

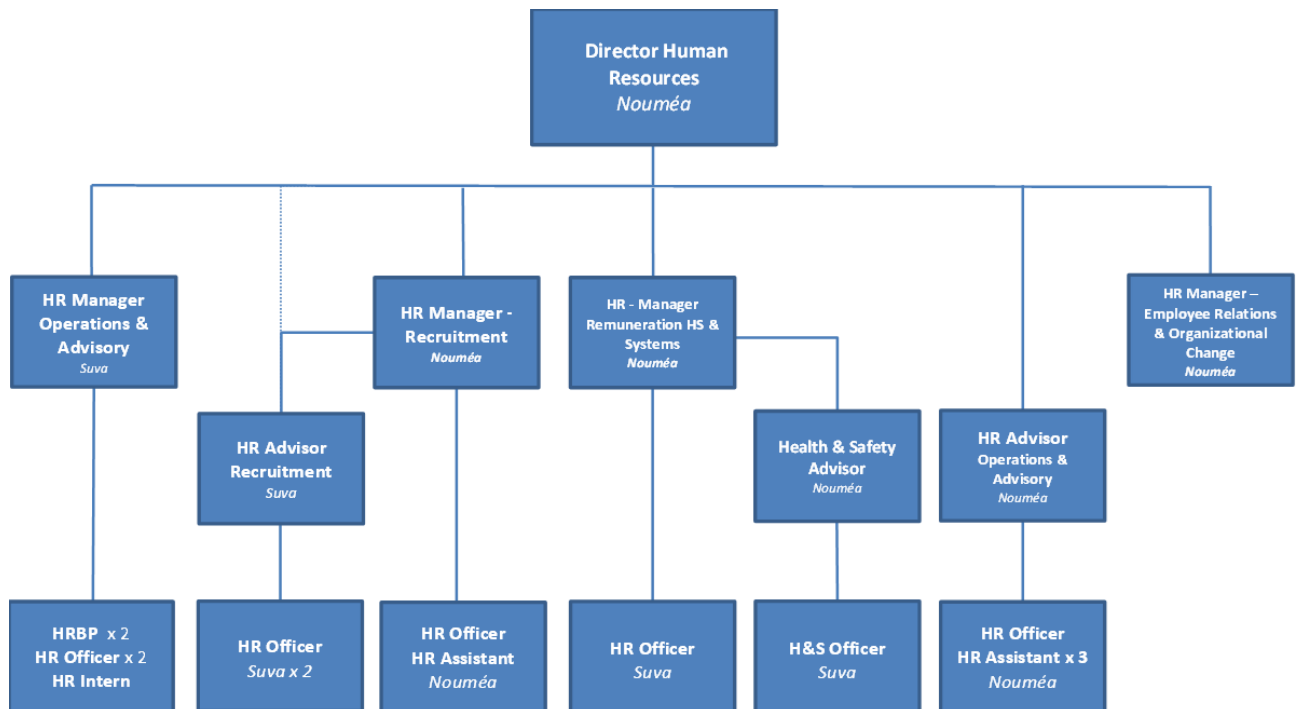


Pacific  
Community  
Communauté  
du Pacifique

## JOB DESCRIPTION

|                                 |   |
|---------------------------------|---|
| <b>Job Title</b>                | HR Manager – Remuneration, Systems and Health & Safety  |
| <b>Division</b>                 | Operations Management Directorate   |
| <b>Location</b>                 | Nouméa  |
| <b>Line/Hiring Manager</b>      | Director, Human Resources   |
| <b>Number of Direct Reports</b> | Team of 4   |
| <b>Purpose of role</b>          | <p>The role of HR Manager – Remuneration, Systems and Health &amp; Safety is to oversee the strategy, manage the programs and implement solutions to address the following across SPC organisation:</p> <ol style="list-style-type: none"><li>1. Health and Safety</li><li>2. Remuneration</li><li>3. Job Evaluation</li><li>4. Performance Development</li><li>5. All HR Systems (including LMS when implemented)</li><li>6. HR Analytics</li><li>7. HR projects, including but not limited to new and enhanced HR systems</li></ol> |
| <b>Date</b>                     | August 2022   |

## Organizational Context and Organization Chart



## Key Result Areas

The position of **HR Manager – Remuneration, Health and Safety and HR Systems** is responsible for these areas across the whole SPC organization. The position encompasses the following major functions or Key Result Areas:

1. **Health and Safety 15%** – Provide excellence in health and safety systems and compliance. Communicate effectively to staff through training, promotion and policies and procedures that embed a safe environment and way of working. Ensure best practice approach.
2. **Remuneration, HR Analytics 25%** – Ensure the remuneration strategy is aligned to the region and relevant to meet the needs of SPC and its staff. Provide frameworks, tools, processes and procedures that support the ongoing management of remuneration. Benchmark relevant organizations and market references to ensure ongoing relevance and inform decisions, including advice and recommendations for leadership and CRGA. Provide analysis and regular reporting to the Divisions that gives them insight into key HR metrics and trends eg. Leave compliance, PDS completion, diversity and inclusion etc. Develop tools to enable this in an efficient, reliable and effective manner
3. **Performance Management, Job Evaluation 25%** – Manage the Performance Development System (PDS) program and processes for the whole organization, ensuring alignment to best practice and fair and equitable outcomes through a continuous improvement approach to embed the understanding for both managers and staff through education, training and engagement with the business. Influence the development of the Performance Management program to ensure benchmarks are reviewed and recommendations made to ensure best practice. Oversee and manage the Job Evaluation process and ensure appropriate levels of education is provided to managers to understand the process and outcomes. Ensure adequate HR staff are trained and up to date with certification to provide this service.

4. **HR Systems 20%** - Manage and advise re: HR Systems for SPC, including implementation and change management for new modules eg Learning, Performance Management etc. Ensure they are maintained and managed to provide reliability and improve business processes. Efficiency and effectiveness of systems is addressed to ensure they meet the ongoing needs of the organization and the staff. Collaborate with Finance/Payroll and IT support to ensure engagement, alignment and a cohesive approach to changes and improvements.
5. **People Management 5%** - Effective management and development of staff resources
6. **HR Support 10%** - Provide support to the HRD and broader HR team as required for HR planning processes, key deliverables and HR projects as relevant.

***The requirements in the above Key Result Areas are broadly identified below.***

| <b>Job holder is accountable for</b>   | <b>Jobholder is successful when</b>   |
|--|---|
| <p><b>1. Management of Health and Safety Strategy – 15%</b></p> <p>Develop a strategy for Health and Safety at SPC, working with HR Advisor, Health and Safety</p> <p>Ensure SPC is a safe place to work by addressing health and safety needs, ensuring compliance to safety standards and requirements, and providing tools, reporting, monitoring and maintenance to ensure ongoing standards are met.</p>  | <ul style="list-style-type: none"> <li>• Annual work plan for Health and Safety is in place</li> <li>• Health and safety committee is in place and meets regularly to ensure ongoing feedback and input to creating and maintaining a safe work environment</li> <li>• Policies and procedures are in place to ensure legislative and compliance obligations are met</li> <li>• Risks are addressed proactively and managed effectively</li> <li>• There are no outstanding compliance issues</li> <li>• Health and safety systems are easy to use and understood by all staff</li> <li>• Ongoing relevant training is provided to staff in all areas relating to health and safety</li> <li>• Internal and external audit results are satisfactory</li> <li>• Health and safety statistics show improved outcomes</li> </ul>   |
| <p><b>2. Management of SPC Remuneration, HR Analytics – 25%</b></p> <p><i>Remuneration</i></p> <p>Provide research and analysis to determine that SPC remuneration is fit for purpose, aligns to market and contributes to SPC attracting and retaining highly skilled staff.</p> <p>Responsibility for the maintenance and implementation of:</p> <ul style="list-style-type: none"> <li>• Job Description format</li> <li>• Salary Scales for all locations and all staff</li> <li>• Job Banding model</li> <li>• Manage total remuneration packages in multiple currency and geographic locations</li> <li>• Policy and system design for allowances related to education, housing, dependents and other relevant allowances</li> <li>• Benefits &amp; Conditions</li> <li>• Annual Market Salary Surveys</li> <li>• Relevant remuneration policies</li> <li>• Provide advice and direction to HR and SLT on remuneration principles</li> </ul> | <p><i>Remuneration</i></p> <ul style="list-style-type: none"> <li>• Frameworks, tools and processes are maintained and relevant, reflecting current needs for all locations across SPC</li> <li>• All staff are aligned with SPC T's &amp; C's</li> <li>• All staff are paid via the Payglobal payroll system, including remote locations</li> <li>• Schedules and remuneration information is up-to-date and available for managers and staff (via Intranet)</li> <li>• Market Surveys are conducted and results are integrated into CRGA reports</li> <li>• Provides report/papers on trends and direction in Remuneration as required.</li> <li>• Networks with relevant external bodies and CROP partners to ensure access to relevant current trends and market insights</li> <li>• Issues and impacts that potentially could affect SPC or its staff are identified proactively, and recommendations/mitigations are put in place.</li> </ul> |

|   |   |
|---|---|
| <p><i>HR Analytics</i></p> <ul style="list-style-type: none"> <li>• Manage the collation, formatting and regular delivery of HR analytics</li> <li>• Identify opportunities for the production of HR data that will provide the organisation with information to make informed people related decisions.</li> <li>• Work with the HR business partners to deliver relevant HR performance metrics and reports</li> </ul>  | <p><i>HR Analytics</i></p> <ul style="list-style-type: none"> <li>• Regular and relevant HR reporting is produced and available to the HR team and Divisions</li> <li>• Trends and analysis are identified to add value to decision making</li> <li>• The data produced supports the HR business partners to set strategy and make key people decisions. Eg. leave management, succession planning, gender mainstreaming, and diversity and inclusion.</li> </ul>   |
| <p><b>3. Management of Performance Management, Job Evaluation – 25%</b></p> <p><i>Performance Management</i></p> <ul style="list-style-type: none"> <li>• Develop the performance management strategy across SPC with HRD support, ensuring alignment to best practice and continuous improvement</li> <li>• Manage and update the annual PDS process</li> <li>• Conduct the annual review process</li> <li>• Provide training and education to managers and staff on PDS process and moderation approach.</li> <li>• Compile results and report regularly to SLT</li> <li>• Gain approval for PDS increases</li> <li>• Advise on trends and issues</li> <li>• Update Policies and processes as required, matching any changes to the process.</li> </ul> <p><i>Job Evaluation</i></p> <ul style="list-style-type: none"> <li>• Responsibility for Job Evaluation methodology, ensuring fair and consistent method is followed for Job Evaluations. New and existing roles and evaluations in a reasonable time frame.</li> <li>• As the process owner support hiring managers and the HR team on job design.</li> <li>• Library of Job Evaluation data is stored and managed accordingly.</li> <li>• Provide clarity to managers on the job evaluation process</li> <li>• Ownership of the escalation process and the provision of information and advice where a potential dispute may arise.</li> <li>• Liaising with the external vendor Strategic Pay to work towards</li> </ul> | <p><i>Performance Management</i></p> <ul style="list-style-type: none"> <li>• Policy changes are made in consultation with leadership and staff and managed effectively – rolled out in a timely manner, communicated clearly and embedded in the processes of the PDS review cycle.</li> <li>• Process and Policy endorsed by SLT Executive Committee</li> <li>• Training and awareness sessions have been conducted. Overall knowledge and understanding of the PDS evaluation process is enhanced.</li> <li>• Clear timeframes, training material and processes are developed and available online for staff and managers</li> <li>• Annual review managed effectively and completed in the planned timeframe and endorsed by Executive, salary increases paid to staff.</li> <li>• All staff complete the PDS and results are evaluated and rewarded according to policy.</li> </ul> <p><i>Job Evaluation</i></p> <ul style="list-style-type: none"> <li>• Managers are confident regarding the evaluation methodology and assessment process</li> <li>• Identifies areas where the job evaluation process is not understood or accepted and delivers training and awareness sessions, for both HR and the business.</li> <li>• Ensures adequate internal resources are available to provide Job Evaluation services to the business in an efficient timeframe</li> <li>• Ensures ongoing training and development for HR staff certified in SP10 methodology</li> <li>• Job Library is centralised and available as a reference</li> </ul> |

|   |  |
|---|--|
| continuous improvements on the SP10 evaluation process  | <ul style="list-style-type: none"> <li>Escalations are managed efficiently and effectively, with timely and professional resolution of queries</li> </ul>  |
| <b>4. HR Systems - 20%</b> <ul style="list-style-type: none"> <li>Manage existing HR Systems to ensure they meet business needs</li> <li>Identify enhancements in current HR systems and processes that have a positive impact on the usability of the system and the end user</li> <li>Lead continuous improvement efforts in collaboration with the HR team/ Finance/ Payroll and IT</li> <li>Lead change and represent HR in review and selection of HR systems and implementation of any new and upgrade of existing systems and/or modules</li> <li>Provide training on a regular basis to existing and new staff on HR systems</li> </ul> | <ul style="list-style-type: none"> <li>All Staff in all locations are using HR systems to manage their HR needs</li> <li>New modules and enhancements are planned, designed, tested and delivered on time</li> <li>Appropriate consultation and engagement has been undertaken with relevant stakeholders and end-users for any changes that are implemented</li> <li>Adequate training and education is provided to system users and end users as appropriate, with online materials and support</li> <li>HR systems and processes are streamlined, timely and effective for SPC</li> </ul>   |
| <b>5. HR Projects - 10%</b> <ul style="list-style-type: none"> <li>Support HRD and contribute to the HR department's strategic planning process such as workplan, budget, reporting</li> <li>Support HRD in coordinating key HRM, deliverables and inputs of the Senior HR Team such as workforce &amp; succession planning, SRC meetings as required</li> <li>Support the Implementation of HR projects that enhance the people function and provide the business with enhanced systems, processes, and technology solutions</li> <li>Champion and foster organizational change</li> </ul>   | <ul style="list-style-type: none"> <li>Strong participation, inclusive collaboration, and advice to support the whole HR team strategy is demonstrated</li> <li>Pro-active attitude is evident, and tasks are completed in a timely fashion to a professional standard</li> <li>Change leadership, collaboration and resilience is demonstrated and role-modelled in the HR team and wider organisation</li> </ul>   |
| <b>6. People Management - 5%</b> <ul style="list-style-type: none"> <li>Manage and coordinate resources effectively across functions and locations</li> <li>Manage staff performance, conduct fair, consistent, timely performance planning, review meetings and encourage open communication to discuss performance</li> <li>Actively schedule time to help staff develop and be the best they can (training, shadow mentoring)</li> </ul>   | <ul style="list-style-type: none"> <li>A positive work environment is created with promotion of collaboration and inclusivity within the team and across functions and other divisions in the organization.</li> <li>Create an environment which encourages the proactive resolution of performance issues.</li> <li>Staff are managed effectively in terms of leave management, performance discussions, performance reviews are timely and regular feedback is provided on performance</li> <li>Staff are developed in their roles and their skills and capabilities are enhanced through on-the-job learning and opportunities</li> </ul> |

### **Note**

The above performance standards are provided as a guide only. The accurate performance measures for this position will need further discussion between the jobholder and supervisor as part of the performance development process.

## Work Complexity

Most challenging duties typically undertaken:

- Complexities of providing policies and services across multiple regional locations (11). Managing salary and benefits for an organisation spread over multiple countries and territories with almost 50% internationally recruited staff under the guidelines of an international organisation.
- Implement project initiatives with limited resources and dealing with the unique geographic issues associated with the Pacific.
- Understanding the nuances and diversity of the organisation culture and business needs in various locations across the Pacific Region
- Working effectively and efficiently with a high workload across multiple diverse projects.
- Influencing the management and staff on health and safety and remuneration related issues and topics
- Fostering and strengthening a professional health and safety and remuneration function in SPC
- Implementing positive culture change related to health and safety across the organisation
- Developing robust relationships with key stakeholders and providers, both internal and external
- Collaborating effectively across SPC to build a 'one SPC' approach to health and safety, and remuneration related functions. This includes both cross-functional and cross-regional collaboration
- Supporting and actively participating in various HR projects and initiatives across SPC

## Functional Relationships & Relationship Skills

| Key internal and/or external contacts   | Nature of the contact most typical  |
|---|---|
| <b>Internal</b>   |   |
| <ul style="list-style-type: none"> <li>▪ <b>Internal</b></li> <li>- Director Human Resources</li> <li>- Deputy Director-General Suva</li> <li>- Deputy Director-General Noumea</li> <li>- Executive</li> <li>- Senior Leadership Team</li> <li>- All divisions and programmes</li> <li>- Other support services, including HR team, Finance, Payroll and IT in particular</li> <li>- All Staff</li> </ul> | <ul style="list-style-type: none"> <li>- Providing strategic advice relating to health and safety, remuneration, HR systems and processes, including best practice</li> <li>- Interpretation and application of policies and processes</li> <li>- Support for leadership and managers in dealing with issues</li> <li>- Resolving disputes and problems and negotiating successful outcomes</li> <li>- Managing client relationships and expectations, to become a trusted advisor</li> <li>- Management and supervision</li> </ul> |
| <b>External</b>   |   |
| <ul style="list-style-type: none"> <li>▪ <b>External</b></li> <li>- CROP agency partners</li> <li>- Professional associations</li> <li>- Sub-contractors and suppliers, including systems support, consultants and service providers</li> <li>- Other public and private partners</li> </ul>  | <ul style="list-style-type: none"> <li>- Negotiating with providers</li> <li>- Managing supplier relationships and expectations</li> <li>- Networking with CROP agencies and other regional parties and providers to build strong relationships</li> <li>- Influence CROP agencies for shared alignment of outcomes through CROP working group</li> </ul>   |

## Level of Delegation

The position holder:

Routine Expenditure Budget: manages up to EUR 350,000 per year

Budget Sign off Authority without requiring approval from direct supervisor € 2.000

## 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 position holder 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:   | Desirable:  |
|--|---|
| <ul style="list-style-type: none"><li>Post-graduate degree in a relevant field such as human resource management, public or international business administration.</li></ul> | <ul style="list-style-type: none"><li>Master's degree in human resource management, public or international business administration</li><li>Health &amp; Safety registered professional</li></ul> |

### Knowledge / Experience

| Essential:  | Desirable:   |
|---|--|
| <ul style="list-style-type: none"><li>At least 10 - 12 years' experience with strong emphasis on specialisation in remuneration management, including more than 5 years at international level,</li><li>At least 5 years of experience managing teams including mentoring, developing, training, appraisal, and performance management,</li><li>Demonstrated ability to implement remuneration and health &amp; safety strategies and to contribute to the improvement of these processes in a diverse and complex environment,</li><li>Knowledge of HR systems and experience with the implementation of such systems</li><li>Working knowledge of job evaluation methods and best practice</li><li>Significant and proven experience in developing and implementing remuneration strategy, performance management best practice and health and safety policies</li><li>Excellent command of English with excellent verbal and written</li></ul> | <ul style="list-style-type: none"><li>Practical remuneration work experience in a developing country environment, preferably in the Pacific Island region</li><li>Knowledge of Cornerstone HR system, Pay Global MYOB system and technical configurations</li><li>Knowledge of special drawing rights (SDR) mechanism and managing packages set up in SDR as currency</li><li></li><li>Project Management experience</li><li>Excellent time management skills and organizational skills</li><li>Influencing and negotiation skills</li><li>Hands on experience or knowledge of the international development environment</li><li>Exposure to high-risk health and safety sites</li><li>Experience advising on health and safety strategy and management in an operational environment</li><li>Experience implementing HR reporting solutions</li></ul> |

|   |   |
|---|---|
| <p>communication and people skills for effective communication</p> <ul style="list-style-type: none"> <li>• Ability to liaise with staff at all levels of the organization</li> <li>• Demonstrated ability to develop effective working partnerships with proven interpersonal skills</li> <li>• Strong self-management – has initiative, able to solve problems and find solutions</li> <li>• Ability to work in a diverse, multi-cultural and inclusive environment with appropriate sensitivity</li> </ul> | <ul style="list-style-type: none"> <li>• Excellent computer skills and proficiency in the use of MS Word, Excel and Power Point</li> <li>• Proficient French language skills are desirable</li> </ul> |
|---|---|

### 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>• Design and implement remuneration strategies</li> <li>• Decision making and problem solving</li> </ul>  |
| Advanced level    | <ul style="list-style-type: none"> <li>• Cross-cultural skills and ability to work with stakeholders from different cultural backgrounds and locations</li> <li>• Ability to navigate strategy in culturally complex environments</li> <li>• Ability to deal with confidential information in a professional manner and to set priorities successfully working with minimal supervision.</li> <li>• Ability to solve issues in remuneration, health and safety in the region</li> <li>• Advanced computer skills</li> </ul>                                  |
| Working Knowledge | <ul style="list-style-type: none"> <li>• Ability to understand and explain business models and financial strategy</li> <li>• Knowledge of the Pacific region and cultural awareness</li> <li>• Promptly responding to multiple, ad-hoc and concurrent requests for advice, inputs or expertise while pursuing agreed HR work priorities</li> <li>• Attention to detail, accuracy and interpersonal skills involving teamwork and collaboration to assist with other tasks in human resources and corporate services.</li> <li>• Ability to travel</li> </ul> |
| Awareness         | <ul style="list-style-type: none"> <li>• Diversity of tasks requiring a range of different skills and flexibility</li> </ul>   |

### Key Behaviours

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

- Change and Innovation
- Interpersonal Skills
- Teamwork
- Promotion of Equity and Equality
- Judgement
- Building Individual Capacity



## **Personal Attributes**

- High level of professional integrity and ethics
- Demonstrated high level commitment to customer service
- Self-motivated, has initiative
- Well organised with ability to work well under pressure and deadlines
- Cultural sensitivity
- Adaptability
- Eye for detail, analytical
- Results oriented, problem solver

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