

## TERMS OF REFERENCE – MANAGER HUMAN RESOURCES

### Job Identification

Job Reference:	
Job Title:	<b>Manager Human Resources</b>
Work Unit:	Human Resource Unit
Responsible To:	Director Corporate Services
Responsible For:	5 staff
Job Purpose:	The Manager Human Resources is responsible for providing strategic and operational advice to the Executive through the Director Corporate Services. The position is responsible for performing HR-related duties in the functional areas of recruitment & selection, on-boarding, benefit administration, payroll, employee relations, staff regulation and HR policy implementation and compliance, succession planning, performance management, learning & development and culture. The position reports to the Director Corporate Services.
Date:	December 2021

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

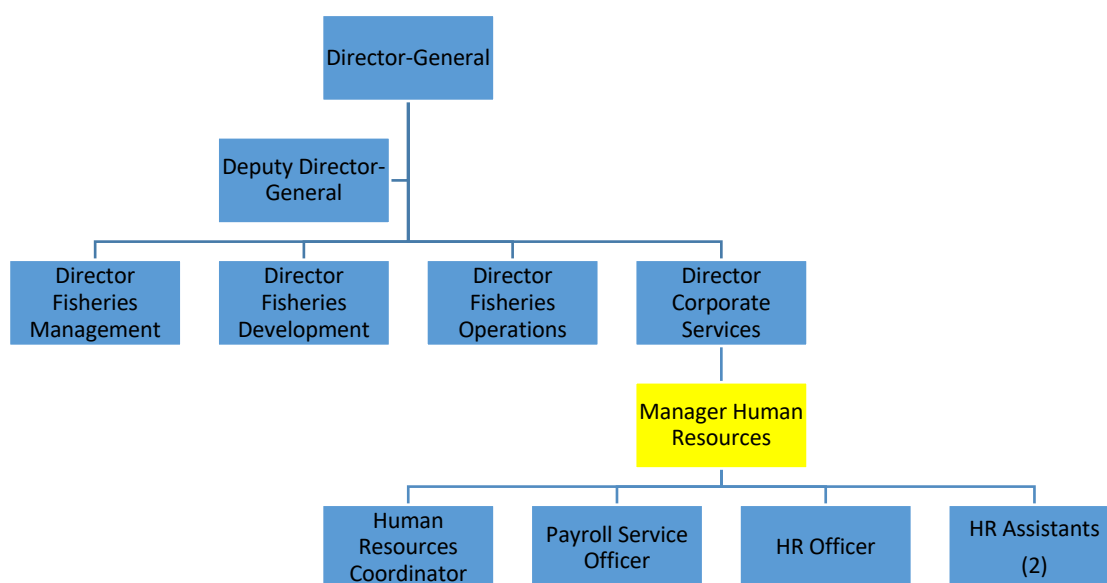
Our people will enjoy the highest levels of social and economic benefits through the sustainable use of our offshore fisheries resources.

### 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 2020-2025

### Organisational Context



## Key Result Areas

This encompasses the following **major functions** or Key Result Areas

1. Strategic Human Resources Management Advice
2. Human Resources Management Policies and Processes
3. Leadership, Oversight and Management of the HR Team
4. Effectively Manage the operations of the HR Team
5. Employee Relations
6. Governance

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

Is accountable for	And is successful when
<ol style="list-style-type: none"> <li>1. Provide effective and efficient Strategic Human Resources Advice to Executive and Directors in the following areas-: <ul style="list-style-type: none"> <li>• Recruitment and Selection</li> <li>• Staff Benefits and Entitlement</li> <li>• Performance Management</li> <li>• HR Strategy and Planning</li> <li>• Remuneration</li> <li>• Contract Management</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• Timely advice is received by Executive and Directors for decision making</li> </ul>
<ol style="list-style-type: none"> <li>2. Effectively lead and coordinate the development and review of HR policies and processes <ul style="list-style-type: none"> <li>• Develop an annual plan for HR policies and processed to be reviewed</li> <li>• Update policies and ensure approvals are documented.</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• Up to date and relevant policies and processes in place</li> </ul>
<ol style="list-style-type: none"> <li>3. Effective Leadership, Oversight and Management of <b>Human Resource Team</b> functions <ul style="list-style-type: none"> <li>• Develop the Annual Work Plan for the HR Team</li> <li>• Ensure staff costs are provided for annual budgeting</li> <li>• Monitor the implementation of the Annual Work Plan and update DCS on progress</li> <li>• Provide training for the Team where appropriate</li> <li>• Develop, implement and manage staff performance and professional development plans that align with FFA's vision, mission and strategic business plans and drives a high-performance culture</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• HR Team achieves annual targets</li> <li>• Staff performance plans in place and are relevant to achieving FFA outcomes</li> </ul>
<ol style="list-style-type: none"> <li>4. Effectively Manager HR Operations <ul style="list-style-type: none"> <li>• Serve as the point of contact with FFA's HR and Payroll systems with the external services provider ensuring all staff access up to date information on the Employee Self Service module.</li> <li>• Serve as the point of contact with FFA's HR and Payroll systems with the external services provider</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• FFA meets payroll needs for staff and systems fit for purpose</li> <li>• All mandatory legislative requirements are met</li> </ul>

Is accountable for	And is successful when
<p>ensuring all staff access up to date information on the Employee Self Service module.</p> <ul style="list-style-type: none"> <li>• Administer and regularly review FFA's staff contracts, remunerations and entitlements.</li> <li>• Regularly review and update role descriptions (terms of reference) in line with the capability framework, organisational structure, people strategy and the future needs of FFA.</li> <li>• Implement and manage FFA's recruitment processes, continuously work on and review the most effective and economical recruitment methods and ensure that they align with current and future needs of FFA's human capital.</li> <li>• Coordinate all FFA's efforts related to recruitment, on-boarding, and termination of positions advertised internationally and locally in the Solomon Islands.</li> <li>• Identify and oversee services with vendors of all FFA's HR procurement, service contracts and supplies</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous updates and support for Payroll systems</li> <li>• Staff contracts, remuneration and entitlements are relevant</li> <li>• FFA organisational structure delivering outcomes is appropriate</li> <li>• Qualified staff appointed</li> <li>• Recruitment and on-boarding processes are seamless and effective</li> </ul>
<p>5. Employee Relations</p> <ul style="list-style-type: none"> <li>• Nurture a positive working environment and define employee relations practices necessary to promote a high level of employee morale, engagement and motivation.</li> <li>• Assist and resolve FFA staff with HR-related questions and issues and provide periodic communication and awareness on benefits and related information to employees.</li> <li>• Drive culture transformation with emphasis and inculcation of FFA Core Values.</li> <li>• Carry out Engagement Survey or Employee Opinion Survey every year and follow through mitigating actions to address gaps</li> </ul>	<ul style="list-style-type: none"> <li>• High Performing staff</li> </ul>
<p>6. Governance</p> <ul style="list-style-type: none"> <li>• Create and maintain master HR files electronically, ensure paperwork is complete and compliant with regulatory requirements and FFA's policies, complete periodic reconciliation of benefits and payroll records and rectify issues in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>• Effective document and records management.</li> <li>• Audit queries are satisfied</li> </ul>

Is accountable for	And is successful when
<ul style="list-style-type: none"> <li>• Proper documentation of decisions</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>• Delivering key corporate policies and documents with clarity under tight deadlines utilising a high standard of written English</li> <li>• Interpreting policies and regulations to deliver clear recommendations on staff entitlements and benefits, salaries and wages</li> <li>• Delivering timely advice on a complex agenda of corporate and administrative functions</li> <li>• Providing clear advice and implementing performance management systems</li> <li>• Managing competing staff needs.</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>• Applicants to FFA advertised positions</li> <li>• Local and overseas service providers</li> <li>• Donor</li> <li>• Local Statutory Bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Provide information on selection processes shortlisted candidates and take part in selected interview processes</li> <li>• Seek quotes for services and negotiate prices of services – administer such procurement according to FFA policies</li> <li>• In Liaison with DCS, develop programs provide information and reports where appropriate pertaining to FFA assessments and evaluations</li> <li>• In consultation with Manager Finance, liaise with relevant statutory bodies and authorities in areas pertaining to responsibilities (Taxation, NPF etc.)</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> </ul>	<ul style="list-style-type: none"> <li>• Provide timely policy advice in relation to area of responsibilities and implement decisions as required.</li> <li>=</li> <li>• Assist the DCS in all relevant aspects of the work of the Division, provide timely reporting and advice</li> <li>• Ensure key functions are maintained in timely and effective fashion</li> <li>• Liaise and coordinate with other Divisional Directors on all aspects of relevant work.</li> <li>• Provide information to Directors from time to time in HR policies, practices and</li> </ul>

<ul style="list-style-type: none"> <li>All staff</li> </ul>	<p>clarifications of staff regulations (Benefits and Entitlements)</p> <ul style="list-style-type: none"> <li>On request provide staff with information on issues pertaining to salaries, benefits and entitlements, contracts of employment, values, diversity and gender issues.</li> </ul>
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### Level of Delegation

<ul style="list-style-type: none"> <li>Manage approximately 5 staff members in the Unit</li> <li>Authorise up to USD\$10,000.00</li> </ul>
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<b>Essential</b>
<p><b>Qualifications</b></p> <ol style="list-style-type: none"> <li>A Bachelor's Degree in Human Resources Management, with a minimum of at least 10 years of relevant work experience</li> </ol>
<p><b>Knowledge and Experience</b></p> <ol style="list-style-type: none"> <li>At least 7 years of hands-on experience as Manager Human Resources preferably in an international or regional organisation.</li> <li>Solid understanding of regional employment regulations and practices.</li> <li>Working knowledge of administrative and HR procedures and business systems (such as HRIMS, timekeeping, payroll, fixed asset management, etc.)</li> <li>Strong Microsoft Excel skills and solid proficiency in other common office applications, specifically in Adobe/Word/Outlook</li> <li>Excellent written and oral communications skills with interpersonal skills to be able to convey ideas to people with differing views</li> <li>Excellent planning, organisational skill</li> <li>Strong problem solving and analytical skills</li> <li>Attention to detail</li> </ol>

### 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>Performance Management Frameworks</li> <li>Policy Review and Development</li> <li>Understanding and appreciation of the role of the position within Corporate Service Division and its relationship with the Executive</li> <li>High standard of written and oral English</li> <li>Effective time management and prioritisation</li> </ul>
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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> <li>• Legislations and Labour laws governing employment in the Solomon Islands</li> </ul>
Working Knowledge Level	<ul style="list-style-type: none"> <li>• Understanding of HR metrics</li> <li>• CROP Stabilisation mechanism</li> <li>• Multiple currency usage</li> </ul>

## Key Behaviours

*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
- Commitment to values, gender and diversity policies
- Coaching and Development (for Managers only)
- Strategic Perspective (for Managers only)

## 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.