Review options for outsourcing additional non-core functions of FFA Participate or assist with Tenders Board and ensure procurement is efficient and in compliance with FFA regulations and procedures To keep a proper record and oversight of all contracts, including funding contracts with other agencies. To ensure all contracts meet legal and financial requirements 	<p>FFA buildings and facilities are well maintained and provide an excellent work environment</p> <p>FFA services are supported in an efficient and cost effective manner</p> <p>Staff, assets and any other properties necessary for the effective and efficient operations of FFA are safe and secure</p> <p>FFA office and conference support services are efficient and effective</p>
<p>7. Monitoring and Evaluation Framework</p> <ul style="list-style-type: none"> Implementation of FFA Monitoring and Evaluation Framework Lead monitoring and evaluation of organisational progress towards forecasted intended results i.e assess progress ASPB on periodical basis as well as ascertain impacts of Divisional work through tracer studies, and recommend refinements to design of project and any lessons learnt analyse progress of activities against budget utilisation and report to Executive on a monthly basis 	<ul style="list-style-type: none"> FFA Monitoring and Evaluation Framework is relevant and reports on FFA performance as an organisation can be measured Appropriate alignment of M&E to FFA outcomes and activities M&E Reports are completed Advise on M&E reports are approved and acted upon where appropriate Robust monitoring and evaluation framework in place FFA is responsive to positive recommendations for continuous improvement at all levels where appropriate
<p>8. Effectively contribute to the strategic and operational development of FFA as part of the Executive Team</p> <ul style="list-style-type: none"> To participate in and represent FFA at relevant meetings and events. To cultivate and maintain good relations with donors, partner organizations and financial institutions. To support the DG in ensuring that staff and members are well informed and up to date on developments affecting corporate services including legislation and best practice. To work closely with the Director of Operations and IT Manager to ensure that office IT hardware and systems, including HR, Finance and document management, are fit for purpose. To promote FFA values and ethos at all times. To maintain a positive, appropriate and professional relationship with all FFA staff, partners and members. 	<p>The Corporate Service Director is a valued and effective member of the Executive, who enhances the reputation of FFA</p>

Jobholder is accountable for	Jobholder is successful when
<ul style="list-style-type: none"> Any other duties as allocated by the DG, including functional responsibilities and special projects. 	
9. Higher Duties <ul style="list-style-type: none"> As assigned to act as Officer in Charge in the absence of the Director-General and the Deputy Director-General As assigned to lead FFA teams or representational processes 	<ul style="list-style-type: none"> Management of office according to approved standards and governance limits Knowledgeable and effective representation of FFA interest and approach

The above performance requirements are provided as a guide only. The precise performance measures for this job will need further discussion between the jobholder and supervisor as part of the performance development process.

Work Complexity

The most challenging duties typically undertaken:

- Managing high number of staff and high volume financial transactions
- Influence and interaction – direct discussion and negotiations with donors, FFC, member delegations including Ministers within agreed frameworks and policies and within area of technical responsibility
- Required to professionally present argument and reports, unsupported by senior executives and to effect change and reform consistent with the Agency’s mandate
- Complexity of managing staff security and welfare in hardship location
- Managing member expectations and aspirations in current economic climate
- Dealing with increasing volume of responsibilities with a decreasing resource base
- Sustaining an organisational culture of continuous improvement

Functional Relationships and Personal Skills

Key internal and/or external contacts	Nature of Contact most typical
External <ul style="list-style-type: none"> Representatives of member countries Audit Committee Donor Representatives Other organisations 	<ul style="list-style-type: none"> Scoping works, provision of policy and technical advice, facilitation of; policy development and scheduling of interventions Acts as secretary to the audit committee – preparing papers and reports, responding to queries, reporting on meetings and implementing recommendations Reporting on progress of Donor projects as well as marketing project proposals for funding Collaboration on progressing common areas of interest e.g harmonisation while preserving distinctive strengths and advantages of FFA
Internal <ul style="list-style-type: none"> Executive (Director – General and Deputy Director-General) Internal Auditor 	<ul style="list-style-type: none"> Provide policy and technical recommendations in area of technical responsibility Take decisions Report progress of Divisional work plan and status of finances in area of technical responsibility as well as FFA as a whole Ensure IA has unrestricted access to financial and performance information

Key internal and/or external contacts	Nature of Contact most typical
<ul style="list-style-type: none"> • Divisional Staff • Other Directors • All Staff 	<ul style="list-style-type: none"> • Direct, supervise and coach • Facilitate development of medium term and annual goals and workplans • Collaborate on common areas of work, division of responsibilities on cross-cutting issues, ensure divisions receive excellent corporate support • On requests provide advice on matters relating to areas of technical responsibility

Level of Delegation:

The jobholder:

<ul style="list-style-type: none"> • Manages a Divisional budget of US\$4-5 million and responsible for an organisational budget of over US\$25 million • Can authorise up to US\$100,000.00 of costs in own budget • As ranking officer lead field operations • Can sign standard letters, including correspondence with financial institutions within authority • May act as Officer in Charge when the Director-General and Deputy Director-General are absent
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Person Specification

Knowledge/Experience

This section is designed to capture the expertise required for the role at the 100% fully effective level. (This does not necessarily reflect what the current job holder has). This may be a combination of knowledge/experience, qualifications or equivalent level of learning through experience or key skills attributes or job specific competencies.

Essential Selection Criteria	Desirable Selection Criteria
Qualification <ul style="list-style-type: none"> • A tertiary degree in management, public administration, finance or another relevant field 	MBA Certified Public Accountant
Experience <ul style="list-style-type: none"> • At least 10 years progressive experience in the area of corporate services and 5 years' experience as manager • Experience in Human Resources Management and in using HR systems • Experience in accounts management, including budgeting, forecasting, monthly financial reporting and audit compliance • Experience of managing facilities and services for a medium sized organisation • Systems implementation, change management experience • Experience in Organisational Performance Management Systems • Experience in Monitoring and Evaluation Frameworks 	Experience of working with multiple currencies Experience of working with bilateral and international funding agencies Familiar with donor funding arrangements, systems and reporting requirements

Key Skills/Attributes/Job Specific Competencies

The following levels would typically be expected for the 100% fully effective level:

Expert Level	<ul style="list-style-type: none">• In area of technical responsibility; Corporate Services- Regional and international best practice on financial, human resources and asset management.
Advanced Level	<ul style="list-style-type: none">• Policy development skills• Facilitation and influencing skills• Excellent oral and written communication skills
Working Knowledge Level	<ul style="list-style-type: none">• Strategic Planning, Business Process-engineering, Performance Improvement processes, Organizational Development.
Awareness	<ul style="list-style-type: none">• Cultural awareness of diverse member representation.

Key Behaviours

*All employees are measured against the following **Key Behaviours** as part of Performance Development*

- Commitment/Personal Accountability
- Professional/Technical Expertise
- Teamwork
- Customer Focus
- Effective Communications & Relationships
- Leadership
- Coaching and Development (for Managers only)
- Strategic Perspective (for Managers only)

Personal Attributes

- Relevant Qualifications
- Excellent Analytical Skills
- Excellent Communication Skills
- Results orientation
- Ability to manage and work well in multi-disciplinary and multi-cultural teams.
- Ability to work in an organized and systematic manner.
- Ability to transfer information/knowledge to a non technical audience
- Recognizes and responds appropriately to the ideas, interests and concerns of others
- Builds trust and engenders morale by displaying open, transparent and credible behaviour
- Respects individual/ cultural differences
- Utilizes diversity to foster teamwork
- Ensures others understanding of, involvement in, adaptation to a change process

Change to Job Description:

From time to time it may be necessary to consider changes in the job description in response to the changing nature of our work environment-including technological requirements or statutory changes. Such Change may be initiated as necessary by your Director. This Job Description may also be reviewed as part of the preparation for performance planning for the annual performance cycle.