



**Agenda Item 3(b): Human Resource Committee**

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**(i) Secretariat Staffing Update**

**Purpose**

To update Board members on the recruitment of the (i) DHOS, (ii) Finance Officer and recommendations on (iii) Staff contract extensions for consideration.

**(a) Deputy Head of Secretariat**

2. The Deputy Head of Secretariat (DHOS) position recruitment process was initiated following the confirmation of the HOS position. AVI Pacific People was subsequently contracted to undertake the recruitment of the DHOS in June 2023. A detailed recruitment report is attached as Annex 1 outlining the recruitment process and selection of the successful candidate.

3. Mr Sovala Agaiava a Samoan national was selected as the successful candidate and offered an appointment letter for the vacant DHOS position. Sovala was selected as the best candidate as he was able to demonstrate his experience, knowledge and skills sets that he could bring to the role. Overall, Sovala was a strong candidate with an in-depth understanding of the role. His strong technical knowledge, leadership experience and stakeholder management experience required made him the best candidate to take on the role as DHOS.

4. Consequently, Sovala's name was recommended to the Board out of session with full endorsement from all Board members. Sovala was consequently offered an appointment letter and contract which he has accepted and signed. Sovala is expected to officially resume duties from 02 November 2023 at the Secretariat and will be formally introduced to members and partner stakeholders in the region and internationally.

**Proposed Recommendations**

The Board is invited to:

- (i) **note** and welcome the DHOS recruitment process and **welcome** the appointment of Mr Sovala Agaiava into the vacant position; and
- (ii) **task** the Secretariat to consequently introduce the DHOS to the wider membership and partner stakeholders when he resumes duties.

**(b) Finance Officer**

5. Members will be aware of the investigation brought against the former Finance Officer and subsequent suspension of the concerned officer while investigations took its course. Allegations levelled against the former Finance Officer - Ms Tupuivao were as follows:

- (a) *Minor misconduct* (angry outburst) – employee regulation 47.1 and 47.3.
- (b) *Willful disobedience* (lawful orders of officer to whom employee is responsible) – Employee regulation 47.6(a).
- (c) *Insubordination* - Employee regulation 47.6(d).

6. Consequently, following the completion of investigations, the findings of the internal inquiry on the three aforementioned charges were presented to the former officer and invited to meet the HOS for a scheduled appointment to discuss the charges, in addition to offering the officer the opportunity to provide any evidence either oral or documentary that she felt was relevant to the determination of the charges. Following the Secretariat's offer for further discussions, the former Finance Officer tendered her resignation letter to the Secretariat acknowledging receipt of the findings and regretting the circumstances leading to the conflict.

7. As a consequence, to the official resignation of the former Finance Officer, the Secretariat had immediately advertised the vacant position and will be finalising the selection of the new officer at the end of the Board meeting in November 2023. To date the Secretariat has completed the vacancy announcement and shortlisting process and will be undertaking interviews to select the new Finance officer at the end of the month.

8. Additionally, the inquiry of the misconduct case revealed a number of areas in the PIDC Employee Regulations that need to be strengthened to provide more clarity and guidance to the Secretariat and the Board on procedures around handling misconduct and disciplinary cases. In this regard, the Secretariat will be reviewing the Employee Regulations with the view to presenting recommendations at the next Board meeting No.2 in 2024.

#### **Proposed Recommendations**

The Board is invited to:

- (i) **welcome** the successful management of the staff misconduct case;
- (ii) **encourage** the Secretariat to work with the PIDC legal advisor and the Governance Committee to review the Employee Regulations to provide relevant guidelines around disciplinary issues.

#### **(c) Staff Contract Extensions**

##### **Purpose**

9. To advise the Board on the impending employment contract expiration of the Information Coordination Officer and Project Officer in December 2023 and consideration to provide contract extension options.

##### **Background**

10. The employment contracts for both the Information Coordination Officer and Project Officer are currently scheduled to cease on 30<sup>th</sup> December 2023. The Board at its PNG Board meeting had agreed to undertake a stocktake of the organisation and had subsequently estimated that the proposed stocktake consultancy would be finalised by December 2023 and in this regard determined that a 6-month contract was sufficient for the two officers.

## Analysis

11. This 6-month contract extension timeline was based on the understanding that the stocktake consultancy would be completed by December 2023. However, on current scheduling projections, the stocktake consultancy won't be finalised for Board consideration until the fourth quarter of the 2023- 24 financial period. In light of current discussions being undertaken with the single sourcing of the preferred expert consultant and based on their availability, we can conservatively determine that this consultancy won't be completed until the final quarter of 2024 at around March-April 2024.

12. For the purposes of forward planning and in anticipation of the extended timeline of the stocktake consultancy and to avoid resourcing issues and contract complications if left unaddressed until December 2023, will further create unnecessary staff resourcing challenges and complications.

13. For the purposes of seamless transition in light of ongoing staffing capacity challenges at the Secretariat, and with the two positions now playing a core supportive role in the delivery of the Secretariats core responsibilities across the region, it is suggested that both positions are to be offered contract extensions for one year. Providing a short 6 months contract extension for these two key positions is not feasible based on current experience and expected delays to the stock take consultancy only adds to the unnecessary pressure of continually weaving through the bureaucracy of contract renewals should timelines be not met again.

## Financial Implications

14. In terms of finance, both positions had been budgeted with their salary costed in the current PIDC budget. The Secretariat in anticipation of contract extension at the end of the stocktake consultancy had already included salary expenses of both positions in the current budget. In this regard, we can confirm that the Secretariat can sustain the extended salary costs of both positions.

### Proposed Recommendations

The Board is invited to:

- (i) **note** the end of contracts for the Information Coordination Officer and Project Officer; and
- (ii) **endorse** the contract extension for both the Information Coordination Officer and Project Officer for a 1-year period.

## (ii) Stocktake Consultancy

### Background

15. Members at the 2022 Regular Annual Meeting had endorsed a stocktake review of the PIDC. Where PIDC had consequently tendered out a Request for Quotation (RFQ) on the Stocktake organizational review in July 2023. The consultancy is intended to undertake a forward focused stocktake of the PIDC to ensure the organisation is aligned with members current and future priorities, and is fit for purpose in a post pandemic operating environment. However, at the end of the initial tender announcement period, zero bids were received. Consequently, a time extension of three weeks was provided to the RFQ where only 2 Bids were receipted.

## Way Forward

16. The 2 Bids were receipted in the 3 weeks extension period after the first announcement period ended with zero response. It should also be noted at the outset that these 2 receipted bids also proposed consultancy costs that exceeded the budgetary allocation for the advertised consultancy. A subsequent assessment determined the need to revise the approach to engaging a consultant by reviewing the Terms of Reference (TOR) attached as Annex 1 and single sourcing the consultancy through a targeted approach with a recognised expert currently undertaking similar reviews with another similar regional organisation.

## Approach:

- (a) Stocktake review to be undertaken focusing on the following key elements of the TOR through a prioritisation approach:
  - i. Develop a monitoring and evaluation framework
  - ii. Staffing Needs assessment
  - iii. Future Proofing PIDC
- (b) In light of the emphasis by Members, Partners and Donors on the outcomes of our activities, a review to assist the Secretariat develop a monitoring and evaluation framework is a key priority as recommendations will have an immediate impact on our reporting for Members, Donors and Partner agencies. This would be a priority while staffing needs assessment would be critical too as it addresses resourcing questions that were recommended in the HR Review Report of 2019.
- (c) Future proofing PIDC would need to be reviewed in terms of level of priority. Since the Stocktake decision in August 2022, a number of institutional changes and activities have been undertaken to address some of the specific areas of work that the stocktake had initially intended to review and address. For example, the current Travel Policy Review and Procurement Policy Review recommendations are expected to improve and strengthen the Secretariat's operations in addition to the Membership subscription review providing recommendations that will strengthen PIDC's capacity to meeting and sustaining its future operations and plans.
- (d) Moreover, the 2022-25 Strategic Plan review provides the appropriate platform to address in more detail issues around 'future proofing' with the added benefit of having more time to assess the operational environment and its future impact on members and PIDC in addition to strategizing approaches to address any emerging issues in the new Strategic Plan.
- (e) In this regard, it is proposed that the HR Committee is tasked to review the TOR to accurately reflect the aforementioned priorities and single source the consultancy to be completed in this financial period.

### Proposed Recommendations

The Board is invited to:

- (i) **determine** to focus the stocktake consultancy on (a) Monitoring and Evaluation and (b) Staffing needs assessment; and
- (ii) **task** the Secretariat to work in consultation with the HR Committee to review the TOR to accurately reflect these priorities with the view of completing the consultancy before the next Board meeting in 2024.



## Pacific Immigration Development Community

### Terms of Reference (TOR) – PIDC Organisational Stocktake Review

<b>CONSULTANCY:</b>	Organisational Stocktake Consultant	<b>AREA:</b>	Consultant
<b>REPORTS TO:</b>	PIDC Chair & Human Resources Committee Chair	<b>START DATE:</b>	14 August 2023
<b>QUOTATION SUBMISSION DATE:</b>	30 June 2023	<b>END DATE:</b>	14 November 2023

#### **BACKGROUND:**

The Pacific Immigration Development Community (PIDC) represents the interests of 21 Member countries and territories in the Pacific region.<sup>1</sup> The heads of Immigration across the membership of the PIDC share a common vision for the secure international movement of people supporting safe and prosperous Pacific Communities.

PIDC as a community enables and supports Members to best develop their organisations to meet their national obligations and support regional efforts as a member of the international community by:

- (a) creating proactive, adaptive, innovative, modern and effective organisations;
- (b) developing informed, motivated, well trained and high performing staff;
- (c) strengthening coordinated and integrated national policies, processes and regulatory frameworks; and
- (d) creating strong and enduring strategic partnerships (cooperate, collaborate, integrate).

Programmes of work that the PIDC have agreed to advance include strengthening legislation, policy, training, data collection, analysis and information-sharing to name a few.

#### **JOB LOCATION:**

The permanent PIDC Secretariat location is in Apia, Samoa.

#### **PURPOSE:**

The purpose of the role is to undertake a forward focused stocktake of the PIDC to ensure the organisation is aligned with members' current and future priorities, and is fit for purpose in a post pandemic operating environment.

To mitigate the risk and perception of a backwards looking review, it is recommended this stocktake is future focused.

Intended benefits include:

- Building on what works well;
- Ensuring an organization which is fit for the future;
- Increased organizational capability;
- A post pandemic increased alignment with members priorities;
- Newly identified initiatives to implement, plan and work on;
- Members feeling further informed and involved with contributions of country data which directs recommendations.

The opportunity afforded by a future focused stock take allows PIDC to reassess context and the changing needs. By not being involved, there is a risk that return on investment will not be realized and the organization will not be aligned with current and future members' needs.

A recommendations report will be provided to the PIDC Board, members and Secretariat for consideration.

#### **CONTEXT:**

COVID-19 and the closure of borders has changed the operating environment for the PIDC. Pre pandemic PIDC board meetings and working groups were held face to face and capacity building activities were undertaken in member countries. Regional training workshops were held face to face on a regular basis. With borders closed the Secretariat moved to providing remote support to members.

With borders reopening, a newly appointed Head of Secretariat, discussions are about to take place over Secretariat staffing needs, 2022 -25 Strategic Plan, and the 2023-24 work plan about to be developed, it is an opportune time to stocktake and ensure organisational systems, policies and processes are aligned with members' post pandemic priorities. It is an opportunity for the organisation to take some time to focus on members' post pandemic needs and ensure that the new Head of Secretariat will be in an optimal position to lead the organisation going forward.

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#### **<sup>1</sup> Pacific Immigration Development Community Member Administrations:**

American Samoa, Australia, Cook Islands, Federated State of Micronesia, Fiji, French Polynesia, Kiribati, Republic of the Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu and Wallis & Futuna.

The role's key performance requirements together with corresponding success measures are broadly described below:

**KEY RELATIONSHIPS:**

<b>External</b>	<b>Internal</b>
<ul style="list-style-type: none"> <li>• PIDC Members and regional organisations</li> </ul>	<ul style="list-style-type: none"> <li>• PIDC Chair</li> <li>• PIDC Human Resource Committee</li> <li>• Head of Secretariat</li> <li>• Deputy Head of Secretariat</li> <li>• Finance &amp; Corporate Service Manager</li> </ul>

The Provider's Personnel must be suitably qualified to perform the Services.

The tasks of the consultant include:

<b>Responsibility</b>	<b>Expected Outcomes</b>
<ul style="list-style-type: none"> <li>a) Undertake an Appreciative Inquiry of what PIDC does well and what they can do more of to utilize these strengths;</li> <li>b) Identify bottlenecks or overloads and ways of mitigating these;</li> <li>c) Undertake an assessment of members current and future needs in a post pandemic environment;</li> <li>d) Identify Members' post pandemic priorities;</li> <li>e) Develop a monitoring and evaluation framework;</li> <li>f) Identify ways of working to support staff to work in hybrid situations and to remain connected and ensure optimum work flows;</li> <li>g) Assess future staffing needs based on Board's intention to shift away from a consultancy-based work programme to deliver regional support and national technical.</li> </ul> <p>N.B. It is predicted that this staffing-needs-assessment will not directly impact on current positions at the Secretariat.</p> <p>It is expected a range of mechanisms will be used including surveys, one-on-one interviews and focus groups.</p>	<p>Members are involved in the process and have buy-in/ support for the recommendations;</p> <p>A report with recommendations on how to best future-focus PIDC in line with members' current and future priorities;</p> <p>A results framework aligned to the 2022-25 Strategic Plan;</p> <p>A monitoring and evaluation framework;</p> <p>A detailed workforce plan(s).</p>

**KEY RESULTS AREA:**

The Provider's Personnel must be suitably qualified to perform the services:

- Undertake a stock take using an Appreciative Inquiry approach;
- Provide high quality advice on organisational performance – possess strong analytical foundations to identify gaps and be solution-oriented;
- Action Oriented – take ownership and action on challenges. Stepping up to manage tough situations; and
- Collaborative and flexible – able to respond to changes and able to work co-operative with PIDC and Board;
- Inclusive engagement with Stakeholders and PIDC Staff.

This is a position of trust, and you will become aware of sensitive, confidential and private information that must not be disclosed to others – either internally or externally.



**PERSONAL SPECIFICATION:**

To be successful in this position you will be highly organised with a strong personal drive and integrity.

Mandatory	Desirable
<b>Formal Qualifications</b>	
<ul style="list-style-type: none"> <li>• Degree in a related field of Public Management Organisation and /Change Management field;</li> <li>• Minimum 5 years' Experience working in Regional Organisation;</li> <li>• Good Knowledge of policy/legislative advocacy or Immigration field;</li> <li>• Highly motivated and committed to PIDC values of Professionalism, Accountability, Vision and team work;</li> <li>• Certification in a relevant change discipline/ methodology.</li> </ul>	
<b>Knowledge and Experience</b>	
<ul style="list-style-type: none"> <li>• Familiar with the Pacific region;</li> <li>• Organisational development and performance;</li> <li>• Change management;</li> <li>• Appreciative Inquiry or alternative change disciplines;</li> <li>• Sensitive and understanding to cultural issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Has previous work experience in the Pacific and regional organisations.</li> </ul>
<b>Skills</b>	
<ul style="list-style-type: none"> <li>• Excellent communication skills (written and oral);</li> <li>• Sound analytical ability;</li> <li>• Able to work both independently and collaboratively;</li> <li>• Must be able to travel (some travel is required to Samoa to work with PIDC).</li> </ul>	

**Terms and conditions**

The consultancy is funded by the Pacific Immigration Development Community. The application procedure and attached terms and conditions comply with PIDC's Financial Regulations.

## TIMING & LOCATION

Activity	Start Date	Completion Date	Duration
Request for Quotation	5 June 2023	28 July 2023	30 working days
Quotation Opening	01 August 2023	02 August 2023	2 working days
Evaluation and approval of winning Quotation	03 August 2023	05 August 2023	2 working days
Contract negotiation and signing of contract	07 August 2023	10 August 2023	3 working days
Performance of service	14 August 2023	14 November 2023	3 months

## EXPECTED ACTIVITIES, DELIVERABLES AND TIMING

Milestone	Activities	Deliverable	Date
1.	Undertake desk research work plan and activity	Submission of workplan and activity	18 August 2023
2.	Interview and research work	Gathering information and analysing data.	TBC
3.	Drafting of the report	Draft of Report and draft Policy.	TBC
4.	Drafting of Results Framework and M & E Framework	Submission of the 1st draft of M& E Framework	TBC
5.	Drafting of workforce plan and recommendations on future fit staffing needs		TBC
6.	Submission of the reports to Board and HOS for feedback	Full draft reports of the findings and recommendations	14 November 2023

## GENERAL TERMS AND CONDITIONS

Interested individual(s) are encouraged to provide written submissions including a copy of your curriculum vitae, covering letter and a financial proposal in Samoan Tala (WST) including a day professional fee and any other costs associated with the activity.

### ***Bidder Ability***

By submitting a response to this “Request for Service” (RFS), the bidder warrants that the bidder has the necessary skills, knowledge, experience and resources to comply with this RFS and capable of successfully completing the project.

### ***Amendments:***

Should the bidder become aware of any discrepancy, error or omission in the document submitted, and the bidder wishes to lodge a correction or provide additional information, that material must be in

writing and lodged prior to the evaluation of the RFS responses.

**Method of Submissions:**

Tenders must be submitted via email addressed to the Head of Secretariat, email [info@pidcsec.org](mailto:info@pidcsec.org) . All submissions are due on Friday, **28 July 2023 by 5pm** Samoa time.

The electronically submitted documents should be converted to PDF format.

**LATE OR INCOMPLETE SUBMISSIONS WILL NOT BE CONSIDERED.**

**Questions and Answers**

All queries or request for information can be addressed to the Finance & Corporate Manager, Seremana Titoko of the PIDC Secretariat on telephone: +685 **29107** or email [seremana.titoko@pidcsec.org](mailto:seremana.titoko@pidcsec.org)