

### Job Identification

Job Reference:	
Job Title:	<b>Manager Planning, Transformation &amp; MERLA</b>
Work Unit:	High Level Advice
Responsible To:	This role reports to the <b>Director General on overall strategic direction</b> and to the <b>Deputy Director General on operational day-to-day management</b> . The role will work closely with Director Corporate Services.
Responsible For:	2
Job Purpose:	The position leads the team that supports the successful implementation of the organisational plans and associated projects (change initiatives) to effectively implement the FFA Strategic Plan 2020-25; from early concept through to implementation, monitoring & evaluation, periodic reporting and embedding within the organisation, using appropriate structured methodologies as agreed with the Executives. This includes coordinating the development and review of the 5 Year Business Plan, Divisional Plans, project plans and individual work plans, schedules, financial forecast, risk and resource plans. The role may also include other processes required to ensure achievement of the results and outcomes of the Strategic Plan 2020-25.
Date:	April 2021

### FFA Vision and Mission

#### Vision of the Members of the Pacific Islands Forum Fisheries Agency

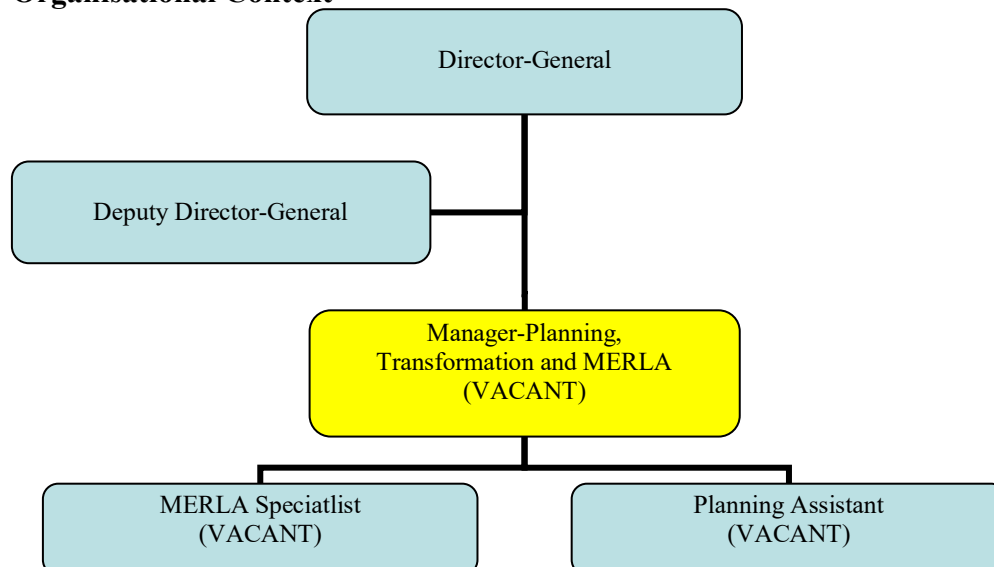
Our people enjoying the greatest possible social and economic benefits from the sustainable use of offshore fisheries resources.

#### Mission for 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 encompasses the following **major functions** or Key Result Areas

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| <ol style="list-style-type: none"> <li>1. Program initiation and management</li> <li>2. Project management and leadership</li> <li>3. Change management</li> <li>4. Monitoring and evaluation</li> <li>5. Reporting and controls</li> <li>6. Stakeholder relations</li> <li>7. Safety and Health</li> </ol> |
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The **performance requirements** of the Key Result Areas, are broadly described below;

Jobholder is accountable for	Jobholder is successful when
<p><b>KRA1: Program initiation and management</b></p> <ul style="list-style-type: none"> <li>• Accountable for end-to-end management of the Planning, Transformation and MERLA Programme.</li> <li>• Define scope and accurately estimate costs, timescales and resources required to deliver the organisational plans and associated change initiatives.</li> <li>• Build programme schedules, effectively communicate the overall objectives and gain buy in and sign off from Directors and Project Managers.</li> <li>• Work collaboratively with Consultants, Executives, Directors and Project Managers to ensure that approved organisational plans are implemented and all change initiatives are delivered successfully within the mandate of the Planning, Transformation and MERLA Programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely mobilisation of resources for program delivery</li> <li>• Program leaders fully aware of program deliverables and timelines</li> <li>• Successful implementation of change initiatives</li> </ul>
<p><b>KRA2: Project management/leadership</b></p> <ul style="list-style-type: none"> <li>• Support, advise and provide feedback to the Directors who are responsible for the planning and transformation of their Divisions and reporting to the Executives, Audit &amp; Risk Committee, Forum Fisheries Committee, Ministers and key stakeholders.</li> <li>• Oversee development and implementation of a Communication Plan, Coaching and Training Plans, and Directors Implementation Roadmap for the organisational plans, change and MERLA initiatives.</li> <li>• Working with the Project Managers and work stream leads, proactively control projects; managing resources, time, quality, budgets, risks, employee issues, appropriate training and dependencies.</li> <li>• Provide effective leadership to the Planning,</li> </ul>	<ul style="list-style-type: none"> <li>• Effective project implementation and management through support, feedback and timely advise</li> </ul>

<p>Transformation and MERLA Programme team.</p> <ul style="list-style-type: none"> <li>• Ensure all documentation produced for the Planning, Transformation and MERLA Programme is of a high standard and correctly articulates the requirements of the Programme.</li> <li>• Report on and manage organisational change and business improvements in conjunction with the Directors and Executives.</li> </ul>	
<p><b>KRA3: Reporting and controls</b></p> <ul style="list-style-type: none"> <li>• Determine, manage and regularly review Planning, Transformation and MERLA Programme risks.</li> <li>• Quality management of the Planning, Transformation and MERLA Programme.</li> <li>• Budget/cost control of the Planning, Transformation and MERLA Programme, including oversight of all activities within the Programme.</li> <li>• Work in conjunction with the Directors to ensure regular and accurate reporting of all projects and programme of work to Executives.</li> <li>• Develop, enhance and implement appropriate key performance indicators, as part of the Planning, Transformation and MERLA Programme reporting commitments.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective monitoring of Planning, Transformation and MERLA programme</li> <li>• Key performance indicators for reporting requirements are relevant and capture progress of programme</li> </ul>
<p><b>KRA4: Project management methodology and artefacts</b></p> <ul style="list-style-type: none"> <li>• Ensure all activities within the Planning, Transformation and MERLA Programme are managed in accordance with agreed methods and processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant, Consistent and fit for purpose methodologies and processes in place for managing Planning, Transformation and MERLA programme activities</li> </ul>
<p><b>KRA5: Effective stakeholder relations</b></p> <ul style="list-style-type: none"> <li>• Support the effective engagement with staff at all levels, Executives, Members, partners and CROP agencies where required.</li> <li>• Champion rapid escalation of issues, timely decision making and implementation.</li> <li>• Create a climate where there are no surprises and where issues are put on the table early enough to act upon</li> </ul>	<ul style="list-style-type: none"> <li>• Effective collaboration with stakeholders in areas of common interest</li> <li>• Timely communication of issues</li> </ul>
<p><b>KRA6: Safety and Health</b></p> <ul style="list-style-type: none"> <li>• Ensure Safety and Health practices are adhered to, and staff safety is maintained in all aspects of day to day operations</li> </ul>	<ul style="list-style-type: none"> <li>• Safety and Health consistently observed by staff</li> </ul>

**Note:** The precise performance measures for this job will be further defined between the jobholder and supervisor as part of the FFA Performance Management system on an annual basis.

### Work Complexity

<p>The most challenging duties typically undertaken-;</p> <ul style="list-style-type: none"> <li>• Overseeing change processes and managing impacts on staff.</li> <li>• Delivering key result areas under strict timelines</li> <li>• Managing stakeholders with different views to achieve program goals</li> <li>• Delivering timely advice on both complex and administrative issues faced by the programme</li> </ul>
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### Functional Relationships & Relationship Skills:

Key internal and/or external contacts	Nature of Contact most typical
<p><b>External</b></p> <ul style="list-style-type: none"> <li>• Members</li> <li>• CROP Agencies</li> <li>• Consultants</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging with Members by seeking their feedback on progress of the SP implementation</li> <li>• Liaise on common issues and benchmarking of ideas where appropriate</li> <li>• Manage work of consultants</li> </ul>
<p><b>Internal</b></p> <ul style="list-style-type: none"> <li>• Director-General and Deputy Director-General</li> <li>• Director, Corporate Services</li> <li>• Divisional Directors in other areas of Technical responsibilities</li> <li>• All staff</li> </ul>	<ul style="list-style-type: none"> <li>• Provide timely updates on the program and implementation</li> <li>• Receive direction and act on instructions</li> <li>• Assist and work with the DCS in all relevant aspects of the work of the Planning, Transformation and MERLA program where appropriate</li> <li>• Liaise and coordinate with other Divisional Directors on all aspects of relevant work.</li> <li>• Obtain input from Directors for compilation of required reports under the PTMERLA program.</li> <li>• Provide information to Directors from time to time in HR policies, practices and clarifications of staff regulations (Benefits and Entitlements)</li> <li>• Where appropriate communicate changes</li> </ul>

### Level of Delegation

<ul style="list-style-type: none"> <li>• The jobholder will carry out activities in compliance with the Secretariat's policy and procedures with minimum supervision.</li> <li>• The jobholder is required to work collaboratively with all Divisions.</li> </ul>
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- Guidance and advice is provided by the Director General on Strategic matters and Deputy Director General on day-to-day management matters.
- The jobholder has the responsibility to manage the planning, transformation and MERLA team and external consultants assisting the team
- The jobholder will lead the delivery of the annual work programme for planning, transformation and MERLA within the approved budget.

**Person Specification**

<b>Essential</b>
1. Minimum qualification of a Degree in Business Administration, Management, Project Management or relevant field
<b>Knowledge and Experience</b>
2. At least 7 years’ experience in implementing and managing programmes and/or projects with a focus on organisational transformation
3. Proven experience in setting priorities, and determining resource requirements; short or long-term goals and strategies to achieve them
4. Proven experience in coordinating with multiples teams within and with other organisation to accomplish goals; monitor progress and evaluate outcomes
5. Proven experience in planning, budgeting and reporting
6. Demonstrated ability to coordinate, lead and manage multiple teams to achieve outcomes
7. Sound knowledge and practical experience of how to translating high level organisational strategies into operations and managing transformations within organisations
8. Can define and identify the organisation’s mission and functions and how its HR, policy and management systems support such objectives.
9. Demonstrated ability to communicate effectively and express information (make clear, concise and convincing oral and high-quality written presentations) with different audiences.
10. Demonstrated ability in managing expectations and building common understanding amongst employees during major organisational transformations.

**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"> <li>• FFA’s Governance Framework, including Strategic Plan, Business Plan, Annual report and overall accountability processes and documents</li> <li>• Demonstrated experience in overseeing change management processes within organisations including changes to organisational structure.</li> </ul>
Advanced Level	<ul style="list-style-type: none"> <li>• Knowledge of Programmes delivered by FFA</li> <li>• Knowledge or reporting frameworks</li> <li>• Analytical skills</li> <li>• Clear understanding of Member countries and Pacific Leaders’ policy direction and aspirations</li> <li>• Understanding and commitment to diversity, gender and values</li> </ul>

Working Knowledge Level	<ul style="list-style-type: none"> <li>• Good knowledge of modern planning and MERLA systems</li> </ul>
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### **Key Attributes**

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

- Commitment/Personal Accountability
- Professional/Technical Expertise
- Teamwork
- Customer Focus
- Effective Communications & Relationships
- Leadership and people skills
- Commitment to values, gender and diversity policies
- Coaching and Development
- Strategic Perspective
- Strong leadership, time management and organisation skills and experience
- Strongly results oriented
- High degree of cultural competency
- Programme management
- Project management
- Estimating and planning
- Monitoring, evaluation, reporting, learning and adaptation,
- Budget management
- Risk management

### **Personal Attributes**

- Relevant Qualifications
- Excellent Analytical Skills
- Ability to work in an organized and systematic manner.
- Excellent written and oral English communication Skills
- Results orientation
- Ability to manage and work well in multi-disciplinary and multi-cultural teams.
- 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 due, for example, to budgetary, technological or statutory changes and reforms. Such Change may be initiated by your Director or by other members of the Executive including the Director-General and the Deputy Director-General. This Job Description may also be reviewed within the annual performance cycle.