

Job Reference:	P103CS01
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, as well as Corporate Support and Central Services to all Divisions, and for staff of the Division (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 management team of the FFA, this role 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; FFA Strategic Plan 2020-2025; annual and medium term goals of the FFA Statement of Intent (SOI) and the Annual Work Programme and Budget (AWPB).
Date:	August 2019

FFA's Vision and Mission:

Vision of the Pacific Islands Forum Fisheries Agency

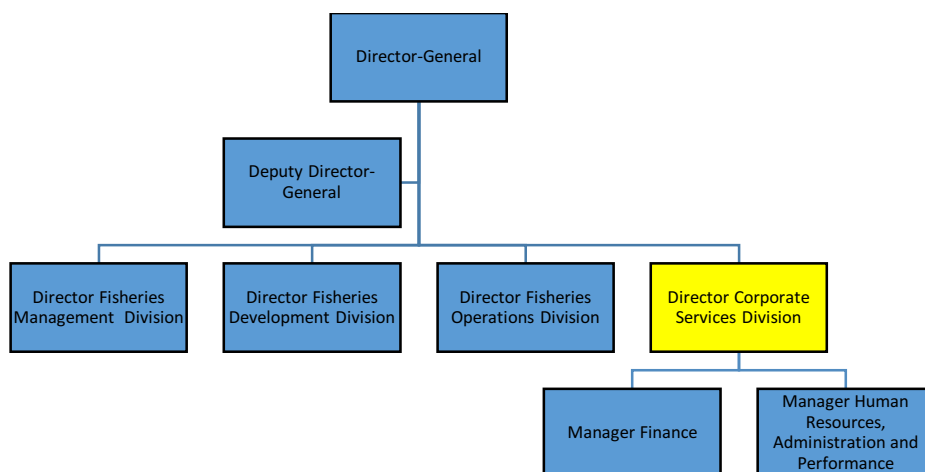
Our people enjoying the greatest possible social and economic benefits from the sustainable use of offshore fisheries resources.

Mission of the Pacific Islands Forum Fisheries Agency

Empowering FFA Members to take collective and national action for the sustainable use of offshore fisheries resources.

FFA Strategic Plan 2020-2025

Organisational Context:



Key Result Areas

This role encompasses the following Key Result Areas

1. Leadership and effective management of the Corporate Services Division
2. Planning and Strategic Direction
3. Effective policy advice in areas of responsibility
4. Oversee the Management of Human Resources Functions and policies including FFA's gender policy
5. Oversee the Management of Financial functions
6. Oversee the Management of Administration, Property, facilities and contracts
7. Oversee the Management of the Monitoring and Evaluation Framework and Performance Management system implementation
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, management and coordination of Corporate Services Division activities</p> <p>Specifically:</p> <ul style="list-style-type: none"> • Oversee and direct the work programme of the Division in line with Statement of Intent, Annual Work Programme and Budget and annual work plans • Advise the Director-General and FFC on the formation, development and application of policy and strategic decisions relating to Corporate Services • Lead the recruitment of Divisional staff and manage their performance • Oversee the development of the annual work programme and budget for the Agency in 	<p>The Corporate Services Division (CSD) delivers efficient and effective services to the organisation in line with international best practice.</p> <p>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

Jobholder is accountable for	Jobholder is successful when
<p>consultation with other Directors and Managers and oversee its disbursement in line with financial procedures</p> <ul style="list-style-type: none"> • Oversee the recruitment and management of consultants engaged by the Division • Ensure all procurement is in line with FFA financial procedures • 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 organisations approach to risk management. 	<ul style="list-style-type: none"> • Division achieves key result areas and work program and budget activities • Effective support to FFA staff and member countries • High level of compliance with data protection, security and retention policies and procedures
<p>2. Agency Business Planning and Annual Work Programme and Budget</p> <ul style="list-style-type: none"> • Manage and oversee the development of the Annual Work Program and Budget (AWPB) • Oversee the review and updating of the “Statement of Intent (SOI)” on an annual basis 	<p>For Division</p> <ul style="list-style-type: none"> • Development of bridging Medium-term goals and strategies (towards Strategic Plan 2025 outcomes) based on sound risk management analysis Medium term goals are collaboratively developed with staff and incorporated into the annual Statement of Intent • Development of Divisional AWPB is in line with Strategic Plan 2025 outcomes • Annual Work Program and Budget is developed for each year with a two-year iterative forecast reflecting medium term <p>For FFA</p> <ul style="list-style-type: none"> • AWPB is submitted on time in line with FFA planning cycle • Oversee the development and annual updates of “Statement of Intent”, coordinating inputs from all Divisions as well as draft of corporate services division sections
<p>3. Policy and technical advice</p> <ul style="list-style-type: none"> • Providing policy and technical advice on matters relating to areas of responsibilities including: <ul style="list-style-type: none"> ○ Finance ○ Human Resource Management and Development ○ Administration ○ Properties and Assets ○ Planning and Performance Management 	<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 Vision and Mission and is pragmatic • Corporate services policies and procedures are regularly updated and documented to meet best-practice standards • Emerging and complex issues are identified and relevant policy advice, capacity development and technical support planned for and implemented

Jobholder is accountable for	Jobholder is successful when
<p>4. Oversee the management of all HR management and development functions</p> <p>Specifically</p> <ul style="list-style-type: none"> • The development and implementation of HR management systems • Policies and procedures are compliant with the FFA Staff Regulations. • FFA Staff Regulations are reviewed and updated to meet regional/international best practice, as required. • Effective communication of Staff Regulations to staff • Advise 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 • Oversee the implementation of the annual staff performance management process. • Oversee the Capability Planning and Development process – staff training and development 	<ul style="list-style-type: none"> • FFA attracts and retains qualified and professional staff in all roles, with a culture of high performance and continuous improvement. <p>Successful performance includes:</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 are executed efficiently and effectively • Effective and efficient administrative services provided to FFA • 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.
<p>5. Oversee the management of all financial functions</p> <p>Specifically:</p> <ul style="list-style-type: none"> • To ensure FFA financial procedures are robust, 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 the Annual Work Programme and Budgets, accounts and financial analysis as required • To undertake financial analysis from time to time, to ensure cost efficiencies • To ensure timely submission of all external reporting to the Audit Committee of FFC and Donors • Development of improved systems for managing FFA income and expenditure in different currencies that minimise exchange rate risk and transaction costs and maximise interest income 	<p>FFA finances are managed efficiently and effectively in accordance with appropriate international standards to the satisfaction of Members, external auditors and donors.</p> <p>Specific indicators include:</p> <ul style="list-style-type: none"> • Monthly budget performance analysis reports are accurate and cover key financial indicators for Executive and Management consideration • 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 are put in place so as to ensure maximum efficiency in the utilisation of resources and modernisation of procedures
<p>6. Oversee the management of administration, property, facilities and contracts</p> <p>Specifically:</p> <ul style="list-style-type: none"> • To oversee the management of procurement processes for the Agency 	

Jobholder is accountable for	Jobholder is successful when
<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 Tender Panels 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 	<ul style="list-style-type: none"> • The Agency procurement process and activities are according to Financial Regulations • FFA buildings and facilities are well maintained and provide an excellent work environment • FFA services are supported in an efficient and cost effective manner • Staff, assets and any other properties necessary for the effective and efficient operations of FFA are safe and secure
<p>7. Monitoring and Evaluation Framework</p> <ul style="list-style-type: none"> • Oversee the implementation of FFA Monitoring and Evaluation Framework procedures, including individual staff performance as well as organisational performance • Oversee monitoring and evaluation of organisational progress towards stated results • Oversee annual Internal review of Divisional capabilities to deliver results 	<ul style="list-style-type: none"> • FFA Monitoring and Evaluation Framework is relevant and reports on FFA performance as an organisation and as individual staff • Appropriate alignment of M&E to FFA Strategic Plan outcomes and activities • M&E Reports are timely and useful for management and executive decision-making • Advice 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. 	<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"> To promote FFA values and ethos at all times. To maintain a positive, appropriate and professional relationship with all FFA staff, partners and members. Any other duties as allocated by the DG, including functional responsibilities and special projects. 	
<p>9. Higher Duties</p> <ul style="list-style-type: none"> When 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 interests 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:
<ul style="list-style-type: none"> Managing high number of staff and high volume financial transactions as well as a high recruitment load across the Agency 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 arguments and reports, unsupported by other 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 and managing a diverse resource base and associated donor relationships Sustaining an organisational culture of continuous improvement

Functional Relationships and Personal Skills

Key internal and/or external contacts	Nature of Contact most typical
<p>External</p> <ul style="list-style-type: none"> Representatives of member countries Audit Committee 	<ul style="list-style-type: none"> Scoping works, provision of policy and technical advice, facilitation of meetings, provision of policy advice and scheduling of interventions Acts as Secretary to the FFA Audit Committee – preparing papers and reports, responding to queries, reporting on meetings and implementing recommendations

Key internal and/or external contacts	Nature of Contact most typical
<ul style="list-style-type: none"> • Donor Representatives • Other organisations 	<ul style="list-style-type: none"> • Reporting on progress of Donor projects as well as marketing project proposals for funding • Collaboration on progressing common areas of interest eg. CROP harmonisation, while preserving distinctive strengths and advantages of FFA
<p>Internal</p> <ul style="list-style-type: none"> • Executive (Director – General and Deputy Director-General) • Internal Auditor • Divisional Staff • Other Directors • All Staff 	<ul style="list-style-type: none"> • Provide policy and technical recommendations in areas 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 Internal Auditor has unrestricted access to financial and performance information • Direct, supervise and coach • Facilitate development of medium term and annual goals and work plans • Collaborate on common areas of work, division of responsibilities on cross-cutting issues, ensure Divisions receive excellent corporate support • On request, provide advice on matters relating to areas of technical responsibility

Level of Delegation:

The jobholder:

- Manages a Divisional budget of US\$4-5 million and responsible for an organisational budget of over US\$30 million
- Can authorise up to US\$100,000.00 of costs in own budget
- As ranking officer, lead field operations from time to time
- Can sign standard letters, including correspondence with financial institutions within authority
- May be required to act as Officer in Charge when the Director-General and Deputy Director-General are absent

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
<p>Qualification</p> <ul style="list-style-type: none"> • A tertiary degree in management, public administration, finance or another relevant field 	<ul style="list-style-type: none"> • MBA • Certified Public Accountant
<p>Experience</p> <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 	<ul style="list-style-type: none"> • Experience of working with multiple currencies • Experience of working with bilateral and international funding agencies • Familiar with donor funding arrangements, systems and reporting requirements • Project management experience and expertise

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 FFA's diverse membership.

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 morale by displaying open, transparent and credible behaviour
- Respects individual and cultural differences
- Utilizes diversity to foster teamwork
- Ensures others understanding of, involvement in, adaptation to a change process

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 FFA Executive. This Job Description may also be reviewed as part of the implementation of the FFA Strategic Plan 2020-2025 and performance planning for the annual performance cycle.

Approved:

Manager/Supervisor

Date:

Employee

Date: