

**TERMS OF REFERENCE
MANAGER HUMAN RESOURCES, ADMINISTRATION AND PROPERTIES**

Job Identification

Job Reference:	
Job Title:	Manager - Human Resources, Administration and Properties
Work Unit:	Human Resources, Administration, and Properties
Responsible To:	Director Corporate Services
Responsible For:	18 staff
Job Purpose:	<p>The position provides strategic, policy and technical advice to Executive and Management through the Director Corporate Services.</p> <p>The position is responsible-:</p> <ul style="list-style-type: none"> ● for Leadership, Oversight and Management of the provision of Human Resources Management and Development services ● managing the Human Resources unit within Corporate Services Division and involves hands-on management of some aspects of this work ● for performing HR related duties in the functional areas of recruitment & selection, onboarding, benefit administration, payroll, employee relations, staff regulation and HR policy implementation and compliance, succession planning, performance management, learning & development and culture. ● managing the training and development needs of staff. ● managing the office administration and services. ● managing the FFA-owned properties and assets. <p>The position reports to the Director Corporate Services.</p>
Date:	April 2024

FFA Vision and Mission

Vision of the Members of the Pacific Islands Forum Fisheries Agency

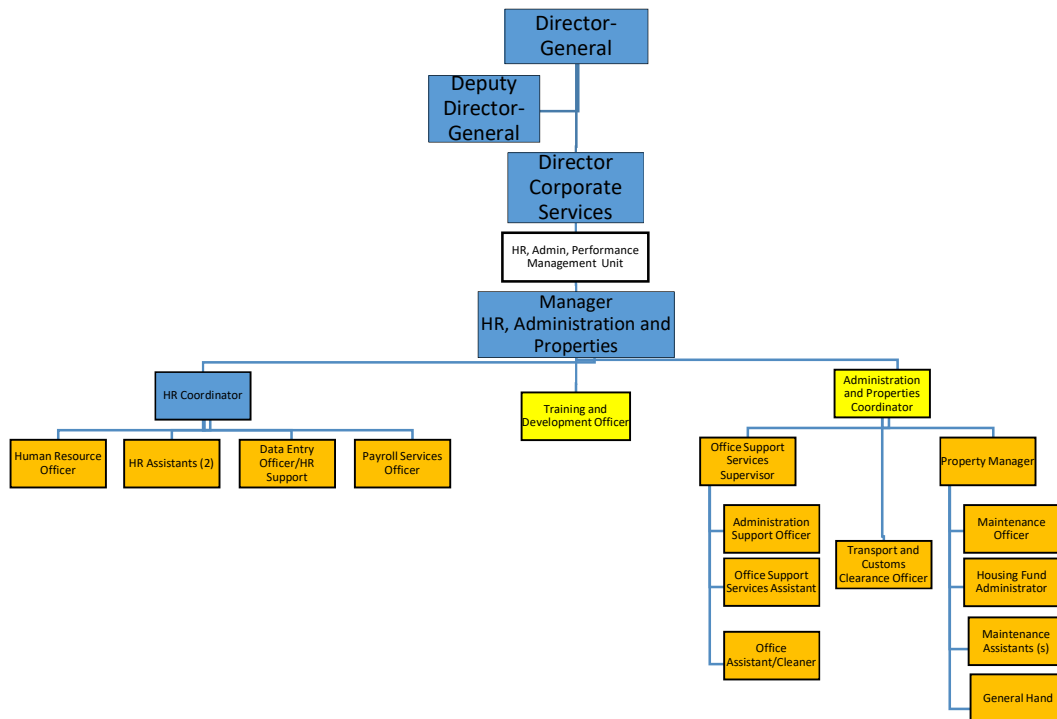
Our people enjoying the greatest possible social and economic benefits from the sustainable use of offshore fisheries resources.

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

1. Through the Director of Corporate Services, provide effective strategic policy advice and guidance to the Executive and Management Team in HR matters
2. Effective Leadership, Oversight and operational Management of all Human Resource functions and the HR Unit
3. Job Design and alignment
4. Talent Acquisition and Management
5. Performance Management, Monitoring and Evaluation
6. Employee relations and effective networking relationships with stakeholders
7. Effective Executive Support
8. Oversee the Effective Management of the Office Administration and Support Services
9. Oversee the Effective Management of all FFA Properties and Assets
10. Deputise for the Director Corporate Services

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

is accountable for	and is successful when
<p>KRA1: Through the Director of Corporate Services, provide effective strategic policy advice and guidance to the Executive and Management Team on Human Resources, Office Administration and Properties Management matters:</p> <ul style="list-style-type: none"> ● Human Resource policies, processes and procedures aligned with the Agency goals. ● Implement proposed changes to address gaps in the HR capabilities and improve its performance, by adapting the elements of the People Strategy and the Capability Framework. ● Human Resource Development (training) and talent management ● Staff remuneration, benefits and entitlements (labour market conditions and movements) ● Strategic Human Resources Leadership ● Payroll Services and leave management ● Office administrative functions and support services ● Properties Management ● In consultation with other staff, promote values recognising diversity, gender and teamwork 	<ul style="list-style-type: none"> ● Updated and comprehensive HR policies and processes approved and in place ● Proposed changes in the People Strategy and the Capability Framework Report are implemented to address gaps in the HR capabilities and improve its performance ● Implement the FFA-Capability Framework ● Fair remuneration and conditions based on harmonised and localised agreed Terms and conditions ● Demonstration of ethical behaviour and promotion of teamwork and FFA values with a measurable commitment to advancing Gender issues
<p>KRA 2: Effective Leadership, Oversight and operational Management of all Human Resource functions and the HR Unit</p> <ul style="list-style-type: none"> ● Implement proposed changes recommended in the HR Unit Review including the development of a HR Plan for the Unit ● Document work procedures ● Develop, implement and manage staff performance and professional development plans that align with FFA’s vision, mission and strategic and business plans, and drives a high-performance culture ● Effective oversight of staff onboarding ● Effective processing of the fortnightly payroll ● Systems health checks ● Workplace Health and Safety ● Effective management and facilitation of staff benefits and entitlements: <ul style="list-style-type: none"> ○ Leave 	<ul style="list-style-type: none"> ● Proposed changes from the HR Unit Review are implemented ● HR Plan developed and implemented ● Work procedures are incorporated into existing policies ● Professional development plans are successfully implemented resulting in improved staff performance contributing to improved organisational performance. ● Positive first impression by staff and families ● Timely and accurate Payroll services, integration of HR, Payroll, and Finance systems and self-service capabilities advanced.

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<ul style="list-style-type: none"> ○ Education ○ Medical and health Insurance, etc ● Lead the development of the Annual Work Programme and Budget bid for the HR Unit ● Staff costs ● Monitor the implementation of the Annual Work Plan and Budget ● Staff Training and capacity building 	<ul style="list-style-type: none"> ● Conduct systems health checks and ensure conducive physical and mental environment for staff ● Ensure the workplace is compliant with existing occupational health and safety requirements ● Leave for all staff are managed within the provisions of the Staff Regulations ● Education, Medical and Health Insurance provisions are successfully managed to support staff within the provisions of the Staff Regulations ● Ensure staff costs are provided for annual budgeting ● Monitor the implementation of the Annual Workplan and budget, and update DCS on weekly progress ● Provide training for the Team where appropriate
<p>KRA 3: Job Design and alignment</p> <ul style="list-style-type: none"> ● Oversee the design of jobs, their analysis, evaluation and alignment to Agency goals ● Identify and implement key HR metrics ● Develop and implement a holistic framework (including a strategy and a plan) that promotes diversity, with a focus on gender equality and inclusion ● Design and implement a formal flexibility framework that will set out clear guidelines on how people and teams are expected to work, communicate and collaborate ● Develop a compelling FFA Employee Value Proposition that will aid in attracting and retaining employees 	<ul style="list-style-type: none"> ● Job designs are aligned to effectively and efficiently deliver FFA Strategic Outcomes. ● Up to date Terms of Reference and Job descriptions for all positions ● Job values accurately reflect the appropriate remuneration level for each position ● HR metrics to include recruitment, turnover, exit interview data and performance management, and gender. ● Flexibility framework developed and implemented ● FFA Employee Value Proposition developed and implemented
<p>KRA 4: Talent Acquisition and Management</p> <ul style="list-style-type: none"> ● Develop a 3-Year Workforce Plan for FFA. ● Ensure linkage to training and development plans ● Develop and implement an FFA Succession Planning process ● Design and implement a Talent Acquisition Strategy aligned to the Business Plan ● Develop and execute a plan to deliver the Talent Acquisition Strategy (e.g. talent 	<ul style="list-style-type: none"> ● 3-Year workforce plan developed with clear linkage to training and development plans ● Succession plan developed and implemented ● Talent Acquisition Strategy developed and implemented

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<p>sourcing approaches,) fit for purpose FFA and role-based assessments</p> <ul style="list-style-type: none"> ● Effective management of the recruitment and selection process ● Oversee the full recruitment life cycle, from advertising to onboarding ● Deliver staff awareness programs 	<ul style="list-style-type: none"> ● Advertisements circulated widely within the 17-Members as a priority but not a limitation ● Secretariat to have reasonable representation of the Member countries based on merit ● Recruitment delivered in timely fashion (within 4 months) with positive outcomes ● Greater understanding of HR policies, benefits, entitlements and services ● Enhanced positive engagement with staff with improved communication and feedback
<p>KRA 5: Performance Management, Monitoring and Evaluation</p> <ul style="list-style-type: none"> ● Manage and implement a performance appraisal system that drives high performance ● Effective implementation of performance appraisal results and decisions including the 8 capabilities identified in the FFA Capability Framework and People Strategy (Achieving Plans, Working with Teams, Solving problems, Accepting Responsibilities, Listening to Others, Adapting to Changes, Influencing for Consensus, Building Networks) ● Develop a Performance Improvement Program (PIP) to address performance gaps ● Report to Executive and Management Team on performance appraisal outcomes and make recommendations for performance appraisal considerations (i.e. rewards, professional development, actions for performance improvement where appropriate) 	<ul style="list-style-type: none"> ● Realistic and fit for purpose Performance Appraisal System is developed and used by all staff across the Secretariat ● Staff performance plans in place and are relevant to achieving the FFA outcomes as per the Strategic and Business plans ● Performance appraisal results and decisions including the 8 capabilities from the FFA Capability Framework and People Strategy are implemented ● Performance Improvement Programme (PIP) developed and implemented
<p>KRA 6: Employee relations and effective networking relationships with stakeholders. Provide period information and awareness sessions for all staff in consultation with Director Corporate Services:</p> <ul style="list-style-type: none"> ● Participation in CROP meetings related to the area of expertise and responsibilities ● Report and make recommendations to Executive and Management on current HR 	<ul style="list-style-type: none"> ● FFA interests are maintained and advanced within CROP processes

is accountable for	and is successful when
<p>and relevant remuneration practices by other CROP agencies relevant to FFA</p> <ul style="list-style-type: none"> ● Maintaining a keen understanding of change management and reforms in the wider HR sector appropriate to the FFA. 	<ul style="list-style-type: none"> ● Informed, proactive decision- making by Executive in areas of relevant CROP engagement ● FFA remains abreast of key management trends and programs.
<p>KRA 7: Effective Executive Support</p> <ul style="list-style-type: none"> ● Draft and provide papers to FFC Meetings in areas of responsibilities or on behalf of the Director CSD, DDG and the DG such as-: <ul style="list-style-type: none"> ○ Reviews of Employment Conditions ○ Outcomes of Surveys and Market Reviews, i.e., Labour Market, Housing, Education An ○ Organisational Structure proposals ● Facilitate other meetings as required. 	<ul style="list-style-type: none"> ● Papers, proposals and recommendations are acceptable and approved ● Key governance documents of high quality and meet key milestone requirements.
<p>KRA 8: Oversee the Effective Management of the Office Administration and Support Services</p> <ul style="list-style-type: none"> ● Conference logistics and Support (including FFC Officials and Ministerial meetings) ● Administer Staff Regulations and Manuals ● Provide HR technical advice as well as Staff Costings for the AWPB ● Assist with delivery of contracts for services ● Records Management and Filing ● Leave passage management ● Management of the Medical Scheme ● Workplace Health and Safety ● Management of the Medical and Life Insurance Schemes ● Oversight of outsourced services (i.e. security services and ground maintenance etc) ● Secretariat support for the Security Committee and emergency response team ● Administration of the Contingency Security Plan ● Hospitality, Receptionist and Officer Support Services ● Vehicle Operations ● Housing Fund and staff rentals 	<ul style="list-style-type: none"> ● Effective and professional support provided for FFC Officials and Ministerial Meetings ● Administrative Regulations and procedures current and observed ● Appropriate regulations, policies and manuals updated and available ● All staff under contract with renewals and recruitment in timely fashion ● Effective administration services supporting Agency operations, staff and FFA Member ● Safe and secure working environment for staff ● Cost effective operations in the Administration and support services ● Professional services at all times ● Vehicles are well maintained and use for appropriate purposes ● Staff rentals are paid on time ● Available funds for staff rentals
<p>KRA 9: Oversee the Effective management of all FFA Properties and Assets:</p> <ul style="list-style-type: none"> ● Management and maintenance of FFA buildings and assets ● Management and maintenance of FFA Conference Center including its hire 	<ul style="list-style-type: none"> ● FFA buildings and assets are well kept and maintained, and used to assist with revenue generation ● Conference Centre is self sufficient

is accountable for	and is successful when
	<ul style="list-style-type: none"> ● Contractors are qualified and provide professional services ● Safety of FFA assets, staff and family members is ensured ● Quality check conducted on staff houses (FFA houses and private houses occupied by staff and their families).
KRA 10: Deputise for the Director Corporate Services	<ul style="list-style-type: none"> ● Continuity of corporate services functions and support

Note: The precise performance measures for this job will be further defined between the job holder 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"> ● Delivering key corporate policies and documents with clarity under tight deadlines utilising a high standard of written English ● Interpreting policies and regulations to deliver clear recommendations on staff entitlements and benefits, salaries and wages ● Delivering timely advice on a complex agenda of corporate and administrative functions ● Providing clear advice and implementing performance management systems ● Promoting sustainable Business Systems, in consultation with Manager Finance and DCS.

Functional Relationships & Relationship Skills:

Key internal and/or external contacts	Nature of Contact most typical
<p>External</p> <ul style="list-style-type: none"> ● Members ● Applicants to FFA advertised positions ● Local and overseas service providers ● Donor 	<ul style="list-style-type: none"> ● Provide technical advice and field questions on matters (on HR and organisational development) submitted to FFC for their approval. ● Provide information on selection process shortlisted candidates and take part in selected interview processes ● Seek quotes for services and negotiate prices of services – administer such procurement according to FFA policies ● In liaison with DCS, provide information and reports where appropriate pertaining to FFA assessments and evaluations. ● In consultation with Manager Finance, liaise with relevant statutory bodies and authorities

<ul style="list-style-type: none"> Local Statutory Bodies 	<p>in areas pertaining to responsibilities (Taxation, NPF etc.)</p>
<p>Internal</p> <ul style="list-style-type: none"> Director-General and Deputy Director-General Director, Corporate Services Divisional Directors in other areas of Technical responsibilities All staff 	<ul style="list-style-type: none"> Provide timely policy advice in relation to area of responsibilities and implement decisions as required. Assist the DCS in all relevant aspects of the work of the Division, provide timely reporting and advice Ensure key functions are maintained in timely and effective fashion Liaise and coordinate with other Divisional Directors on all aspects of relevant work. Obtain input from Directors for compilation of Annual Work Programme and Budget, Provide information to Directors from time to time in HR policies, practices and clarifications of staff regulations (Benefits and Entitlements) On request provide staff with information on issues pertaining to salaries, benefits and entitlements, contracts of employment, values, diversity and gender issues.

Level of Delegation

<ul style="list-style-type: none"> Manage approximately 18 staff members Authorise up to USD\$10,000.00 Manage a budget of USD\$5.1Million

Person Specification

<p>Essential</p>
<p>Qualifications</p> <p>1. Bachelor’s degree in Human Resources Management and/or any other relevant area, with a minimum of at least 8 years of relevant work experience</p>
<p>Knowledge and Experience</p> <p>2. At least 7 years of hands-on experience as Manager or Assistant Manager Human Resources preferably in a national Government (public service), international or regional organisation</p> <p>3. Advanced and detailed knowledge and understanding of relevant laws, regulations and policies.</p> <p>4. Ability to take a proactive and strategic approach to ensure not only legal compliance, but also ethical practices that contribute to FFA’s reputation and long-term success. Solid understanding of regional employment regulations and practice.</p>

5. Possess an in-depth expertise and strategic understanding of a broad range of contemporary HR principles and practices to drive organisational success and influence business decisions
6. A thorough understanding of contemporary talent acquisition practices, in particular the ability to take a strategic approach to attract, assess and select talent.
7. The ability to move from reactive hiring to proactive talent acquisition and employer branding linked to the workforce planning and succession management processes.
8. A detailed knowledge of Performance Management systems, and the ability to apply performance management processes at the strategic level to enhance individual and organisational productivity and growth
9. A thorough understanding of Learning and development principles and practices, and how they align with organisational goals and future growth and the ability to foster continuous learning, innovation and leadership development
10. A detailed knowledge of the HRIS tools and analytics capabilities so that information can be utilised to drive strategic decision making, enhance employee experience, and align HR with organisational goals
11. Strong Microsoft skills in Word, Excel and Adobe and other common Office applications
12. Excellent written and spoken communication skills with advanced interpersonal skills to effectively promote new ideas and influence others.
13. Excellent planning, budgeting and organisational skills.
14. Strong problem-solving and analytical skills
15. Attention to details

Key Skills/Attributes/Job Specific Competencies

1. HR Capabilities expected on Appointment:

HR Capability:	Proficiency	Description
HR Knowledge	Advanced Level	Possess and in-depth expertise and strategic understanding of the broad range of contemporary HR principles and practices, to drive organisational success and influence business decisions
Performance Management	Advanced Level	A detailed knowledge of Performance Management systems and the ability to apply performance management processes at a strategic level to enhance individual and organisational productivity and growth
Learning and Development	Advanced Level	A thorough understanding of Learning and Development principles and practices and how they align with organisational goals and future growth, and the ability to foster continuous learning, innovation and leadership development.
Talent Acquisition	Advanced Level	A thorough understanding of contemporary talent acquisition practices, in particular the ability to take a strategic approach to attract,

		assess and select talent. The ability to move from reactive hiring to proactive talent acquisition and employer branding, linked to workforce planning and succession management processes.
HR Information System	Advanced Level	A detailed knowledge of the HRIS tools and analytics capabilities so that information can be utilised to drive strategic decision-making, enhance employee experience and align HR with organisational goals.
Legal and Compliance	Advanced Level	A detailed knowledge of relevant laws, regulations and policies. The ability to take a proactive and strategic approach to ensure not only legal compliance, but also ethical practices that contribute to FFA's reputation and long-term success.

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

Advanced Level	<ul style="list-style-type: none"> ● FFA's Governance Framework, including Strategic Plan, Business Plan, Annual Report and overall accountability processes and documents ● Strategic Planning, policy review and development ● Performance Management Frameworks, Learning and Development principles and practices, Contemporary talent acquisition practices, detailed HRIS tools and Analytics capabilities and detailed knowledge of relevant laws, regulations and policies. ● High standard of written and oral English ● Effective time management and prioritisation ● Analytical skills ● Knowledge of reporting frameworks
Proficient Level	<ul style="list-style-type: none"> ● Knowledge of Programmes delivered by FFA ● Clear understanding of Member countries and Pacific Leaders' policy direction and aspirations ● Understanding and commitment to diversity, gender and values ● CROP Harmonisation Principles and Stabilisation Mechanism ● Change management

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 organised 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
- Recognises 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
- Utilises 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.