

GOVERNMENT OF KIRIBATI
POSITION DESCRIPTION

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| 1. Ministry: Public Service Office | 3. Salary Level: L4 | 4. Division: PSPSM - Public Service Performance & Services Delivery Management |
| 2. Position Title: Director, | 6. Direct Reports: Deputy Director & PSPSM staff | |
| 5. Reports To: Secretary | | |

7. Primary Objective of the Position:

The primary objective of the division is to be able to lead and manage the PSPSM unit in reviewing, designing, advocating and implementing new policies and reforms that aims in achieving and sustaining public service performance excellence. As such, the position should be able to guide and direct public service research programs that will inform policy review/development and decision making, develop and advice on public service performance standards and monitoring mechanisms for compliance, and develop initiatives that ensures public service performance improvement that also foster a working culture that upholds principles of high integrity and incorruptibility to ensure public funds and government property are utilized efficiently and appropriately.

8. Position Overview

9. Financial:

Effectively & efficiently manage the division's allocated budget to execute planned activities that achieve the unit's, PSO's and the government's objectives in driving public service performance excellence with high integrity and incorruptibility.

10 Legal:

No direct legal obligations but a close observation & consultation with the existing legislations, NCS & policies is required in the course of planning and executing new innovations and reforms that drive and underpin public service performance excellence. This is to ensure there's no duplication or clash.

11. Internal Stakeholders:

- a. Secretary
- b. HoDs
- c. PSPSM Unit staff

12. External Stakeholders:

- Ministries & Statutory/Gov.t agencies
- The public
- SoEs

To be referred to Manager/Secretary:

- a. Secretary
 - Any changes required to be made to the current work setting including existing policies, work-plan, budget, staff matters etc.
- b. HoDs

To be referred to Manager/Secretary:

- a. Ministries & Statutory/Gov.t agencies
 - When revising, developing or initiating policies/frameworks/existing work systems and practices that require participation, collaboration or compliance of all Ministries
- b. The public

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- Initiatives/ reforms that improves the current internal work practices or piloting programs that are required to be tested internally or within PSO.
- Work that requires participation, collaboration and support from other divisions.
- c. PSSM Unit staff
- Decisions affecting budget such as acting or charge appointments, overtimes etc.
- Changes that may affect the established posts within the unit.

- Promotion and campaigns based on new reforms/ services/ processes in improving services delivery
- c. SoEs
- Overall Public Service performance improvement initiatives requiring their participation/ support/ endorsement.

13. KEY ACCOUNTABILITIES (Include linkage to KDP, MOP and Divisional Plan)

- **KDP/KPA:**
- **MOP Outcome:**
- **Divisional/Departmental/Unit Plan:**

| Key Result Area/Major Responsibilities | Major Activities/Duties | Performance Measures/Outcomes |
|--|--|--|
| 1. Customer Service Improvement | a. Work closely with the National Customer Service Improvement Centre TA/Coordinator in ensuring that the center is fully functioning and achieve its objectives through development and facilitation of initiatives/reforms aiming towards customer service delivery excellence. b. Ensure data and record management on customer complaints are well developed and maintained. c. Ensure outcomes of analysis are reported to Secretary on a regular basis with recommendations/proposals for continuous improvements. | Performance Indicator/Measure Improved customer service delivery: <ul style="list-style-type: none"> - Reduced/ zero complaints as evident through records/ database - Nature of complaints are not repeated – identified by records/ database Outcome: <ul style="list-style-type: none"> - Increased satisfaction of the public by government services |

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| <p>2. Public Service Performance Improvement & Management</p> | <p>a. Develop and manage mechanisms/policies/work systems to boost public service performance and engage all government agencies.</p> <p>b. Review/develop public service performance standards that all ministries/government agencies have to comply with and serve as the basis for ministry/performance evaluations. This is to be done with close consultation with key stakeholders.</p> <p>c. Based on existing (including those to be developed) develop criteria for ministry/public service performance evaluations that includes assessment of customer service delivery, integrity, staff performance (SPA results), proper use of public funds and government property etc. The latter will be an assessment & monitoring tool which will be used to assess individual ministry progress, compliance and performance.</p> <p>d. Reports individual ministry performance to Secretary for higher level reporting.</p> | <p>Performance Indicator/Measure</p> <ul style="list-style-type: none"> - Number of performance improvement initiatives approved & piloted/implemented within ministries - Ministries' compliance - End of year report produced based on public service performance assessment/progress <p>Outcome:</p> <ul style="list-style-type: none"> - Increased awareness of employees for the need to change – to be more efficient & effective professionally & behaviorally - The citizens satisfied by government services, complimentary to uplifting the quality of their living standards. |
| <p>3. Public Service Integrity & Corruption Control</p> | <p>Work closely with the anti-corruption committee in developing mechanisms that fosters integrity and control corrupt practices/behaviors.</p> | <p>Performance Indicator/Measure</p> <ul style="list-style-type: none"> - National anti-corruption policy & guidelines developed <p>Outcome:</p> <ul style="list-style-type: none"> - Increased awareness on the negative impacts of corruption and its significant important for national development and public good. - Improved integrity and reduced corruption through proper use |

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| | <p>of government funds and properties.</p> |
| <p>4. Inspection & Reporting</p> | <p>a. Ensure inspection of Ministries is carried out regularly to for compliance to Customer service & performance improvement standards, corruption control mechanisms or any other developed process/policy in support of enhanced public service performance & service delivery.</p> <p>b. Submits inspection reports to Secretary and provides recommendations for further improvement</p> |
| <p>5. Research & Planning</p> | <p>a. Manage and/or ensure there's continuous research undertaken in identifying gaps hindering achievement of high performance/service delivery and plan strategies for addressing them and/or ways of continuously driving & improving public service delivery & performance, its sustainability and achievement of performance excellence.</p> <p>b. Submit research analysis outcomes with recommendations/plans to inform policy development/review and decision making.</p> <p>c. Oversee and ensure that projects proposals based on the outcome of researches are developed and submitted as one of the means for finding resources in addressing gaps/issues identified in the research findings.</p> |
| | <p>Performance Indicator/Measure</p> <ul style="list-style-type: none"> - Number of research analysis/outcomes reported/submitted including project proposals. <p>Outcome:</p> <ul style="list-style-type: none"> - Public service performance gaps identified which highlights areas of focus for boosting performance as well areas for policy review/development - Strategies/plans/projects identified targeting gaps and root causes for underperformance |

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| 6. Public Service Performance Awards & Recognition | a. Develop a system/policy for rewarding outstanding performance and also penalties for underperformance including support strategies for continuous improvement. | <p>Performance Indicator/Measure</p> <ul style="list-style-type: none"> - Policy on public service performance awards is developed <p>Outcome:</p> <ul style="list-style-type: none"> - Performing ministries/gov.t agencies awarded and motivated to continuously perform outstandingly - Underperforming ministries/gov.t agencies penalized and gaps/strategies identified to continuously support performance & service delivery improvement. |
| 7. Management & administration of the Unit's work-plan | <p>a. Develop, monitor & evaluate work plan for the unit</p> <p>b. Update PDs of staff where necessary depending on their work plan</p> <p>c. Ensure milestones and activities are achieved according to the work plan timelines.</p> | <p>Performance Indicator/Measure</p> <ul style="list-style-type: none"> - Unit workplan developed and submitted to Secretary - PDs reviewed & updated - Unit progress report submitted regularly <p>Outcome:</p> <ul style="list-style-type: none"> - The unit activities is on track in achieving its objectives based on PSO's strategic workplan and the KDP |
| 8. Management of staff or HR matters. | <p>Provide an overall management of PPSM Unit staff so as to achieve the unit's objectives through their productivity and performance by:</p> <ul style="list-style-type: none"> - Recruitment and induction of staff; | <p>Performance Indicator/Measure</p> <ul style="list-style-type: none"> - Regular feedback & conversations held with staff on their performance |

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| | <ul style="list-style-type: none"> - Training; - Approving and monitoring work plans; - Performance evaluations (SPA) and managing underperformance while recognizing outstanding performance; - Motivation of staff; - Coaching, mentoring, counseling staff - Provide a conducive work environment – physically and professionally (eg. working culture and interpersonal relationships) that drives high quality outputs from individuals behaviorally and professionally complimentary to the divisional function. | <ul style="list-style-type: none"> - Performance reviews every 6 months conducted and SPAs submitted to Secretary - Initiatives developed to foster team work attitudes and motivation <p>Outcome:</p> <ul style="list-style-type: none"> - Training recommendations based on SPA outcomes - Motivation of staff to perform and achieve higher - The unit is on track in achieving its strategic objectives |
| <p>9. Management of change</p> | <p>Must develop a roadmap and strategies when implementing or rolling out reforms in the public service.</p> | <p>Performance Indicator/Measure</p> <ul style="list-style-type: none"> - Approved implementation strategy/ plan/road map submitted to secretary for any reform or roll out to ministries. <p>Outcome:</p> <ul style="list-style-type: none"> - Reform and public service performance enhancement initiatives are well received by all stakeholders and implemented (WoG) - Every public servant is aware, supportive and implement any new reform or change. |

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| <p>10. Key Challenges</p> <ul style="list-style-type: none"> - Managing resistance to change - Ability to handle pressure with work load and emotional pressure/stress from customers/stakeholders - Working outside working hours where required (eg. PSO retreats etc) - Representing PSO/Government in local/regional/international meetings - Being away from family for short periods of time (eg. 1-2 weeks) to attend regional/international meetings/conferences - Being an ambassador for PSO in acting out public service performance standards requirements (professional & attitudinal) when not everyone is on board (yet) to reforms. - Developing and maintaining networks and support groups (national/regional/international). | <p>11. Selection Criteria</p> <p>11.1 PQR (Position Qualification Requirement):</p> <p><u>Education:</u> Post-graduate qualification in either Management/Public Administration/HRM/Good governance/Public Policy/Change Management.</p> <p><u>Experience:</u> At least 3 years at senior management level or at least 5 years at middle management level.</p> <p><u>Job Training:</u> Be able to work well with a group of people</p> <p>11.2 Key Attributes (Personal Qualities):</p> <p>1. Knowledge</p> <ul style="list-style-type: none"> o Management & Leadership – knowledge of how to manage and lead a team to specific outcomes o Change Management – the job involves implementation of many new reforms and hence should know how to roll out new programs within a change management perspective and concept o Research – knowledge of how the role of research programs can inform policy and decision making o Policy development – Knowledge of how to revise, develop and implement policies o Computer literate – Knowledge of basic computer programs/software such as Word and Xcel etc including the use of internet <p>2. Skills:</p> <ul style="list-style-type: none"> o Management & leadership skills – Must be able to have and apply suitable leadership and management |
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| | <p>skills/techniques since based on how these are applied that the overall division and the staff involved can achieve their goals.</p> <ul style="list-style-type: none"> ○ Time management skills – manage a number of research/projects at the same time and meeting deadlines. ○ Communication skills – be able to communicate professionally in writing and verbally as the position involves liaising and engagement of a number of stakeholders locally, regionally and internationally. ○ Very good Interpersonal skills – being able to work collaboratively with key stakeholders, develop networks and supporting groups/stakeholders and must be able to develop good professional relationships. <p>3. Attributes</p> <ul style="list-style-type: none"> ○ Vision – The post holder must have a clear idea of where he/she is going and what's to be accomplished ○ Strategic planning – Must have the ability to look ahead, to anticipate with some accuracy using current trends/situation the present situation and how to utilize current resources to work into the future and achieve outcomes. ○ Integrity – Need to have honesty in all areas of work to build trust with all internal & internal stakeholders ○ Humility – Need to be strong and decisive while at the same time acknowledge that there's always opportunity to learn and for improvement from others. ○ Focus – Focusing on results. Ability to focus on strengths of the division/staff and maximizing those strengths to achieve results. ○ Cooperation – Ability to get everyone involved working together and being also part of the team. ○ Adaptability/Flexibility – The ability to respond and adapt to change (positive or negative) while progressing towards achievement of unit/divisional objectives <p>Stress Tolerance – job</p> |
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involves a number of demands requires accepting criticism and dealing calmly and effectively with high stress situations

- **Self-Control** – Job requires maintaining composure, keeping emotions in check, controlling anger, and avoiding aggressive behavior, even in very difficult situations. Need to have the ability to be professional in all areas of work.

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