



PACIFIC ISLANDS FORUM SECRETARIAT
Excelling Together for the People of the Pacific



PACIFIC ISLANDS FORUM
40th Anniversary 1971-2011

PACIFIC ISLANDS FORUM SECRETARIAT

Applicant Information Package

**Director
March 2016**

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A. ABOUT THE PACIFIC ISLANDS FORUM SECRETARIAT

The information offered in this package is for information only. It does not necessarily form part of the employment contract.

The member states of the Pacific Islands Forum are Australia, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Kiribati, Nauru, New Caledonia, New Zealand, Niue, Palau, Papua New Guinea, Republic of the Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

The Pacific Islands Forum Secretariat was established in 1972. The organisation currently employs 96 staff. The **Forum Secretariat's** mission is to support Forum Members undertake deeper forms of regionalism to further economic growth, sustainable development, good governance and security.

Achieve this through policy advice, coordination and implementing the decisions of Forum Leaders. (PIFS' Results Framework 2016 - 2018)

The Leaders' Vision:

Our Pacific Vision is for a *region of peace, harmony, security, social inclusion, and prosperity, so that all Pacific people can lead free, healthy, and productive lives.*
(Framework for Pacific Regionalism 2014)

B. JOB DESCRIPTION

Position Identification:

| | |
|------------------|---|
| Job Reference: | |
| Job Title: | Director |
| Responsible To: | Executive |
| Responsible For: | Specified Key Result Areas (KRAs) and Teams assigned to these |
| Job Purpose: | To provide leadership and policy development and strategic direction, and to manage team leaders and staff assigned to KRAs and Outputs assigned to the oversight of this director position. Provide high quality development advice, strategic advice and thinking to the Executive and Senior Management Team |
| Date: | March 2017 |

Organisation Context:

Founded in 1971, the Pacific Islands Forum is the region's premier political and economic policy organisation. The Forum Leader's Vision is for a region of peace, harmony, security, social inclusion and prosperity, so that all Pacific people can lead free, healthy, and productive lives. The Pacific Islands Forum works to achieve this by fostering cooperation between governments, collaboration with international agencies, and by representing the interests of its members.

The work of the Forum is guided by the Framework for Pacific Regionalism which was endorsed by Leaders in July 2014. It sets out the strategic vision, values, objectives and approaches to achieve deeper regionalism in the Pacific. Pacific regionalism is recognized by leaders as:

The expression of a common sense of identity and purpose, leading progressively to the sharing of institutions, resources, and markets, with the purpose of complimenting national efforts, overcoming common constraints, and embracing sustainable and inclusive development within Pacific countries and territories and for the Pacific region as a whole.

The Pacific Islands Forum Secretariat is mandated to coordinate the implementation of Forum Leader's decisions.

The Secretariat operates on the basis of the strategic Results Framework 2016 – 2018. This Framework, which outlines Key Result Areas, is reviewed on a quarterly basis by the Senior Management Team and endorsed annually by Members attending the Forum Officials Committee budget session.

The Results Framework focuses on three Key Result Areas (KRAs): (i) Managing the Prioritised Regional Agenda, (ii) Implementing the Leaders' Priority Initiatives, and (iii) Corporate Affairs. . Each KRA comprises a set of specific Output Areas. Each Output Area has a team leader and an assigned team of staff.

Accountabilities

Overview

The Director is ultimately accountable for the results identified under each KRA and the Outputs assigned to him / her by the Executive. The Director ensures Team Leaders and the teams under his/her supervision deliver results in each output area as per the performance plan.

The Director's primary role is to enable Team Leaders and their teams to deliver the expected results. The Director is the strategic leader, facilitator, collaborator, risk assessor, manager, guide, performance monitor and evaluator of the Team Leaders and teams working under his/her direction. The Director will need to support his/her Team Leaders to deliver results and will ultimately be held accountable for their performance.

Each Director will have a number of Team Leaders and teams under his/her oversight and management. Each Team Leader will be assigned a specific set of outputs / output areas to deliver.

Specific Accountabilities

1. Team Performance and Leadership

The Director will –

- *Nominate a Team Leader*, in consultation with the Executive, for each output area under his / her management.
- Ensure that each Team Leader has a *manageable set* of output areas assigned to him/her. Typically this would be between 3 and 5 output areas.
- Work with each Team Leader in *clarifying the purpose, expected outcome/s and result/s* to be achieved in the assigned output area. Establish result indicators in this regard. These will become the basis of the Team Leader's and team's performance evaluation.
- Assist the Team Leader and the team develop *a strategy and realistic work plan* to deliver the outputs and outcomes envisaged by each specific output area.
- In consultation with the Senior Management Team, assign each Team Leader *an appropriate team* for the assigned output area. The team members should have the appropriate skills and availability to help the Team Leader deliver.
- In this connection, also ensure that *team members are each assigned a manageable workload*, and are not expected to support too many output areas.
- Assist *each team member* develop *his/her work program*, based on the various teams he/she has been assigned to.
- Assist each Team Leader to develop *a realistic budget* for each output area. This should be within the assigned budget provisions for the overall KRA.
- Meet with the Team Leader and his/her team members periodically *to take stock of progress and resolve constraints* if any. At a minimum, these discussions will be held every quarter.
- Provide *regular feedback and guidance* to the Team Leaders and their teams, as and when appropriate.
- *Evaluate the performance* of the Team Leaders and team members under the Director's supervision at the end of each working period.

2. Senior Management Coordination

The Director is a member of the Senior Management Team, together with other Directors and the Executive. The Director will –

- Work with the Senior Management Team in *establishing the strategic priorities of PIFS*, and ensure these are reflected in the yearly updating of the strategic Results Framework and aligned budgets.
- Ensure, with the Senior Management Team, that the strategic priorities reflect *PIFS regionalism mandate*, and the strategic Results Framework drives the intent and objectives of the Framework for Regionalism.
- Work with the Senior Management Team to *develop an appropriate budget* each year to support implementation of the strategic Results Framework.
- Ensure PIFS' *operations remain within budget parameters* and resources are utilised effectively and productively.
- Work with the Senior Management Team to ensure *smooth communication flows* between the senior management and staff.
- Continually *monitor and improve systems*, methods, efficiency and the quality of services provided in particular to the Member states of the Pacific Islands Forum.

3. Manage Relations and Partnerships

- *Build effective relationships* with the representatives of Forum Member states, associate members and observers, in particular Leaders, Ministers, and senior officials, as well as other partners such as senior CROP representatives, UN agencies, civil society, the private sector, Post Forum Dialogue states, other inter-governmental organisations, and academia to deliver deeper regionalism.
- *Work proactively with CROP agencies* to deepen regional cooperation for improving economic growth and governance in the region.

Note

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:

Most challenging duties typically undertaken

- Ensuring a consistently strategic organisational focus on a prioritised regional agenda for deeper regionalism
- Managing Team Leaders and diverse teams to ensure their optimum performance
- Managing high quality, timely policy advice in response to the Forum Officials Committee, Ministers' and Leaders' of the Pacific Islands Forum
- Working collaboratively with CROP agencies and key partners to drive deeper regionalism

Functional Relationships & Relationship Skills

| Key internal and/or external contacts | Nature of the contact most typical |
|--|---|
| External <ul style="list-style-type: none"> ▪ Forum Member countries ▪ Other CROP and regional and sub-regional organisations ▪ External development partners ▪ International organisations | courtesy, explaining policy positions, giving/receiving information, explaining issues, liaising, advising, gaining co-operation, facilitating, influencing and persuading, negotiating, formal negotiation. |
| Internal <ul style="list-style-type: none"> ▪ Executive ▪ Team Leaders reporting to him/her ▪ Team members under his/her supervision ▪ All Secretariat staff | courtesy, providing strategic direction, making decisions based on advice from staff, negotiating policy positions, giving/receiving information, explaining issues, advising, gaining co-operation, facilitating, influencing and persuading, resolving minor conflicts, mediating, supervising, leading |

Level of Delegation:

The jobholder can:

- Authorise up to FJ\$100,000 for revenue contracts FJ\$50,000 for expenditure contracts for work related to their Sub-KRAs; and
- Sign standard letters on meetings and consultations.

Person Specification:

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 jobholder 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.

Qualifications

| |
|---|
| Essential |
| <ul style="list-style-type: none"> ▪ Post-graduate qualifications in law, political science, international studies or similar. |
| Desirable |
| <ul style="list-style-type: none"> ▪ Post-graduate qualifications in Management. |

Knowledge/Experience

| |
|--|
| Essential |
| <ul style="list-style-type: none">▪ At least 10 years relevant work experience▪ A sound knowledge of political and development issues – at regional and international levels▪ Proven experience in leading and managing teams▪ Demonstrated ability to provide high quality advice at the highest levels▪ Experience in management decision making in a systematic, rational and consistent way. |
| Desirable |
| <ul style="list-style-type: none">▪ Has worked for a national government and/or international organisation▪ Has been involved in high level political meetings or missions |

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">▪ Excellent oral and written communication skills and the ability to positively influence others▪ Excellent organisational skills and the ability to meet deadlines▪ Excellent capacity for strategic thinking▪ Strong interpersonal skills and sensitivity to the diverse needs of those in a multi-cultural environment▪ Utilises smart work practices |
| Advanced level |
| <ul style="list-style-type: none">▪ Positive leadership skills committed to a consultative and open work environment▪ Understands and is responsive to the needs of all stakeholders▪ Demonstrates a high level of initiative with the ability to think laterally and identify innovative solutions▪ Focused on quality in every aspect▪ Strongly committed to team-work |
| Working knowledge |
| <ul style="list-style-type: none">▪ Strategy Partnerships & Coordination issues in the region and political dynamics of regionalism. |
| Awareness |
| <ul style="list-style-type: none">▪ Willing to travel within the region and internationally in economy class, as required. |

Key Behaviours

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

- Demonstrating personal accountability - *a person demonstrating this competency shows honesty, professionalism, reliability and dedication to achieve results, willingness to accept responsibility*
- Applying expertise - *a person demonstrating this competency will have the knowledge and skills to perform the requirements of the position*
- Working together - *a person demonstrating this competency works constructively with people to achieve a common goal*
- Creating value for customers - *all jobs exist to provide services for customers whether these are inside the organisation (i.e. colleagues) or outside (e.g. Members, PFD partners, other agencies, suppliers). A person demonstrating this competency is committed to meeting the needs of their various customers*
- Communicating effectively - *a person demonstrating this competency will use language, method and style appropriate to the audience and context*
- Building excellence - *a person demonstrating this competency will think proactively and seek opportunities to build service excellence*
- Providing leadership - *a person demonstrating this competency builds and sustains a motivated team, creating a clear direction, inspiring a shared commitment and leading by example*
- Coaching for performance - *a person demonstrating this competency builds and sustains a motivated team, creating a clear direction, inspiring a shared commitment and leading by example*

Personal Attributes

- Advanced oral and written communication skills and the ability to positively influence others
- High level of initiative with the ability to think strategically and identify innovative solutions
- Strong interpersonal skills and sensitivity to the diverse needs in a multi-cultural environment
- Excellent organisational skills and the ability to meet deadlines
- Positive leadership skills committed to a consultative and open work environment
- Displays integrity in every-day behaviour and decision making
- Focused on quality in every aspect
- Utilises smart work practices
- Strongly committed to team-work

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 Supervisor. This Job Description may also be reviewed as part of the preparation for performance planning for the annual performance cycle.

C. REMUNERATION INFORMATION

The Forum Secretariat is part of the participating CROP agencies that have agreed through their governing councils to standardise employment conditions. Outlined in this section are the conditions, benefits & entitlements that accrue to the position of Director Strategic Partnerships & Coordination

Contract Term

- *Principle:* To ensure recruitment and retention of the best person for the position
- *Practice:* The successful candidate will be entitled to a contract term of three years subject to a satisfactory medical examination and performance during a six-month probation period. On completion of three years at the Secretariat, a contract may be renewed for a period between three (3) to six (6) years based on performance, funding, and the need for the position.

Working hours

- *Principle:* To ensure that the minimum legal standard is met.
- *Practice:* Normal working hours are 37 hours per week with the official office hours being:
Monday – Thursday: 8:30am – 5:00pm
Friday: 8:30am – 4:30pm.

Salary

- *Principle:* To ensure relative worth of similar positions across CROP agencies is maintained and consistent with the market, a sample of positions across participating CROP agencies are validated and sized to ensure equivalent salaries are paid for equivalent jobs. Salaries for all Secretariat positions that are advertised internationally, are assessed annually compared to the reference markets which are the median of the Australian and New Zealand Public Service Sectors and the Fiji All Organisations market.
- *Practice:* This position is placed at Band 14, is denominated in Special Drawing Rights (SDR) and paid in Fiji Dollars according to the average SDR/Fiji exchange rate for the preceding month.
The starting salary will be in the range of **SDR53,463 to SDR60,146 per annum**. At the 1 March 2017 exchange rate this salary range was equivalent to **FJD149,798 to FJD168,523**.

Superannuation

- *Principle:* To provide the minimum legal requirement of the host country.
- *Practice:* This entitlement amounts to the minimum Employer Contribution rate as provided in the Fiji National Provident Fund Act, which will be paid as a cash supplement to salary or to a nominated superannuation fund. For Fiji citizens this will be paid to the Fiji National Provident Fund.

Housing

- *Principle:* To ensure that staff have access to a reasonable standard of housing appropriate to their position.
- *Practice:* Rental assistance equating to 75% of suitable standard accommodation is paid to incumbents of positions that have been advertised internationally. Maximum rates are reviewed annually.
The maximum rental assistance payable is FJD3,000 per month or FJD 36,000 per annum.

Education

- *Principle:* To enable staff to have their dependent children educated to a recognised and acceptable standard.
- *Practice:* 75% of actual costs of fees for tuition, board and sanctioned tutorials are reimbursed up to a maximum of FJD17,802 per child per annum and up to a maximum of FJD53,406 per family per annum.

Recruitment & Repatriation Entitlements

- *Principle:* To meet costs of travel, accommodation and for moving personal effects of staff and dependants to enable a move to the base station on recruitment and back to recognised home on repatriation.
- *Practice:* Airfares, packing and removal costs for staff, spouse and dependent children between point of recruitment and Suva will be facilitated and paid by the Secretariat.
Hotel accommodation for 6 working days is provided for staff on arrival and on repatriation.
Reasonable removal expenses (packing, insuring, shipping and unpacking) from place of recruitment and on end of contract. A 20 foot container is the family entitlement for this purpose.

Establishment Grant

- *Principle:* To assist with settling in expenses.
- *Practice:* A grant equivalent to SDR 2,500 will be given to staff recruited from outside the greater Suva area.

Health/Life Insurance

- *Principle:* To provide standard health insurance.
- *Practice:* Health insurance covering local medical consultation, pharmaceutical benefits and overseas medical treatment (subject to certain conditions) and term life insurance equivalent to three times the base salary is provided for staff.

Annual Leave

- *Principle:* To provide for recuperation and recreation.
- *Practice:* The entitlement for annual leave is 25 working days per annum.

Sick Leave

- *Principle:* To provide for leave for illness or accident.
- *Practice:* The allocation for sick leave is 21 days per annum.

School Holiday Travel

- *Principle:* To enable parent-child reunion.
- *Practice:* One economy class return airfare per annum for a dependent child to visit their parent at the base station or one economy class return air fare for a staff member or spouse to visit their dependent child studying overseas.

Home Leave Travel

- *Principle:* To enable staff to maintain contact with their home environment.
- *Practice:* After having completed 18 months service, expatriate staff members are entitled to home leave airfares provided they return for the remaining time of their contracts. The entitlement is for reimbursement of one economy class return flight between Suva and the place of normal residence for the staff member, spouse and dependent children.

Repatriation Grant

- *Principle:* To assist staff from outside the base station settle back in their home location.
- *Practice:* A grant equivalent to SDR 2,500 will be given on repatriation.

Tax Status

- *Principle:* To meet the minimum legal requirements as agreed through the Establishment Agreement between the organisation and the host government.
- *Practice:* Remuneration is taxable for Fiji nationals and may be tax-free in Fiji for non-Fiji nationals. It is the responsibility of the applicant to check the tax status of Pacific Islands Forum Secretariat salary in their relevant country.

Other Benefits

- Other benefits include family leave, maternity leave and special leave at the Secretary General's discretion.

D. ADMINISTRATIVE INFORMATION

The closing date for applications is **28 April 2017**. Applications should contain full information on education and career background. Applicants must also provide the names, addresses (postal & e-mail), fax and telephone numbers of three employment referees.

Interested applicants are encouraged to apply through our website: www.forumsec.org which will guide applications through to online application forms. An information package containing the job description and remuneration details is also available, on our website.

General Information on the Pacific Islands Forum Secretariat is available on the website.