



# Pacific Community

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## Communauté du Pacifique

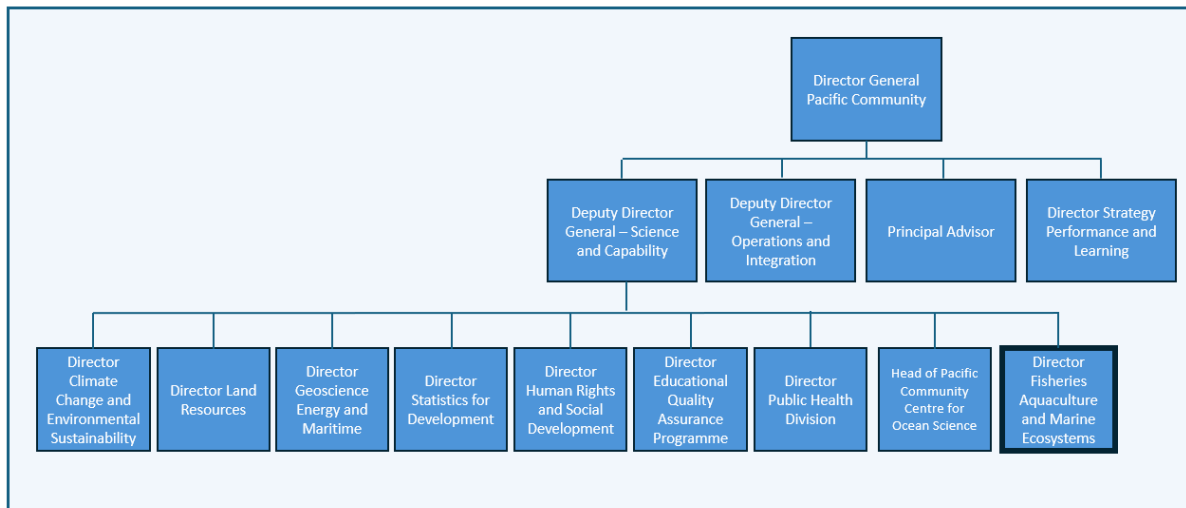
### JOB DESCRIPTION

<b>Job Title:</b>	<b>Director – Fisheries Aquaculture and Marine Ecosystems Division (FAME)</b>
<b>Division/Programme:</b>	Fisheries Aquaculture and Marine Ecosystems (Division)
<b>Location:</b>	Pacific Community (SPC) Headquarters, Noumea, New Caledonia
<b>Reporting to:</b>	Deputy Director-General – Science and Capability
<b>Number of Direct Reports:</b>	Up to 10 direct reports, with over 150 staff based in multiple locations
<b>Purpose of Role:</b>	<p>The Director will provide leadership and, management of SPCs Fisheries, Aquaculture and Marine Ecosystems (FAME) capability. The Director will ensure the delivery of high-quality services to member countries, the region and SPC. The role will be guided by the SPC FAME Business Plan and the SPC Strategic Plan in the context of the 2050 Strategy for the Blue Pacific Continent.</p> <p>The Director is a member of SPC’s Senior Leadership Team and will work across the organization on leadership, integration initiatives, and the four flagships, Gender, Climate Change, Food Systems and Oceans.</p>
<b>Date:</b>	November 2024

#### Organisational Context and Organisation Chart:

The Pacific Community (SPC) is the principal scientific and technical organisation in the Pacific region, proudly supporting development since 1947. We are an international development organisation owned and governed by our 27 country and territory members. We work for the well-being of Pacific people through the effective and innovative application of science and knowledge, guided by a deep understanding of Pacific Island contexts and cultures. (<https://www.spc.int/>).

SPC is internally structured around the Director General’s office, the Organisation and Integration functions, and the Science and Capability functions. The SPC FAME capability is part of the Science and Capability function, which includes seven other directorates spanning human rights to geosciences, and four flagships – Oceans, Food Systems, Gender, and Climate Change.



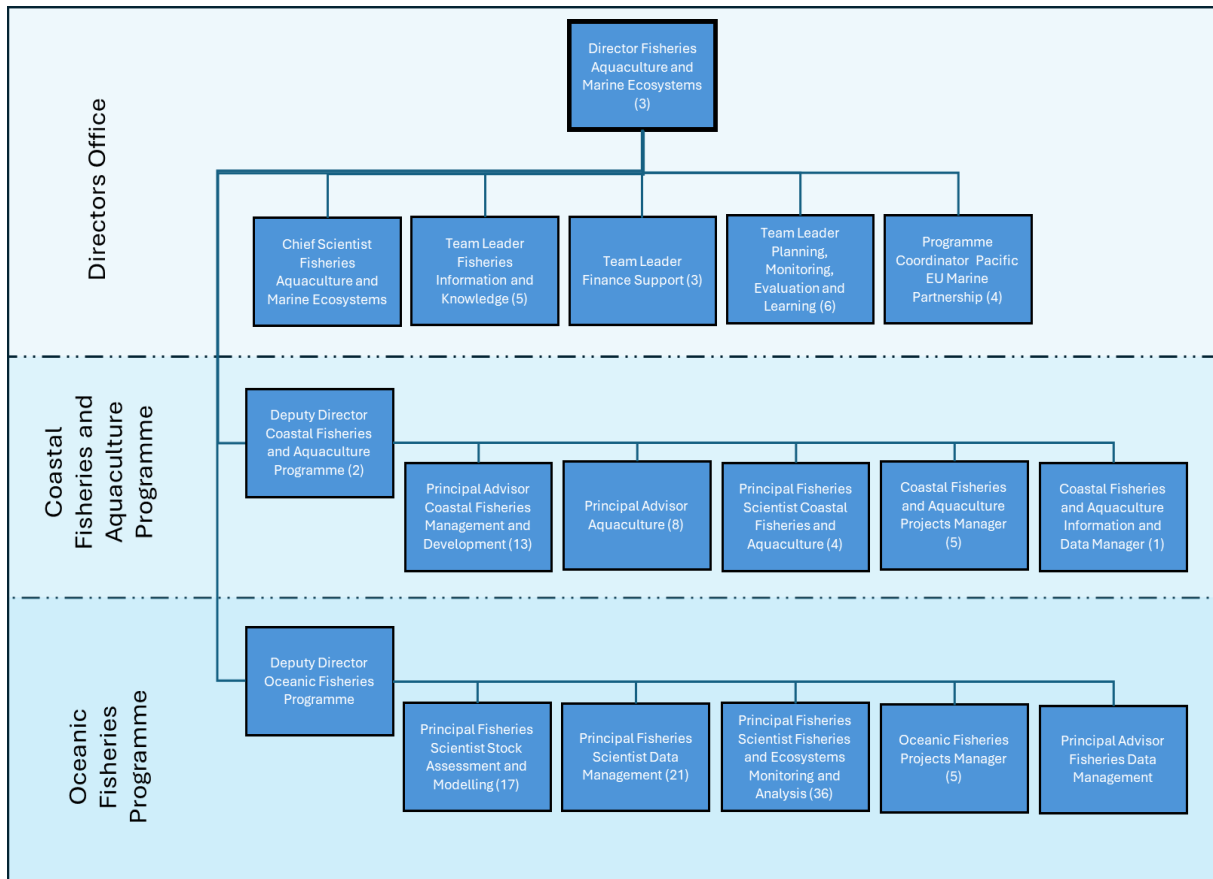
The Pacific Community division of Fisheries, Aquaculture and Marine Ecosystems (SPC FAME) has provided scientific and technical expertise to support fisheries management and sustainable development in the Pacific for over 65 years. The goal of SPC FAME is that the fisheries resources of the Pacific region are sustainably managed for economic growth, food security and environmental conservation. In pursuit of this goal, SPC FAME provides scientific analyses and management advice to Pacific Island Countries and Territories and regional agencies to support the sustainable management of oceanic and coastal fisheries resources. Despite the challenges in the management of the region’s marine resources, there are also opportunities to derive greater economic and social benefits from them. The development of aquaculture in the region, along with alternative marine based livelihoods, hold significant potential. SPC FAME provides technical assistance to support PICTs to maximize these sustainable development opportunities in the marine sector.

SPC FAME is composed of two programmes and the Directors Office: the Oceanic Fisheries Programme (OFP) and the Coastal Fisheries Programme (CFP). The Directors Office provides cross divisional support and strategic direction across the programmes and cross-cutting projects. Working with all 22 PICTs, SPC FAME has strong partnerships with regional, sub-regional and national entities working in the marine sector. SPC FAME staff are based in New Caledonia, Fiji, Tonga, and Micronesia, with most of its staff being based at SPC Headquarters in Noumea, New Caledonia.

The position of Director Fisheries Aquaculture and Marine Ecosystems is responsible for the leadership and management of SPCs Fisheries, Aquaculture and Marine Ecosystems capability (SPC FAME) to ensure the annual work plans for the division are in line with the SPC FAME Business Plan and the SPC Strategic Plan, ensuring that they are implemented within budget, adhere to all SPC policies and procedures, and address the needs and priorities of the members. The director will work closely with member countries and territories, the Western and Central Pacific Fisheries Commission, the Forum Fisheries Agency, the Parties to the Nauru Agreement and other regional and Sub-Regional entities.

The director will be ultimately responsible for resource mobilisation and reporting to donors to ensure adequate funding is available for all SPC FAME Programmes to operate successfully now and in the future, including expansion of fisheries science in line with SPC’s priorities under the Pacific Community Centre for Ocean Science (PCCOS) and Oceans Flagship. The director will lead and contribute to the development and implementation of inter-divisional programmes, in particular the Food Systems and Oceans flagships and champion the oneSPC approach.

The Deputy Directors of the Coastal Fisheries and Aquaculture Programme and of the Oceanic Fisheries Programme will support the director, along with a Directors’ Office team providing implementation support, strategic science support, fisheries information outreach and knowledge management, and Planning, Monitoring, Evaluation and Learning expertise.



**Key Result Areas (KRAs):**

**The Key Result Areas (KRAs) for the Director are:**

1. Across SPC Leadership (25%)
2. Vision, Leadership, Direction and Strategic management of SPC FAME (35%)
3. People Management (10%)
4. Strategic and Collaborative Relationships with Members, Donors, CROPS and Other Stakeholders (10%), and
5. SPC Fisheries, Aquaculture, and Marine Ecosystems Thought Leadership, Innovation and Outreach (20%).

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

Jobholder is accountable for	Jobholder is successful when
<p><b>KRA 1: Across SPC Leadership</b></p> <ul style="list-style-type: none"> <li>• Actively participate as a member of the SPC Senior Leadership Team and apply the team charter</li> <li>• Tangible and recognised contributions to Senior Leadership Team meetings, working groups and projects</li> <li>• Make an effective contribution to SPC strategic plans, business plans and budgets</li> <li>• Provide concise briefs on fisheries, aquaculture and marine ecosystems science, science policy and ocean issues to the DG and DDGs as required</li> <li>• Support requirements to CRGA are met</li> </ul>	<ul style="list-style-type: none"> <li>• Effective contribution to SPC organisational plans and policy papers is made in a supportive and constructive manner</li> <li>• Executive and peers recognise contribution to Senior Leadership Team meetings, working groups and projects</li> <li>• Tangible support and constructive input are provided to DG, DDGs Suva, SLT and others in the pursuit of SPC strategic and operational goals and priorities</li> </ul>

<ul style="list-style-type: none"> <li>• Effective representation of SPC and regional members at regional and international fora</li> <li>• Encourage and facilitate better planning, evaluation, reflection and learning processes to ensure/improve relevance and effectiveness of SPC's work</li> <li>• Ensure the divisions work actively and effectively involves across SPC technical and support teams</li> <li>• Initiate new approaches to improve results by improving organisational culture, systems, programmes and services</li> <li>• SPC teams are brought together in a cohesive manner to contribute to integrated programming for all relevant projects and/or programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Successes and lessons learned are shared among directors and a network of supportive leadership for initiatives is in place</li> <li>• The Executive can make informed decisions for SPC FAME based on advice and access to relevant and timely information</li> <li>• Timely, comprehensive and relevant information and advice is shared with the Senior Leadership Team regarding progress</li> <li>• Programme and project concepts, designs and proposals align with the SPC Strategic Plan and priorities of members</li> <li>• Relationships with Executive and SLT are robust</li> <li>• Client relationships with internal stakeholders are managed</li> </ul>
<p><b>KRA 2: Vision, Leadership, Direction and Strategic management of SPC FAME</b></p> <ul style="list-style-type: none"> <li>• SPC internal reporting requirements are met for the requirements of finance, audit and risk reporting</li> <li>• The business plan provides a useful framework for work programmes and reporting</li> <li>• SPC FAME is actively engaged in country programming, reporting and Regional Office work</li> <li>• SPC FAME is actively engaged in integrated programming work, with sectoral concerns addressed in cross-cutting projects and SPC FAME integrating cross-cutting issues into its work</li> <li>• SPC FAME engages in and implements people, systems and process change</li> <li>• Funding for major projects are progressed and funding to maintain/increase budget is approved each year</li> <li>• SPC FAME expenditure is planned and managed within budget</li> <li>• Project reporting is completed as required and project reviews and evaluations are favourable</li> </ul>	<ul style="list-style-type: none"> <li>• SPC FAME delivers on its work programme as detailed its business plans and annual work plans, in a timely manner and consistent with its budgets</li> <li>• There is active and informed discussion of work programmes by members</li> <li>• SPC FAME's monitoring and evaluation system confirms the delivery of quality outputs and outcomes as detailed in the business plans and annual work plans, including through positive feedback from stakeholders</li> <li>• SPC FAME reports to stakeholders and partners in a timely manner and in accordance with reporting and financial requirements</li> <li>• SPC FAME continues to receive requests for technical assistance from stakeholders, especially SPC members, and funding support from donors</li> <li>• Programme and project reporting to stakeholders and partners are timely and aligned to the reporting requirements of SPC, partners and members</li> </ul>
<p><b>KRA 3: People Management</b></p> <ul style="list-style-type: none"> <li>• SPC FAME recruits and retains staff with an appropriate mix of expertise to implement its business plan</li> <li>• SPC FAME staff are informed and engaged</li> <li>• SPC FAME manages human resources effectively and efficiently</li> <li>• Ensure corporate requirements are met individually and as a team including the performance planning and assessment cycle</li> <li>• Manages staff performance and ensures consistency</li> <li>• Conducts fair, consistent, timely performance planning and review meetings and encourages open communication to discuss performance</li> <li>• Actively schedules time to help staff develop and be the best they can</li> <li>• Creates an environment which encourages the resolution of performance issue</li> <li>• Creates a positive work environment, promotes collaboration within the team and across functions and other divisions in the organisation</li> <li>• Supports the health, safety and well-being of employees in the way they lead and manage and monitor the team</li> </ul>	<ul style="list-style-type: none"> <li>• SPC FAME has staff on hand that can respond to member requests and deliver the agreed business plan work</li> <li>• Staff engagement surveys show high levels of purpose and engagement</li> <li>• Staff contract renewals are timely and reflect robust workforce planning</li> <li>• Robust transfer of institutional knowledge is demonstrably occurring, and a clear succession plan is in place for key senior technical experts</li> <li>• SPC staff performance development system timelines and quality standards are met, and whole of division performance development system moderation is internally and cross-SPC robust</li> <li>• Staff probation is robustly implemented across the division</li> <li>• Line managers are trained in staff performance assessment and development, and poor performance is addressed through robust performance improvement plans</li> <li>• SPC FAME staff have equitable and high performance oriented professional development opportunities</li> </ul>

	<ul style="list-style-type: none"> <li>• Health and safety risk is minimised, and well-being is actively promoted</li> </ul>
<p><b>KRA 4: Strategic and Collaborative Relationships with Members, Donors, CROPS and Other Stakeholders</b></p> <ul style="list-style-type: none"> <li>• Develop and maintain good working relationships with SPC member heads of fisheries, senior fisheries officials and senior officials in other related agencies</li> <li>• Engage with and effectively communicate with regional fisheries Ministers in member governments and territories</li> <li>• Maintain a good working relationship between FFA and SPC FAME, as evidenced by a clear understanding of cooperative work required, regular meeting participation with key FFA staff during the year, and feedback from FFA members</li> <li>• Maintain a good working relationship with key partners, in particular Australia and New Zealand, and key donors, including the USA and the EU</li> <li>• Develop and maintain a good working relationship with SPREP, PIFS, USP and OPOC</li> <li>• Develop and pursue Divisional, organisational and multi-agency funding proposals</li> <li>• Develop and pursue the case for increased long-term funding for core programme activities</li> <li>• Ensure partners are satisfied with the use and effectiveness of their funding</li> <li>• Strengthen linkages with non-CROP agencies active in fisheries that can complement SPC strengths</li> </ul>	<ul style="list-style-type: none"> <li>• There are frequent and productive meetings and/or correspondence between Director and key stakeholders</li> <li>• Fisheries Ministers are well informed and engaged in regional fisheries matters</li> <li>• There is a good working relationship between FFA and SPC FAME, with a clear understanding of cooperative work required</li> <li>• Agreements and joint projects are implemented with other critical partners, key donors, international agencies and NGOs</li> <li>• Appropriate arrangements for meetings and coordination of CROP and multi-agency projects are maintained</li> <li>• Key new strategic partnerships are identified and established</li> <li>• Funding for at least one major is approved each year</li> <li>• Programme funding is increased and keeps pace with rising costs</li> <li>• Strategic partnerships are established with agencies, universities and organisations beyond the Pacific which leverage clear benefits to PICTs</li> </ul>
<p><b>KRA 5: SPC Fisheries, Aquaculture, and Marine Ecosystems Thought Leadership, Innovation and Outreach</b></p> <ul style="list-style-type: none"> <li>• SPC FAME maintains, develops and evolves its reputation as the fisheries aquaculture and marine ecosystems centre of excellence for the Pacific Community</li> <li>• Lead the scientific and technical direction of SPCs fisheries, aquaculture and marine ecosystems work</li> <li>• Identify and pursue key emerging sectoral themes and translate into the day-to-day work of SPC FAME</li> <li>• Emerging sectoral issues are identified, shared with members and picked up as part of the regional agenda</li> <li>• SPC FAME regularly produces and effectively distributes high quality science and technical outputs</li> <li>• SPC FAME produces and effectively distributes quality newsletters, bulletins and other information materials</li> <li>• SPC FAME regularly and fluidly moves into evolving key regional public good areas, and, where appropriate transfers capability and capacity to members</li> <li>• Represent SPC PICTs and SPC at regional and international fora as requested</li> </ul>	<ul style="list-style-type: none"> <li>• SPC is globally recognised as a fisheries centre of excellence</li> <li>• The Director is actively engaged in the production of scientific and technical influential publications</li> <li>• At least one major report on strategic or policy issues in the sector is commissioned, and impactful each year</li> <li>• The Information Section produces and effectively distributes quality newsletters, bulletins and other information materials</li> <li>• SPC FAME staff publish regularly in the primary literature and associated key grey literature channels</li> <li>• SPC FAME develops and leads new science and technical capacity and capability development in the region (e.g., high throughput genetic sequencing to support tuna population diagnostic analyses)</li> <li>• Evolving key critical science techniques and approaches are adopted and transferred to members effectively and efficiently (e.g., machine learning and fish identification for coastal fisheries)</li> <li>• Effective and impactful representation of SPC and regional members at regional and international fora</li> </ul>

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.

**Most Challenging Duties Typically Undertaken (Work Complexity):**

- Leadership of a large multi-cultural, diverse and dispersed team with a broad range of science and technical skill sets and experience through a time of substantive change including in the face of epidemics, pandemics, natural disasters, civil unrest and political change.
- Managing the broad multi-sectoral work of the division and managing multiple integrated teams implementing a suite of diverse programmes, projects and activities, whilst concurrently working closely with other divisions to integrate work across flagships towards achievement of SPCs strategic goals.
- Ensuring appropriate prioritisation of work for SPC members by aligning and realigning ongoing work against evolving member requests and regional frameworks in resource-limited situations as one or more sets of priorities change, or as new information becomes available.
- Balancing high level representation of SPC FAME to members with grassroots knowledge and understanding of technical work including the incorporation of traditional knowledge in culturally and contextually appropriate ways.
- Providing advice in various international fora that responds to complex and often politically sensitive questions regarding scientific integrity and management of the region’s fisheries.
- Mobilising resources and securing on-going funding to ensure the sustainable operation of the division in an environment of increasingly complex donor requirements and integrated SPC multi-sectoral priorities.
- Ensuring that whilst activity implementation is enabled, the reporting and administrative requirements of SPC are met, balancing risk management and integrity, across science and technical implementation in multiple settings, context and physical locations across 22 Pacific Island Countries and Territories.
- Developing robust open relationships and transparency of process with diverse stakeholders from non-state actors at a community level, with fishers and fisheries managers, through to Ministers at a member level along with significant actors in the range of global and regional inter-governmental organizations associated with the ocean and fisheries.

**Functional Relationships and Relationship Skills:**

Key internal and/or external contacts	Nature of the contact most typical
<p><b>External</b></p> <p>Key external contacts are:</p> <ul style="list-style-type: none"> <li>• SPC member countries and territories Heads of Fisheries and Fisheries Ministers</li> <li>• CRGA and Conference member participants</li> <li>• Deputy-Director and Divisional Directors of Forum Fisheries Agency</li> <li>• The Executive Secretary and staff of the WCPFC</li> <li>• The Chief Executive Officer and staff of the PNAO</li> <li>• Representatives of development partners and donors and funding agencies</li> <li>• Directors of relevant programmes in other regional and international agencies</li> <li>• CROP contacts and sectoral/process leads PIFS, SPREP, USP and SPTO including through the Marine Sector Working Group</li> <li>• Private sector and industry association contacts</li> <li>• Universities, academic and research institutions and technical partners</li> <li>• Consultants, technical experts, service providers and strategic business partners</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement of member priorities for SPC work and responding to requests for technical assistance and support</li> <li>• Development of the agenda for key regional convenings</li> <li>• Agreement on joint projects and activities</li> <li>• Pursuing project funding proposals, ensuring reporting requirements are met to resource and implement the SPC FAME Business Plan</li> <li>• Exchange of information on areas of mutual interest</li> <li>• Convening, hosting and chairing meetings – follow-up on actions agreed</li> <li>• Responding to requests for information on regional issues and initiatives</li> <li>• Joint initiatives, e.g. policy papers, joint programmes initiatives, monitoring, preparation for events; provision of advice and information; development partner networking</li> </ul>

<p><b>Internal</b></p> <p>Key internal contacts are:</p> <ul style="list-style-type: none"> <li>• SPC Executive – DG, DDG Operations and Integration, and DDG Science and Capability</li> <li>• SPC Senior Leadership Team</li> <li>• SPL and Communications</li> <li>• Head of PCCOS</li> <li>• Divisional Directors and Flagship leads</li> <li>• PIRMO and Regional Offices</li> <li>• Operations and Integration Directorate (Finance, Human Resources, Information Services, Legal)</li> <li>• SPC FAME Senior Leadership Team and Senior management Team</li> <li>• SPC FAME staff</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting leadership and decision making with strategic advice, briefing on key fisheries issues</li> <li>• Contribute to discussion and agreement on organisation-wide issues, gaining cooperation and reaching consensus on solutions</li> <li>• Planning and review of activities and work programmes</li> <li>• Recruitment and staff issue, advice on any sensitive or problematic issues</li> <li>• Budgeting and financial reporting, reports on SPC FAME’s programmes/project outputs/outcomes, and human resource updates</li> <li>• Facilitating meetings and information sharing across programmes, projects, divisions and agencies. Technical advice for integrated programming and integration of SPC FAME into new projects/ programmes/flagships</li> </ul>
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**Level of Delegation:**

Routine Expenditure Budget: €30 million  
 Budget Sign off Authority without requiring approval from direct supervisor: € 45.000

**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**

<p><b>Essential:</b></p> <ul style="list-style-type: none"> <li>• Postgraduate qualifications in fisheries science or an equivalent field covered by the SPC FAME mandate; or, alternatively, a postgraduate qualification in management/administration with an undergraduate qualification in fisheries, science or an equivalent field covered by SPC FAME or equivalent body of knowledge and experience</li> </ul>	<p><b>Desirable:</b></p> <ul style="list-style-type: none"> <li>• PhD in fisheries science or an equivalent field covered by the SPC FAME mandate.</li> </ul>
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**Knowledge / Experience**

<p><b>Essential:</b></p> <ul style="list-style-type: none"> <li>• At least 15 years of demonstrated increasingly senior management experience, including in personnel, project and financial management.</li> <li>• At least 15 of experience in fisheries, with a minimum of 5 years in managing a government technical department or scientific agency.</li> </ul>	<p><b>Desirable:</b></p> <ul style="list-style-type: none"> <li>• Experience running a large complex team across multiple physical locations.</li> <li>• Experience in representation in and operation of regional or international meetings.</li> <li>• Good reputation regionally or internationally amongst relevant sectoral peers.</li> <li>• For English speakers, a good working knowledge of French, or for French speakers, a good working knowledge of English.</li> </ul>
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<ul style="list-style-type: none"> <li>• Highly developed leadership and planning skills, including demonstrated experience in change management.</li> <li>• Demonstrated knowledge of at least one of the subject matter areas of the division (Western Central Pacific oceanic fisheries, Pacific islands coastal fisheries and Pacific Islands aquaculture) with a good understanding of at least one of the others.</li> <li>• Demonstrated knowledge of key regional and global frameworks and plans for and impacting on oceans and fisheries.</li> <li>• Demonstrated experience with the raising of external funding (resource mobilisation).</li> <li>• Demonstrated experience with the development of policy and the provision of policy advice.</li> <li>• Demonstrated effective communication, networking and coordination skills to operate and represent effectively at local, national, regional and international levels.</li> <li>• Good knowledge of the socio-political situations in Pacific Island countries and territories.</li> <li>• Cross-cultural skills and the ability to work with team members from different cultural backgrounds.</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive work experience in developing countries.</li> <li>• A developed understanding of the role of traditional knowledge in fisheries management and fisheries science, especially in a Pacific Island context.</li> <li>• At least five years hands-on fisheries experience as a fisher, fisheries observer, fisheries officer or in an at-sea science role.</li> <li>• Experience working with New Zealand, Australia, the USA and the EU as donor partners.</li> <li>• Design, development and operation of strategic science assets.</li> </ul>
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### 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>• Strategic awareness in particular for fisheries, aquaculture and marine ecosystem policy issues in the region</li> <li>• Leadership and people management skills</li> <li>• Decision making and problem solving</li> <li>• Ability to work with all Members and represent SPC</li> <li>• Preparation of funding proposals, understanding of development partner /donor priorities and processes for accessing funds in the Pacific</li> <li>• Project management and reporting</li> </ul>
Advanced level	<ul style="list-style-type: none"> <li>• Demonstrated strong management of multidisciplinary and multi-cultural teams</li> <li>• Communication, facilitation and presentation skills</li> <li>• Strategic awareness for Oceans and Food Systems policy issues in the region</li> <li>• Fisheries management and science</li> <li>• Advocacy and networking, building strong relationships with others</li> <li>• Business analysis and financial management</li> </ul>
Working Knowledge	<ul style="list-style-type: none"> <li>• Fisheries economics</li> <li>• Fisheries legislation and international agreements</li> <li>• Social and political issues in the region</li> <li>• The broad science and technical work of SPC</li> </ul>
Awareness	<ul style="list-style-type: none"> <li>• SPC regulations, policies and administrative procedures</li> </ul>



## **Key Behaviours**

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

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

## **Personal Attributes**

- High level of professional integrity and ethics
- Resilience and empathy
- Adaptability and creativity
- Customer and results oriented
- Accountability
- Decisive and strategic

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