



# **PACIFIC IMMIGRATION DEVELOPMENT COMMUNITY**

## **ORGANISATIONAL STOCKTAKE: Part 2: Capability Framework Report**

Submitted by



**MAY 2024**

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## About Pacific Immigration Development Community (PIDC)

The Pacific Immigration Development Community (PIDC) was established in 1996, and is a forum for official immigration agencies of the Pacific Region.

PIDC enables Heads of immigration agencies to discuss issues of mutual interest and to foster multilateral co-operation and mutual assistance aimed at strengthening members' territorial borders and the integrity of their entry systems.

PIDCs' approach and work in the region is underpinned by its core values of commitment, openness, family and teamwork, trust and respect, integrity, innovation and flexibility, good governance, rule of law and leadership. Members are at all times expected to uphold these values and inspire those they serve ([www.pidcsec.org/about-us](http://www.pidcsec.org/about-us)).

### Strategic Priorities aligned to PIDC's Strategic Focus Areas (SFAs)



In the development of the capability framework, a Capability Framework workshop was conducted and attended by all the Head of Secretariat, Deputy Head of Secretariat and Manager Finance & Corporate Services.

### The PIDC's strategic objectives are:

Enhance national immigration border to contribute to international security; Facilitate cross border travel to support social and economic development; and Collaborate to create effective national immigration agencies.

## Corporate Statements

### Vision

Secure international movement of people for safe and prosperous Pacific Communities.  
PIDC Capability Framework 2024

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## Mission

Strengthen Pacific border integrity and promote economic prosperity through regional collaboration, modernisation, facilitating secure, seamless, and efficient international movement of people.

## Values

Commitment

Openness

Family and Teamwork

Trust and Respect

Integrity

Innovation and Flexibility

Good governance

Rule of Law

Leadership

## Core Business for PIDC

The current core business of the Secretariat encompasses facilitating member countries' concerns and needs on immigration borders that contribute to national security.

## Core Business

To be the lead regional agency coordinating regional discussions on immigration issues and supporting immigration agencies across its 21 member countries.

## Review of current organisational structure

### PIDC Current Organisational Structure

This report reviews the current organisational structure and provides a recommended structure that PIDC could consider the new capabilities identified to deliver on the following strategic priorities:

- ▶ Key Priority Area 1: Partnership & Coordination
- ▶ Key Priority Area 2: National Immigration Strengthening
- ▶ Key Priority Area 3: Border Enforcement & Traveler Facilitation
- ▶ Key Priority Area 4: Governance & Secretariat Support

PIDC currently has a line organisation structure where it clearly identifies authority, responsibility and accountability at each level. All staff are directly involved in achieving the objectives of the organisation. Under this type of organisation structure, authority flows directly and vertically from

PIDC Capability Framework 2024

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the top of the managerial hierarchy, from the Head of Secretariat to the Deputy Head of Secretariat, to the Manager Finance then to their subordinates. PIDC's organisational structure additionally also has a flat structure due to its few roles arising from the nature of the organisation.

The advantage of the line structure is it is very simple to understand and simple to operate due to streamlined communication process, responsibilities fixed at each level and authority and accountability are transparent. The type of structure is fitting for PIDC given the size of the organisation.

Apart from having a structure that 'works' for the organisation, it is also critical for PIDC to identify its core structure for financial sustainability.

## Development of the Capability Framework

The Capability Framework is the first stage in the development or review of the organisational structure and is an analysis tool that assists in the consideration of the capabilities required for the PIDC to meet the requirements to achieve its core business efficiently and effectively.

Organisational structures are dynamic, and organisations need to transition their structures to reflect any capability changes that demand organisational structural changes in order to remain relevant and fulfil their purpose.

- . This process identifies the organisation's current Capability Framework.
- . Organisational structure and roles represent the distribution of the capability in the organisation.
- . Structure is derived from the capability required to deliver the strategic direction including the core business.

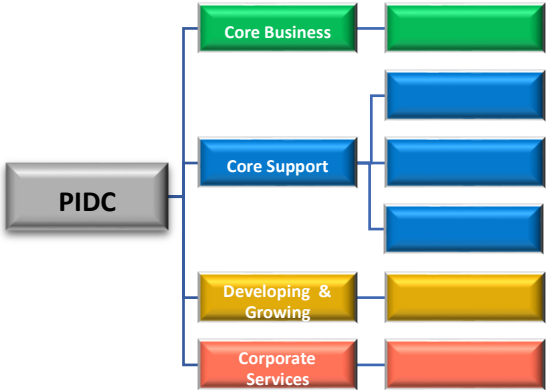
The half day workshop held on Friday, 19<sup>th</sup> April, 2024 was focussed on developing the Capability Framework based on PIDC's plans to incorporate new roles into their existing structure, identified by PIDC through the evolving nature of their role and those identified by their stakeholders.

The aim of the workshop was to:

- Develop a new organisation **Capability Framework** that clearly reflects the needs and demands of the organisation, now and into the future
- Provide the basis for a new organisational structure to include the new roles PIDC had identified.
- Provide the basis for the future management of the organisation.

Capabilities provide the organisation with what it needs to be able to deliver on its goals.

- **Core Business** - The core business is the main purpose of the organisation.
- **Support functions to the core business** - The core support areas help drive the core business and as such are measured on how they assist the core business.



- **Developing and growing capabilities** – this looks to the future, with planning support and capability.
- **Administrative support** - a servicing function to the core business which can be measured but has a cost that is recognised.
- Partnerships (which may have been previously support).

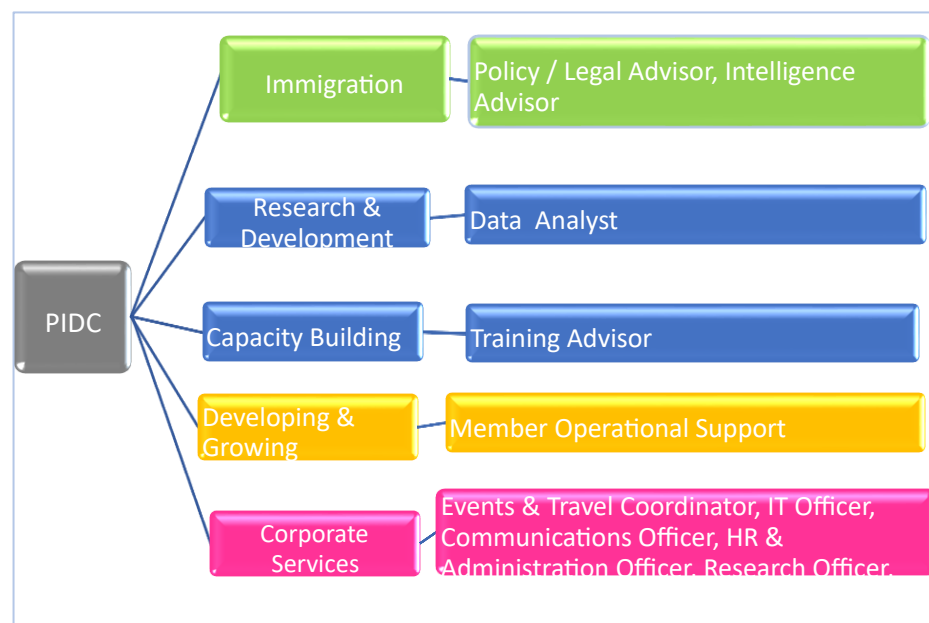
## What capabilities does PIDC need to deliver on Core Business?

The Capability Framework workshop considered the core business, stakeholder expectations and the strategic goals of the organisation and developed a Capability Framework as a basis for the new PIDC organisational structure.

The capability framework developed during the workshop:

The Immigration capabilities have the pivotal role in shaping PIDC ‘s organisational ability of to align with its strategic plan. Due to the specialised nature of PIDC the core competencies encompass high level competencies

such as Policy / Legal Advisor and Intelligence Advisor. The former will advise PIDC and its member countries on policies and / or legal advice given the sensitive and prescriptive nature of PIDC’s work. The legal and governance understanding within these capabilities aid in



making informed decisions, while the emphasis on governance ensures a structured and compliant operational environment in the 21 member countries’ immigration operations.

As PIDC strives to assist members in strengthening their border management systems and border security, intelligence forms a critical competency dimension allowing PIDC to keep abreast with immigration trends, threats and emerging developments both in the region and globally.

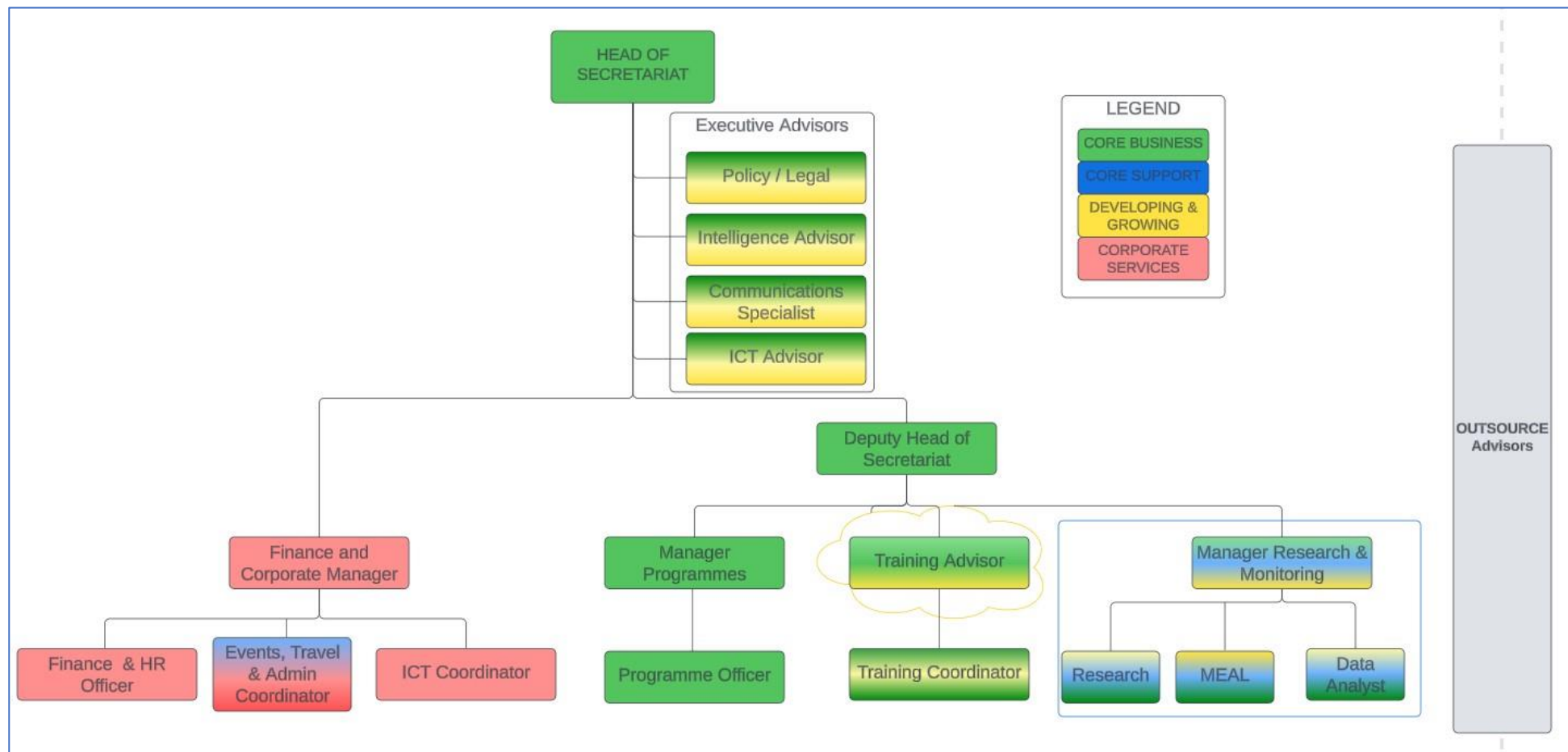
The Data Analyst capability renders support to the core capabilities in collecting and analysing data to make informed forecasting and projections that help inform the intelligence core capability of PIDC.

Corporate Services encompasses the finance, human resource, IT, research and programmes capabilities that contribute substantially to the realisation of PIDC’s strategic aspirations. New capabilities identified were in the area of research, communications and events.



# PIDC Proposed Organisational Structure

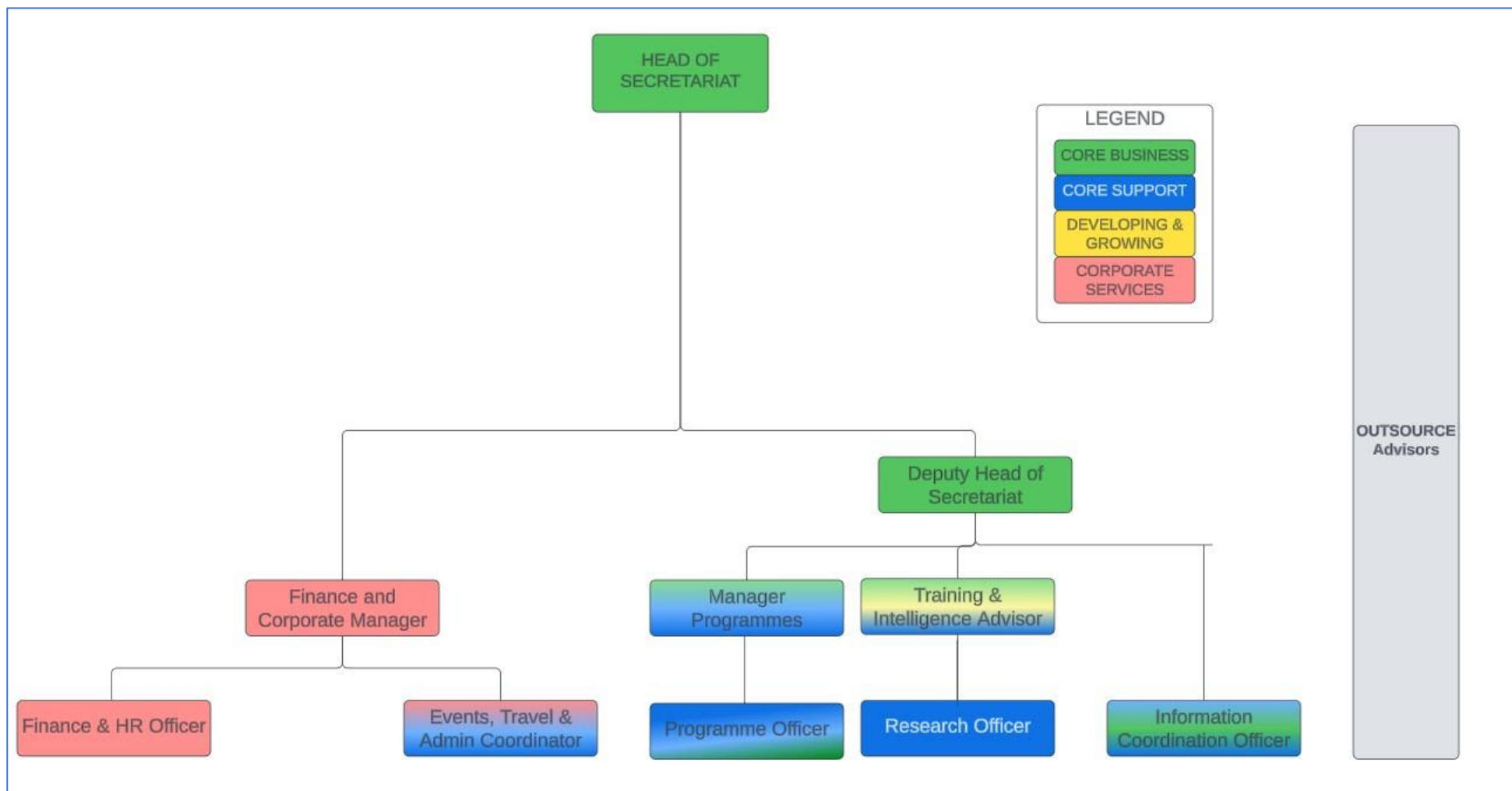
Figure 1: PIDC Proposed Organisation Structure Option 1





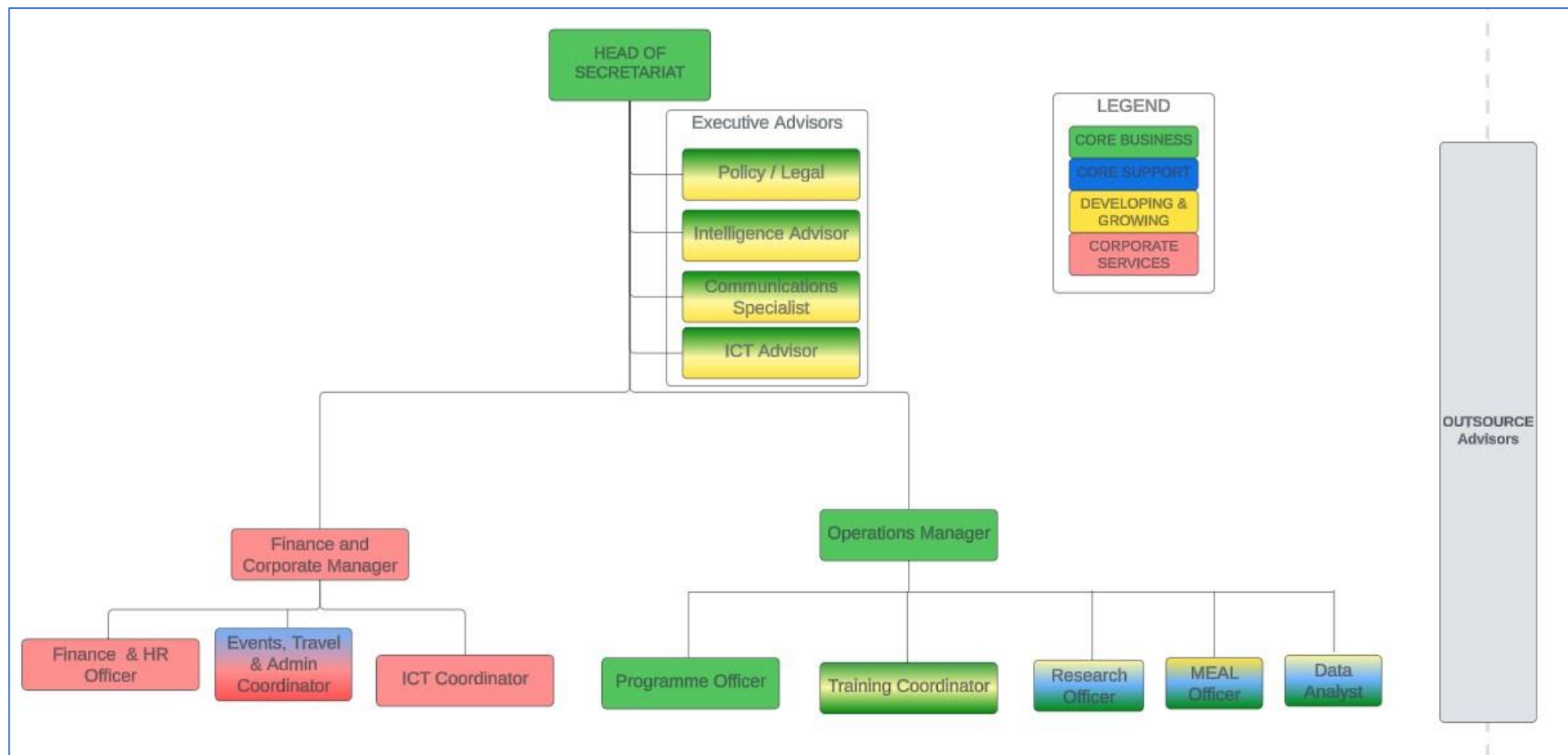


Picture 2: PIDC Proposed Transitional Organisation Structure Option 2





Picture 3: PIDC Proposed Transitional Organisation Structure Option 3





## Key considerations in the new structure:

The PIDC has evolved since its first started operations in Samoa, having moved from its original location in Suva, Fiji.

Given the evolvement of its role, it is only fitting that new capabilities have been identified by both the organisation and its stakeholders and through this Capability Framework exercise which ensures that the roles have been aligned to the requirements of the PIDC's strategic objectives.

The organisational structure should ensure that PIDC has the right expertise and capabilities in all areas of its operations: be it in core business, core support, administrative support and roles for its immediate and long-term future.

Option 1 is the proposed Organisational Structure for PIDC. Maxumise projects that in five to ten years' time the organisation will have evolved further through enlarged responsibilities and given the importance of national borders, PIDC will become an important regional organisation.

Hence the role of advisors will be critical to the efficient and effective delivery of its core business as the Secretariat, to its members and in PIDC's involvement in regional and international events.

PIDC has two options in a transitional organisational structure; Options 2 and 3.

Option 2. is one where the role of Deputy Head of Secretariat's role is enlarged further with a layer of Managers reporting to him; namely Manager Programmes and Training & Intelligence Advisor. The former role is not a specialised role but one where the incumbent coordinates training but is able to gather general intelligence from its direct report namely the Research Officer.

At the officer level the roles Programme Officer, Research Officer and Information Coordination Officer are present.

Option 3 is one where the current Deputy Head of Secretariat's is renamed as Manager Operations and there is no managerial layer reporting to him but with direct reports consisting of the Programme Officer, Training Coordinator, Research Officer, MEAL Officer and a Data Analyst

Due to the critical function of heading operations at PIDC, the Deputy Head of Secretariat's span of control has increased in the proposed structure due to the following reasons:

- current projects being done on a need to basis for members' benefit will soon than later evolve into programmes that need to be fully deployed, hence the need to create a Programmes Unit with a Manager Programmes having oversight;
- with increased need to train members on the fast-changing immigration landscape both regionally and globally, the Training Coordinator will coordinate training for PIDC and its member countries on current and relevant technical training required. This will not include specialised training which the Coordinator can coordinate with training consultants on a need to basis;
- a developing capability is that of the Research and Monitoring. PIDC needs to be agile to confront threats and changing developments in the immigration space, hence the need to increase is research capability as well as monitor the performance of its programmes / projects especially those that will be donor funded.

## Overview of the critical roles in the new structure:

- **Policy / Legal Advisor:** as part of its core business of strengthening Pacific border integrity and ensuring efficient international movement of people, PIDC has recognized the need to



have a Policy / Legal Advisor for sound legal and / or policy advice to its operations and the extend the same to its members.

- **Intelligence Advisor:** with the heightened need to combat transnational organised crime to keep the Pacific’s borders secure has given another impetus for PIDC to consider this new capability for the immediate future. This is a future role but is also a core business role.
- **Communications Specialist:** this new capability has evolved from PIDC’s need to continuously communicate current, intentional, and meaningful information to its members pertaining to its core business viz a viz ensuring border integrity and the safe passage of people.
- **ICT Advisor:** given the increasing need to have updated information, communications and technological systems, a new ICT Advisor is critical to the safeguarding, maintenance and upgrade of PIDC’s information systems. This is reflection of an administrative support role.
- **Training Advisor:** a Training Advisor capability has been identified should the training coordination need to be upscaled to include planned and mandated training for staff and eventually coordinate training for member countries. This has been identified as a capability that can be developed further. However, because of the need to have very specialised and technical training for member countries that may require specialised expertise, PIDC can outsource this role to expert consultants on a need to basis as per the organisation’s and the member countries’ training needs analysis.
- **Manager Research & Monitoring:** as aforementioned, PIDC has to be up to date with the constantly changing immigration landscapes to it can keep up with threats to the immigration space in the region and to its member countries as well as have oversight of the at the monitoring and evaluation of programmes / projects to be run by PIDC for its members.
- **Data Analyst:** a specialised role for PIDC so it can mine its data for informed decision making and make accurate forecasts and projections for both PIDC and its member countries.
- **Monitoring, Evaluation & Learning Officer:** ensures all programmes / projects are monitored to align with the core objective of PIDC as endorsed by donor funders.
- **Events, Travel & Admin Coordinator:** a core support function of the Secretariat is to organise meetings, workshops and training for its members and as the organisation continues to evolve, this capability is needed in its immediate future.

## Remuneration of the recommended roles

The remuneration of the roles being recommended are as follows, based on the Samoan Salary Curves.

Samoan Salary Curves: as at 30/05/23 (WST)							
No.	Role Title	Grade /Band	80%	90%	Midpoint	110%	120%
1	Legal and Policy Advisor	13	48,785	54,882	60,982	68,604	75,008
2	ICT Advisor	13	48,785	54,882	60,982	68,604	75,008
3	Intelligence Advisor	13	48,785	54,882	60,982	68,604	75,008
4	Communications Specialist	13	48,785	54,882	60,982	68,604	75,008
5	Manager Research and Monitoring	11	38,128	42,893	48,119	54,132	59,186



6	Manager Programmes	11	38,128	42,893	48,119	54,132	59,186
7	Training Advisor	11	38,128	42,893	48,119	54,132	59,186
8	ICT Coordinator	7	34,252	38,553	42,815	48,165	52,662
9	Data Analyst	7	34,252	38,553	42,815	48,165	52,662
10	Training Coordinator	7	34,252	38,553	42,815	48,165	52,662
11	Research Officer	7	34,252	38,553	42,815	48,165	52,662
12	Monitoring, Evaluation and Learning (MEAL) Officer	6	28,243	31,771	35,302	39,714	43,421
13	Program Officer	6	28,243	31,771	35,302	39,714	43,421
14	Events, Travel and Administration Coordinator	3	16,060	18,066	20,074	22,584	24,692

Table 1: PIDC Proposed Roles Remuneration based on Samoan Salary Curves



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## Recommendations

1. It is recommended that PIDC adopt and implement the new organisational restructure, depending on the following considerations:

- Focus on the core support roles
- How critical the role is to achieving the strategic objectives of the strategic plan
- Affordability
- Organisational / Business Continuity
- Attraction, retention of key and experience talent.

Partial implementation would allow for the implementation of new positions by priority and criticality to PIDC.

2. It is recommended that a focus on the core business specialist roles drives decision-making around new operations structured (refer to DHS increased span of control) taking account the following:

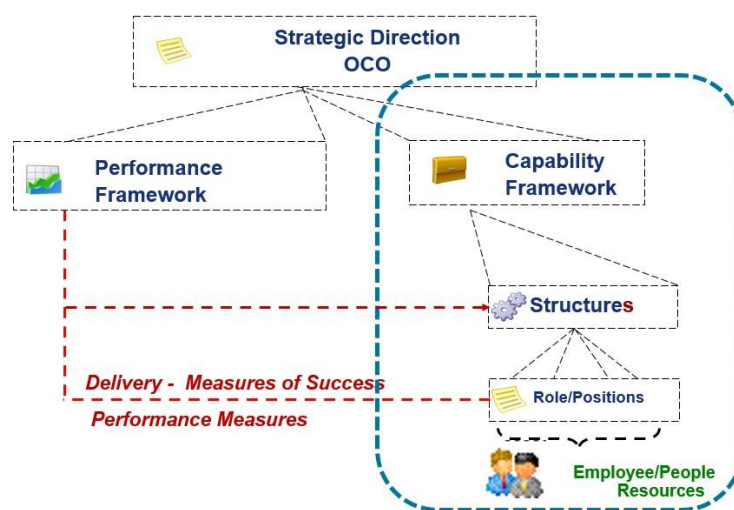
- Criticality of the role
- Size and complexity of the role • Budget / affordability



## Appendix 1: Maxumise Capability Framework Methodology

A capability framework provides a sound basis for the organisation to develop the appropriate structure. Capabilities are what the organisation needs to be able to do to deliver on its goals/mission. The Capability Framework provides the foundation for the functional structures i.e. current and future or transitional.

Maxumise confirms the desired organisational outcomes for the PIDC, both short and long term, and determines if the capability exists to produce the outcomes *to the desired standard*. This outcome-based approach addresses the questions:



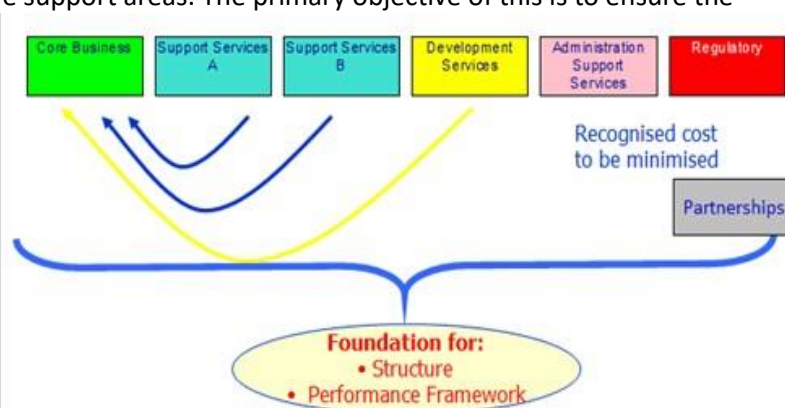
□ What is or needs to be produced by the organisation as the outcome/s (*core business*) □

What *capabilities* does the PIDC need to achieve those outcomes?

When the organisation articulates the outcomes then what emerges for the organisation will be integrated and strategically focussed.

Maxumise, in partnership with and PIDC, achieve this through establishing organisational capabilities the organisation needs to produce its desired outcomes. This applies to:

- i. Confirming the strategic direction of the organisation, especially to articulate the **core business** and establishing the linked core support areas. The primary objective of this is to ensure the focus of the organisation, aligning its investment in people to its most important functions and providing a responsive organisation that is better defined and accountable for its outcomes.
- ii. Establishing the capabilities required by the PIDC aligned to its core business.



For this an analytical tool the *Capability Framework* is used

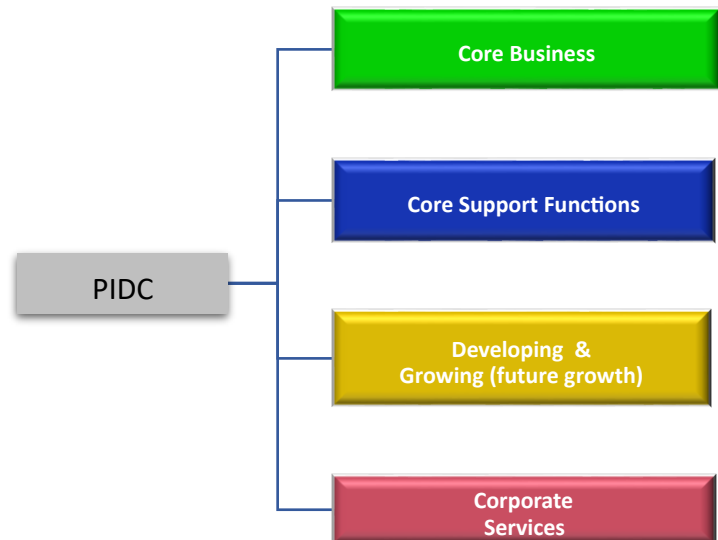
Planning for the organisational structure and the associated roles required, this first step effectively bridges the gap between the strategic direction and its successful execution by providing an actionable focus on priority organisational and business capabilities.

This alignment of capabilities with the organisational strategy, and then a structure, allows for a responsive organisational culture to the demands of the challenging operating environment.

Elements of a Capability Framework include:



- The **core business** is the main purpose of the business and may or may not be the largest part of the organisation.
- The **core supports** helps drive the core business and therefore will be measured on how they assist the core.
- The **development support** also assists the core but from a futuristic perspective, these will typically be the R&D or product development, the market positioning like brand development, as distinct from sales, which will have a direct support to the core business (e.g. selling what is produced).
- **Administrative support** is a servicing function to the core business that can be measured but has a cost that is recognised.
- **Partnerships** may be standalone or have commenced as a part of the [say] support functions that have been outsourced.



Whilst there is one core business, there are likely to be more than one core supports and development support capabilities required.

This works to identify the capabilities needed for the organisation to achieve its vision; focussing on the core business, meeting the stakeholder expectations, capitalising on its competitive strength, delivering at the performance required and meeting the challenges that have been identified in the Strategic/Corporate Plan. Some broad headings for organisational capability may be:

Administration	Innovation
Stakeholder management	IT
Design of Programmes, Services or Processes	Logistics
Stakeholder Service	Marketing/advocacy
Finance	Operations
Human Resources	Research and Development

The Capability Framework is established via a half-day workshop to establish the framework. This workshop involved PIDC Management Staff.

A Capability Framework can be used as an analytical tool for other decisions. For example, an organisation is considering investing in an expensive IT/online system and the people to support it- if it has a minimal contribution to the core business or support business, is it the right investment?

The capability framework is the foundation for understanding the organisational structure – the relationship between one part of the organisation and the others. It is like a checklist to ensure that the capabilities are in the right place. The closer the structure is to the capability framework the easier it is to move on to analyse the performance framework and conduct workforce planning.



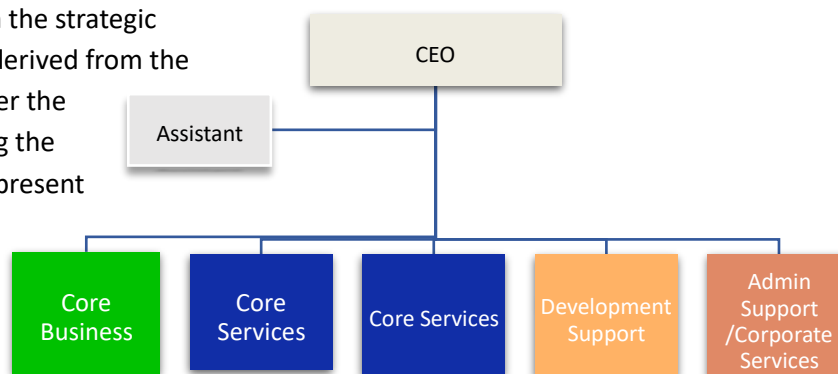


Another potential future application of the capability framework is to establish the performance measures.

**The Capability Framework aims to help establish an organisational structure** that reflects the strategic direction, core business and the capability framework.

The step through to creating an organisational structure, reflecting the distribution of required capabilities throughout the structure, is relatively straightforward. An example of the first stage in developing the organisational structure might be as follows:

An organisational structure that reflects the main purpose of the organisation and establishes accountabilities in line with the strategic direction. The structure is derived from the capability required to deliver the strategic direction including the core business. The roles represent the **distribution of the capability** in the organisation, via the organisational structure.



The Capability Framework

workshop was held on Friday, 19<sup>th</sup> April via Zoom. The 3 participants were the Management Team at PIDC. The workshop was facilitated by Maxumise Senior HCM Consultant, Lusiana Nuqanuqa and assisted by IT/Project Support Seruwaia Ledua. The focus of the workshop was on developing the capability framework and building the foundations for the proposed organisational structure.

This project was conducted in three phases:

#### *Phase 1 - Documentation review and Capability Framework establishment*

1. Inception meeting to discuss methodology with nominated personnel of PIDC.
2. Nominated person(s) from PIDC briefed on our methodology and project plans and we will work in close cooperation for this exercise.
3. Review of the relevant records, information, and documents.
4. Half-day workshop to establish the organisational capability framework.

#### *Phase 2 - Establish the new organisational structure and determine roles*

1. Construct the new organisational structure based on the capability framework.
2. Review the structure in light of the required capabilities.
3. Determine senior roles required based on the new structure established and provide details on the roles.
4. Provide a description of the roles

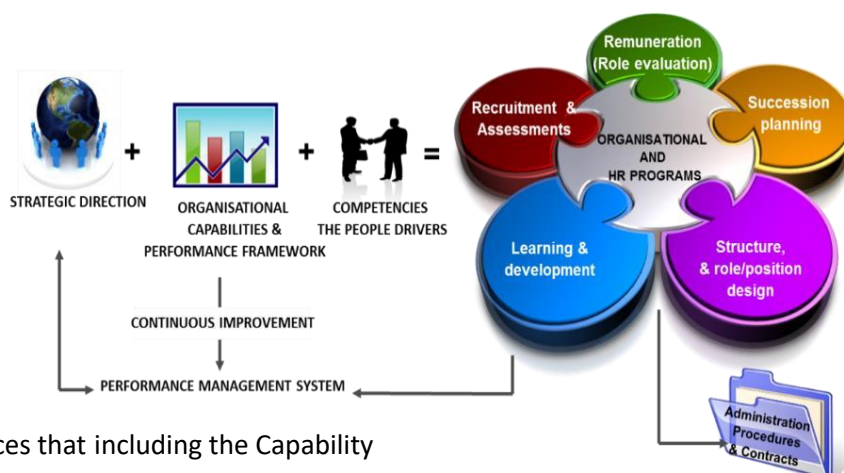
#### *Phase 3 - Reports and Discussions*

1. Full report outlining the organisational capabilities, the new organisational structure and all applicable roles.



## Appendix 2 About Maxumise

Maxumise core business is **Assisting Organisations Improve their Performance**, largely through the better management of their resources including people. This is achieved through organisational and



Human Capital Management Services that including the Capability Framework that provides the organisational foundation for efficient and effective services to human resource programs that are:

- Driven by the entities well defined and communicated strategic direction.
- Integrated and supportive
- Measured through the performance management systems.

Maxumise is a leading provider of

its stakeholders.

Maxumise was requested to assist in reviewing the PIDC organisational structure, reflecting an efficient and effective organisation, responding to stakeholder and staff expectations and operating consistent with the principles and practice of good governance, transparency and accountability.

To achieve this, Maxumise uses a Human Capital Management approach to the organisational structuring – focussing on the strategic outcomes and efficient management required for the organisation and aligning its structure accordingly.



## Appendix 3 Role Descriptions

### Role Description

Legal and Policy Advisor

**Role Category: 261 Legal professionals**

#### About our Organisation

The Pacific Immigration Development Community (PIDC) was established in 1996, and is a forum for official immigration agencies of the Pacific Region.

#### Objective

The Legal and Policy Advisor provides legal and policy advice on matters critical to PIDC to assist it achieve its strategic objectives and carry out its operational functions effectively. The role reports to the Head of Secretariat.

#### Outcomes

##### Organisational Stakeholders

##### 1. Legal and Policy Function of PIDC ably managed

- Legal & policy advice and support provided to PIDC on immigration issues and all Strategic Focus Areas (SFAs).
- All draft legal documents appropriately reviewed for legality and clarity and advice to Head of Secretariat and the Board on the legal consequences and potential opportunities provided.
- Provide legal and policy advice and support to the member countries on immigration issues at multilateral negotiations.
- Provide policy support to assist member countries to meet their commitments and obligations. ratification and/or signature processes.
- Coordination with the Head of Secretariat on draft legislation and legal positions on statutory and regulatory issues at the regional and national levels maintained and managed
  - Regulation and Policy Development: engage in the formulation of regulations and guidelines pertinent to the immigration landscape particularly in swiftly evolving areas like cyber security that pose a risk to member countries, national and transnational borders and other PIDC SFAs. .
  - Contribute to policy creation aimed at enhancing the immigration sector regulation in collaboration with key stakeholders.
- All policies are current and aligned to meet PIDCs SFAs and comply with mandatory requirements ensured.
- Accurate and consistent legal advice tendered to the management ensured and maintained.

#### Outcomes

- Effective representation of the organisation's interests to external / governmental organisations ensured, ensuring PIDC's legal interests are maximised and decisions are



consistent with overall strategic objectives  
 government officials, business, judicial and special interest groups requiring significant interpersonal communication skills

- Contacts with

- An informed Board and management on all legal and policy matters critical to PIDC is achieved and maintained.
- The organisation’s positive public image maintained

## 2. Legal / policy support to member countries

- Support to member countries ensured.
  - advice on legal or policy matters ensured.
  - assist member countries in meeting their legal commitments / obligations.
- Collaboration with Training Advisor on ways to increase capacity of member countries
  - assist in awareness training on laws and regulations impacting member countries

## 3. Teamwork and Cooperation

- Work as part of the PIDC Team to:
  - engender a positive work environment
  - encourage and practice teamwork and cooperation

## 4. PIDC values upheld and promoted at all times

- Uphold and demonstrate the organisation's image and values (internally and externally) •  
 Encourage team members to uphold image and value standards

## Performance Measures

No performance measures found.

## Responsibilities - Critical Competencies

Competence	Description
<b>Business</b>	
Business Performance	Establish performance management measures managing adjustments and variations
Risk Management	Implement and manage a risk assessment program.
Systems and Procedures	Issue directives for procedural changes to operations or practices.
Information Analysis	Evaluate options and make decisions / recommendations based on information provided.
Communication	Promote open communication and the expression of different viewpoints.
<b>Competence</b>	
<b>Customer</b>	
Competence	Description



Relationship Building	Formalise business relationships through partnerships or agreements of mutual benefit e.g. service provision.
Quality Focus	Develop quality standards for the organisation.
<b>People</b>	
Leadership	Establish clear objectives for multiple work groups/departments empowering and supporting these leaders to lead and achieve their objectives and targets.
Team Orientation	Share authority and decision making to high performing teams.
Negotiation	Lead a negotiation, focusing on the outcomes and needs of each party and building common ground.
Self-Management	Establish the framework to monitor your own performance against strategic objectives.
<b>Professional</b>	
Technical Strength	Develop an original technical principle or methodology; be perceived externally as an expert.
Compliance	Participate in and influence the development of laws and regulations that will impact compliance within the organisation.
Research	Review results from research, reporting and drawing conclusions.

## Qualifications

Qualification	Discipline	Notes
<b>Preferred</b>		
Masters Degree	Laws	
<b>Desirable</b>		
Degree	Laws, Legal and Compliance	

## Work Knowledge and Experience

Must have at least 8 years' experience in a similar senior role.

Excellent relationship management and communication skills necessary for interaction with the government or their representatives, the Judicial system and negotiating parties;

Demonstrate knowledge of international law, and experience with laws dealing with government and immigration, administration and governance principles;

Excellent experience in leading, managing and working within a multi-disciplinary and multi-cultural team environment and possess strong strategic advisory, organisational, problem solving , facilitation and analytical skills.

## Requirements

### Language Proficiency

Excellent command of English

## Requirements



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## Professional Associations

Membership of appropriate Professional Institution

## Regulatory Compliance Requirements

Relevant certifications, registrations, and licenses may be required.

## Interactions

### Interaction

### Comments

#### Internal

Board of Directors

Executive Officer

Management Team

#### External

Statutory Authorities

Regulators



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## Role Description

ICT Advisor

**Role Category: 251 Software and applications developers and analysts**

### About our Organisation

The Pacific Immigration Development Community (PIDC) was established in 1996, and is a forum for official immigration agencies of the Pacific Region.

### Objective

The ICT Advisor is responsible for the strategic alignment of information technology capability to deliver on PIDC's strategic requirements. The role will also be responsible for leading IT projects, and offer advice to member countries in the ICT landscape. This position reports to the Head of Secretariat.

### Outcomes

#### Organisational Stakeholders

##### 1. Strategic ICT Leadership

- Strategic and operational technology development in ICT focusing on achievement of PIDC's Strategic Focus Areas (SFAs).
- Guidance and advise on securing PIDC's technological infrastructure provided in a timely manner.
- Modelling positive leadership and integrity at all times
- Developing & integrating information systems to meet the PIDC needs and assist members in their ICT infrastructure security requirements.
- Effective & efficient oversight of appropriate project management that meet PIDCs requirements.

##### 2. Oversight of a safe PIDC ICT infrastructure

- Enterprise architecture selection and development managed
- Future planning on cyber security operations ensured on a timely basis
- Risk mitigation on software systems and network infrastructure optimized at all times
- Business process improvements identified and implemented
- Information governance and security managed
- Service standards and quality managed
- ICT risk management framework developed, implemented and managed on an on-going basis
- Confidentiality, integrity and availability of information and information systems are ensured



### 3. Customer Service & Stakeholders

#### Outcomes

- Customer relationships managed at all times                      ○ Stakeholder relationship managed
- Continuous engagement with all stakeholders to ensure delivery as per user requirements
- IT awareness utilization and optimization within PIDC and its member countries effectively managed on an on-going basis

### 4. IS Policy Development and Implementation

- IS Policy standards, procedures and guidelines developed and implemented on an on-going basis
  - Compliance and adherence to IS policies, procedures and guidelines ensured at all times
- Risk Mitigation policies developed and implemented on a timely basis
- These can be replicated for member countries on a need to basis

### 5. Well Informed PIDC Management

- Timeliness, quality and accuracy of monthly reports to management and on a need to basis, ensured
- Monthly report presentation is accurate and supports decision making
- Timely budgets & forecasts along with variance alerts
- Ad-hoc information requests by management and shareholders, for decision-making purposes, addressed in a timely manner

### 6. PIDC values upheld and promoted at all times

- Uphold and demonstrate the organisation's image and value
- Adherence to PIDC Governance standards
- Business practice and decisions are ethical and aligned to organisational policy and procedures

## Performance Measures

No performance measures found.

## Responsibilities - Critical Competencies

### Competence

### Description

#### Business

Risk Management	Develop a risk management plan.
Change Management	Diagnose change and implement the response to new direction.
Planning	Develop a detailed work plan to achieve specified objectives.





Resource Management Establish and adjust the resource levels to achieve organisational targets and objectives

### Competence **Description**

Systems and Procedures Undertake defined modifications/reviews to procedures; draft manuals/instructions.

Information Analysis Investigate topic by sourcing, analysing, investigating and interpreting data.

### Customer

Customer Commitment Seek, act upon, and follow through on customer feedback regarding products or services provided.

Relationship Building Formalise business relationships through partnerships or agreements of mutual benefit e.g. service provision.

Quality Focus Monitor/audit quality standards: provide guidance and direction to staff on quality standards.

### People

Leadership Involve the work groups in developing and delivering on the performance objectives while sharing ownership of the accountabilities.

Problem Solving Generate solutions from a series of complex problems

Innovation Improves performance by developing concepts that are unique, leading edge, or new to the organisation.

### Professional

Technical Strength Develop the technical solution for a situation using fundamental principles and theory - technical adviser.

Technology Application Apply technology to drive the strategic direction of the organisation.

## Qualifications

Qualification	Discipline	Notes
<b>Preferred</b>		

Degree	Information Services, Information Technology/Computing	
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### Desirable

Masters Degree		
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## Work Knowledge and Experience

A minimum of at least 15 years' experience in senior IT leadership role

Proven record of strategic and people leadership that influences the design and delivery of robust manufacturing centric services across diverse stake holder groups

Experience in leading future-focused cross-functional integration in a large complex organization

Experience of working in a large organisation with different stakeholders.

Experience in software engineering and related current technologies and future trends

IT strategy and project portfolio management experience



Enterprise architecture implementation experience

## Work Knowledge and Experience

Business process modelling and redesigning experience

## Requirements

### Language Proficiency

Excellent command of English

### Professional Associations

Membership of appropriate Professional Institution

### Regulatory Compliance Requirements

Police Clearance

## Interactions

### Interaction

### Comments

#### Internal

Board of Directors

Chief Executive Officer

Management Team

All employees

#### External

Suppliers

Customers

Regulators

## Role Description

Intelligence Advisor

**Role Category: 121 Business services and administration managers**

## About our Organisation

The Pacific Immigration Development Community (PIDC) was established in 1996, and is a forum for official immigration agencies of the Pacific Region.

## Objective

The Intelligence Advisor responsible for gathering, analyzing and interpreting data and information related to risks, potential risks and other matters pertinent to PIDC's sustainability. The role reports to the Head of Secretariat.



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## Outcomes

### Organisational Stakeholders

#### 1. Effective planning, analysis & evaluation and PIDC effectively advised

- Intelligence Unit Plan developed and implemented.
- Data Analyst's report informs monthly Intelligence Report to Management ○  
consolidate findings by confirming trends and patterns emerging, re-emerging and if any outliers are potential threats for the immigration space.
- Data collection, analysis and threat assessments conducted collaboratively with member countries and regional and / or international intelligence units and security agencies.
  - advice provided to PIDC management and member countries in a timely manner
- Provide advise to Management on regional and international trends, threats and opportunities for PIDC that may impact PIDC and ranking of impacts.
  - recommend programmes / projects that could be pursued through the Programmes Unit

#### 2. Risk Management

- Risk Management Framework for PIDC developed and implemented
  - Management and staff consulted on identification of all possible risks and risk appetite for PIDC determined.
  - Awareness of Risk Management Framework conducted for Management, all staff and relevant stakeholders.

#### 3. Market intelligence conducted

- Effective market intelligence/Information application ensured through but not limited to:

## Outcomes

- Data/information from member countries, region and international information analysed and advise submitted for Management's consideration.
- Preparation and/or review of position and policy papers prepared, any changes are be reflected in papers. ○ Immigration database and repositories effectively updated with quality, timely and relevant data/information

#### 4. Teamwork and Cooperation

- Collaboration with Training Advisor ensured, facilitate training for PIDC staff and member countries on capacity building / training.
- Collaboration with Programme Manager ensured; advice on projects / programmes that provide opportunities for PIDC.



- Work as part of the PIDC Team to:
  - engender a positive work environment
  - encourage and practice teamwork and cooperation

5. PIDC values upheld and promoted at all times

- Uphold and demonstrate the organisation's image and values (internally and externally) •  
Encourage team members to uphold image and value standards

## Performance Measures

No performance measures found.

## Responsibilities - Critical Competencies

Competence	Description
<b>Business</b>	
Strategic Development	Translate the strategic direction into action-oriented strategies and plans.
Business Performance	Establish performance management measures managing adjustments and variations
Risk Management	Manage risk strategies for the organisation.
Information Analysis	Research and evaluate the options to make informed decisions based on available information.
Documentation	Develop submissions and / or business plan documentation from options.
<b>Customer</b>	
Customer Commitment	Anticipate and devise solutions to meet the customers' future requirements.
Relationship Building	Build long-term relationships working as a trusted advisor.
Quality Focus	Develop quality standards for the organisation.
<b>Competence</b>	
<b>People</b>	
Leadership	Involve the work groups in developing and delivering on the performance objectives while sharing ownership of the accountabilities.
Problem Solving	Generate solutions from a series of complex problems
Innovation	Create initiatives that impact on job efficiency and objectives across different work units/organisation
<b>Professional</b>	
Technical Strength	Identify and analyse the problem or issue and match it with an established technical solution.



Research                      Establish a research plan/brief incorporating the research methodologies, limitations and implications of the results.

## Qualifications

Qualification	Discipline	Notes
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### Preferred

Degree	Computational Mathematics, Information Technology/Computing, Mathematics and Statistics	
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## Work Knowledge and Experience

Demonstrated working in the immigration industry for a minimum of five years and possess understanding and in-depth knowledge of the threats and risks threatening immigration in the Pacific region and globally.

Leadership experience in the immigration industry will be advantageous.

Excellent experience in leading and working within a multi-disciplinary and multi-cultural team environment. Must possess strong strategic advisory, analytical, organisational, facilitation and problem solving skills.

Excellent written and verbal communication skills that includes a very high level of presentation skills and proficient use of the Microsoft suite.

Strong analytical skills and have an eye for detail.

## Requirements

### Language Proficiency

Excellent command of English

## Interactions

Interaction	Comments
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### Internal

Board of Directors  
Management Team

Interaction	Comments
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All employees

### External

Statutory Authorities



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## Role Description

Communications Specialist

**Role Category: 121 Business services and administration managers**

### About our Organisation

The Pacific Immigration Development Community (PIDC) was established in 1996, and is a forum for official immigration agencies of the Pacific Region.

### Objective

Working closely with the Head of Secretariat, the incumbent will assist in the implementation of PIDC's communications strategy and plan by developing effective communications with stakeholders and the media.

### Outcomes

#### Organisational Stakeholders

##### 1. Communication resources developed, disseminated and effectively managed

- PIDC Communications Framework containing goals, objectives and strategies to make PIDC more visible, designed and approved.
- A Communications Plan cascaded from the Communications Framework developed, deployed and monitored effectively.
- Innovative and creative communications materials such as infographics, brochures, articles, press releases, speeches, letters, videos and other documents developed and disseminated on PIDC website, social media platforms as well as regional and international fora.
- Internal communications effectively and competently managed.

##### 2. Effective planning, analysis and evaluation ensured.

- Advice provided on the development, implementation, communication and evaluation of PIDC's communication projects, policies and standards
- PIDC's team and key target audiences consulted to identify PIDC's organisational communications needs, and when appropriate, contribute to the development of resources to meet these needs
- In consultation with Head of Secretariat, appropriate communications plans for specific projects developed and implemented.
  - Collaboration with Manager Programmes ensured to promote lessons learnt and results from programme activities.
  - Collaboration with Event & Travel Coordinator ensured to convene meetings, workshops, board meetings and other events.
- Advice provided on the development and review of communications services based on stakeholder analysis



- Issues that present communications risks or opportunities to PIDC identified and mitigated against.

## Outcomes

- Advice on PIDC's 'corporate image' developed and implemented in consultation with PIDC Management and key stakeholders.
- Collaboration with donor partners maximised so donors also promote stories and releases on their communications platforms and fora.

### 3. Effective media liaison guaranteed

- Planned media coverage and media release on PIDC milestones and events effectively managed and conducted
  - liaise with suppliers (eg. printers, designers etc.) to provide communication packages
- Opportunities to promote the organisation, its values, strategic direction and services to media and stakeholders sought and secured
- Development of appropriate communications to meet opportunities where PIDCs interests are maximised and promoted.
- Key relationships with suppliers, media personnel and key persons fostered

### 4. Website and Social Media Content

- PIDC's website and social media channels monitored in relation to communications strategies and activities
- Advice provided on the usability of PIDC's website and social media channels from a communications perspective
- Relevant information and material on the website and social media channels delivered
- Communications strategies and activities appropriately demonstrated on PIDC website
- Collaboration maintained with other relevant organisations ensuring accurate representation and promotion of PIDC's strategies, standards and activities on the websites and social media channels of those organisations
- "Publishing Editor" for content published on website or social media - Copy developed where necessary
- Supplier networks enhanced and maintained to ensure the website and social media channels ongoing developments and improvement.

## Performance Measures

No performance measures found.

## Responsibilities - Critical Competencies



<b>Competence</b>	<b>Description</b>
<b>Business</b>	
Risk Management	Implement and manage a risk assessment program.
Planning	Develop a detailed work plan to achieve specified objectives.
<b>Competence</b>	<b>Description</b>
Systems and Procedures	Undertake defined modifications/reviews to procedures; draft manuals/instructions.
Information Analysis	Investigate topic by sourcing, analysing, investigating and interpreting data.
Documentation	Develop submissions and / or business plan documentation from options.
Communication	Adapt communication techniques to suit different audiences, handle complex and /or sensitive topics.
<b>Customer</b>	
Customer Commitment	Seek, act upon, and follow through on customer feedback regarding products or services provided.
Promotion	Promote products/services by demonstrating the benefits of these to the customer
Relationship Building	Formalise business relationships through partnerships or agreements of mutual benefit e.g. service provision.
Quality Focus	Monitor/audit quality standards: provide guidance and direction to staff on quality standards.
Organisational Values	Communicate image and value standards and hold others accountable for meeting standards.
Social and Cultural Awareness	Establish organisational practises (policies and directives) that accommodate individual / group differences.
<b>People</b>	
Team Orientation	Assemble teams with different talents, interests and background to create synergy.
Facilitation	Evaluate the best course of action making appropriate decisions to ensure effective and timely outcomes.
Problem Solving	Address the wider implications, consequences or causal relationships in a non-routine problem
<b>Professional</b>	
Technical Strength	Develop the technical solution for a situation using fundamental principles and theory - technical adviser.
Compliance	Provide general advice on compliance to the relevant laws and regulations – be accountable for compliance in work area.
Research	Review results from research, reporting and drawing conclusions.





Technology Application Identify technological resources and evaluate them for accuracy and suitability.

## Qualifications

Qualification	Discipline	Notes
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### Preferred

Qualification	Discipline	Notes
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Degree	Informatics, Media, Public Administration or similar
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### Desirable

Higher Degree incl. Post  
Grad Cert or Dip

## Work Knowledge and Experience

Considerable experience in media and communications in professional roles.

Proven writing and proof reading skills in the media industry

Ability to understand how current and developing website/internet/intranet/social media technology can be utilised to PIDC's advantage from a marketing and communications perspective

Good working knowledge of communications tools and software

Administrative and computer skills

Proven ability to deliver professional presentations

Successful previous experience in a media/journalist role

Experience in designing, advertising, printing and communicating to a broad range of audiences and media

Prior experience in leadership roles for a minimum of 5 years with experience of working in a regional setting.

Strong interpersonal skills and ability to work in a multicultural setting.

## Requirements

### Language Proficiency

Excellent command of English

## Interactions

### Interaction

### Comments

#### Internal

Management Team

All employees

#### External



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Statutory Authorities  
Community

### Attributes

#### Behavioural Styles

Accountable Assumes full responsibility for own actions and identifies with the success or failure of own part of the overall work/goal.

### Attributes

Enthusiastic Shows high levels of excitement and interest, and expresses positive feelings.

Experimenter Tries out new procedures, ideas or activities.

Innovative Devises new and creative ways to do things comes up with original ideas.

Reliable Is able to be trusted to do what is expected or has been promised, puts in a great amount of effort believing in the value of work.

#### Interpersonal Styles

Forthright Speaks out frankly without hesitation, showing a direct manner.

#### Thinking Styles

Challenger Queries, tests information/beliefs and provokes thought.

Imaginative Generates ideas and images, showing creativity.

Initiative Takes action and makes decisions without the help or advice of other people.



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## Role Description

Manager Research and Monitoring

**Role Category: 121 Business services and administration managers**

### About our Organisation

The Pacific Immigration Development Community (PIDC) was established in 1996, and is a forum for official immigration agencies of the Pacific Region.

### Objective

The Manager Research and Monitoring will be accountable for the PIDC research, data analysis and monitoring and evaluation of programmes. The role reports to the Deputy Head of Secretary.

### Outcomes

#### Organisational Stakeholders

##### 1. Management and leadership of the Research and Monitoring (R&M) Department

- Advice to Head of Secretariat on changes in immigration landscape that may affect PIDC's strategic objectives based on quantitative and qualitative research provided.
- R&M Department budget developed and monitored.
- A Policy and Procedure framework for R&M Department developed and implemented.
- Compliance of the department to PIDC policies and mandatory requirements ensured.
- Operational compliance to internal policies and procedures managed and maintained.

##### 2. Research, analysis and monitoring services managed and maintained

- Annual Research Plan developed and implemented.
- Regular/routine research as per the critical needs of the members carried out.
- Research into possible new PIDC project conducted and report submitted to management.
- Timely and accurate publications including but not limited to quarterly and annual Pacific immigration review.
  - Quality of publications maintained at all times
- Annual surveys conducted and findings submitted for informed decision making.
- Research documentation/publication completed for PIDC records.
- Monitoring and evaluation reports compiled and submitted to management for informed decision making on current projects / programmes continuity. ○ Reports escalated to donors in a timely manner
- Data analysis reports compiled for monthly management meetings.



- Management and maintenance research equipment, software, and data storage systems ensured

## Outcomes

### 3. Efficient member services provided

- Immigration statistics for member countries compiled and submitted in a timely manner.
- Online documents/templates/guides provided in PIDC intranet for access to PIDC staff
- Publications completed in a timely manner for:
  - Research papers
  - Statistics and trends
  - News letters
- Support and assistance for papers/guidelines/templates provided to members
- Assistance to Training Coordinator for research, analysis or monitoring provided.

### 4. Developing and growing PIDC's Services

- Developing of the competence of PIDC staff – R&M and other divisions
- Technology driven service improvement

### 5. Effective reporting provided

- Timely collation and submission of relevant reports ensured to CEO and Board
- Specific reporting assured e.g. events, incidents and specialist

### 6. PIDC's image and value standards demonstrated and promoted

- Collaborate with other teams in the organisation for the benefit of the organisation
- Monitor and encourage team members to uphold image and value standards
- Uphold and demonstrate the organisation's image and values
- Engender a sense of teamwork, cooperation and efficiency within the team
- Maintain a healthy, safe, secure and environmentally aware workforce

## Performance Measures

No performance measures found.

## Responsibilities - Critical Competencies

Competence	Description
<b>Business</b>	
Strategic Development	Predict issues and formulate potential courses of action to develop and achieve the organisational goals.
Planning	Develop an operations plan to define specific objectives.
Information Analysis	Evaluate options and make decisions / recommendations based on information provided.



Documentation	Present information in a report that explores the links between the issues and draws conclusions.
<b>Competence</b>	<b>Description</b>
<b>People</b>	
Leadership	Involve the work groups in developing and delivering on the performance objectives while sharing ownership of the accountabilities.
<b>Professional</b>	
Technical Strength	Analyse a problem and develop the solution using standard procedures and methods – technical specialist.
Research	Develop research methodologies and techniques.

## Qualifications

Qualification	Discipline	Notes
<b>Preferred</b>		
Degree	Business Administration, Economics and Finance, Social Science	
Higher Degree incl. Post Grad Cert or Dip		
<b>Desirable</b>		
Masters Degree		

## Work Knowledge and Experience

Good working knowledge of requirements and procedures would be an advantage

Extensive experience in Pacific Immigration sector research

Experience in a membership based organisation would be an advantage.

Understanding of research methodology and experience in its application is essential Analytical and have an eye for detail.

Strong verbal and written communication skills with the ability to work in a multicultural setting.

## Requirements

No requirements found.

## Interactions

Interaction	Comments
<b>Internal</b>	
Chief Executive Officer	
<b>External</b>	
Statutory Authorities	



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## Attributes

### Behavioural Styles

#### Attributes

Achiever	Puts in effort to achieve a desired result or goal and is motivated by this end and the overall accomplishment.
Experimenter	Tries out new procedures, ideas or activities.
Detail oriented	Attends to the small elements of a task/activity, ensuring completeness and accuracy.
Reliable	Is able to be trusted to do what is expected or has been promised, puts in a great amount of effort believing in the value of work.

### Interpersonal Styles

Perceptive	Shows keen insight and understanding of issues or situations.
Realistic	Shows concern for facts and reality, rejecting the impractical.

### Thinking Styles

Initiative	Takes action and makes decisions without the help or advice of other people.
Analytic	Able to separate things into their constituent elements in order to study or examine them, draw conclusions, or solve problems.
Numerate	Shows abilities in quantitative thought and expression.



## Role Description

Manager Programmes

**Role Category: 121 Business services and administration managers**

### About our Organisation

The Pacific Immigration Development Community (PIDC) was established in 1996, and is a forum for official immigration agencies of the Pacific Region.

### Objective

The Manager Programmes provides management and leadership of all programmes and /or projects implemented at PIDC that are to benefit member countries to ensure PIDC fulfils its strategic objectives. The role reports to the Deputy Head of Secretariat.

### Outcomes

#### Organisational Stakeholders

##### 1. Management and Leadership of PIDC's programmes and projects

- Annual Department Plan that are aligned to strategic objectives developed and effectively managed.
- Effective and cohesive leadership to PIDC/programs/projects provided.
- Annual budgets developed and managed effectively
- Program and projects
  - Competent and effective coordination of cross-project activities maintained
  - All programs / projects' deliverables are achieved and any variations accounted for and reported appropriately.
- Programme issues are resolved in a timely and effective manner.
- Performance managed and reported through the achievement of performance measures
- Donor funding requirements are fully met and timely reports submitted.
- Programme Department assets optimisation:
  - Financial
  - Physical assets - equipment effectively managed
  - Human assets optimised
- Risk management plan is developed, implemented and monitored with risk mitigation pursued appropriately.

##### 2. Professional Project Management Services Provided

- Innovation and leadership in implementing programmes / projects effectively managed.
- Programme / project targets fully achieved and where there are variations, variation reports are submitted to donors in a timely manner.



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## Outcomes

- Innovative technical research and evaluation methodology that benefit PIDC and its members pursued and actively implemented appropriately.
- Additional program funding sought for the sustainability of programmes / projects at PIDC
- New proposal for approved programmes / projects developed and implemented.
- Relationship management with stakeholders maintained.
- Project management effectively implemented and managed.
- Program implementation against targets and objectives successfully deployed.

### 3. Informed Management & Board

- Reporting against performance objectives in a timely manner
- Performance objectives are fully met.
- Practice and program budget - projections are met and variations highlighted and reported appropriately.
- Incident reporting: reported in a timely manner and handled effectively.

### 4. Compliant practice operations ensured

- Procedural compliance – PIDC and donor
- Statutory compliance
- Professional best practice

### 5. Organisation's image and value standards demonstrated and promoted

- Collaborate with other teams in the organisation for the benefit of the organisation
- Monitor and encourage team members to uphold image and value standards
- Uphold and demonstrate the organisation's image and values                      ○ Development of the PIDC image, credibility and membership

### 6. Client (Member and Donor) expectations managed

- Appropriate services provided to PIDC against program/project objectives • Work plan preparation and stakeholder consultation are effectively managed.
- Tender documentation are submitted in a timely manner.
- Procedures adhered to
- Project deliverables and project audits are closely monitored and delivered.
- Coordination of project reports maintained with proper reviewing and monitoring
- Inclusive relationships and synergies between PIDC, member countries and strategic partners efficiently and effectively managed/optimised





- Efficient communication/information dissemination protocols for all programmes, special projects ensured

## Outcomes

- Visibility and reputation of members enhanced domestically, regionally and internationally
- Dissemination of information on project activities to relevant stakeholders ensured.
- Client/stakeholder satisfaction is achieved.
- Member relationships developed and maintained.

## Performance Measures

No performance measures found.

## Responsibilities - Critical Competencies

Competence	Description
<b>Business</b>	
Business Performance	Establish performance management measures managing adjustments and variations
Planning	Develop an operations plan to define specific objectives.
Systems and Procedures	Explain/teach set procedures to others; propose efficiency improvements
Documentation	Develop submissions and / or business plan documentation from options.
<b>Customer</b>	
Relationship Building	Formalise business relationships through partnerships or agreements of mutual benefit e.g. service provision.
<b>Professional</b>	
Technical Strength	Analyse a problem and develop the solution using standard procedures and methods – technical specialist.

## Qualifications

Qualification	Discipline	Notes
<b>Preferred</b>		
Degree	Business and Management, Project management &/or contract law	
<b>Desirable</b>		
Higher Degree incl. Post Grad Cert or Dip		

## Work Knowledge and Experience

Strong focus in project management and prior working experience in leading programmes for at least 3 years.



Good working knowledge of project implementation and reporting.

### Work Knowledge and Experience

Extensive experience in a similar role or having worked in regional organisation will be advantageous.

Analytical and have an eye for detail.

Strong verbal and written communication skills

Strong interpersonal skills and ability to work in a multicultural setting.

### Requirements

#### Language Proficiency

Excellent command of English

### Interactions

#### Interaction

#### Comments

##### Internal

Executive Officer

Management Team

##### External

Regulators

Statutory Authorities

Community

## Role Description

Training Advisor

**Role Category: 121 Business services and administration managers**

### About our Organisation

The Pacific Immigration Development Community (PIDC) was established in 1996, and is a forum for official immigration agencies of the Pacific Region.

### Objective

The role will oversee and manage the training needs of PIDC aligned to its strategic objectives and assist PIDC member countries appropriately. The role reports to the Deputy Head of Secretariat.

### Outcomes

#### Organisational Stakeholders

1. Development of a PIDC Learning Framework



- PIDC staff and member countries are consulted and their training requirements captured. ○ meetings are coordinated and managed
- Collaboration with the member countries, training experts and potential donors to develop qualifications/units of learning/units of competencies ensured
- Necessary documents required for each unit of learning is developed and maintained
- Stakeholders' consultations are convened to seek endorsement of draft micro-qualifications aligned to members competency needs
- Applications for the accreditation of micro-qualifications are developed and submitted to stakeholders, particularly member countries.

## 2. PIDC Training Department effectively managed

- Training policy reviewed as and when necessary to ensure it remains PIDC's training needs and requirements
- Annual Training Plans developed and implemented.
- Training budget effectively prepared in line with policy and procedures
- Training Needs Assessments (TNA) and Training Evaluation forms developed and analysis conducted on TNAs and evaluation forms for informed decision making.
- Communication and liaison with trainers and participants ensured to provide logistical & technical support before, during and after trainings ○
  - Records of trainees' progress and achievements maintained.
    - Timely and correct information to Managers on capacity building of team members.
- Evaluation of the outcomes of training sessions and programmes ensured - Post evaluation assessment completed after every training/workshop

## Outcomes

- Training database updated and monthly report provided to relevant personnel and stakeholders

## 3. Teamwork and cooperation

- Cooperation within the team and greater function / department
- Cooperation across functions / departments
- Work collaboratively to achieve the set targets and goals

## 4. Organisation's image and value standards demonstrated and promoted

- Collaborate with other teams in the organisation for the benefit of the organisation
- Monitor and encourage team members to uphold image and value standards • Uphold and demonstrate the organisation's image and values

## Performance Measures



No performance measures found.

## Responsibilities - Critical Competencies

Competence	Description
<b>Business</b>	
Planning	Develop a detailed work plan to achieve specified objectives.
Systems and Procedures	Undertake defined modifications/reviews to procedures; draft manuals/instructions.
Documentation	Present information in a report that explores the links between the issues and draws conclusions.
Communication	Adapt communication techniques to suit different audiences, handle complex and /or sensitive topics.
<b>Customer</b>	
Customer Commitment	Seek, act upon, and follow through on customer feedback regarding products or services provided.
Promotion	Promote products/services by demonstrating the benefits of these to the customer
Quality Focus	Monitor/audit quality standards: provide guidance and direction to staff on quality standards.
<b>People</b>	
Facilitation	Ensure work delegated is completed in an effective and timely manner, accepts accountability.
Problem Solving	Address the wider implications, consequences or causal relationships in a non-routine problem
Innovation	Create initiatives that impact on job efficiency and objectives across different work units/organisation
<b>Competence</b>	
Learning	Monitor employee development and align training and development to meet the organisational goals.
<b>Professional</b>	
Technical Strength	Identify and analyse the problem or issue and match it with an established technical solution.
Technology Application	Leverage technology to achieve work objectives more efficiently

## Qualifications

Qualification	Discipline	Notes
<b>Preferred</b>		
Degree	Education and Teaching, Human Resource Management	Relevant training background

## Work Knowledge and Experience

At least 6 years of progressive experience in conducting and designing training activities



Ability to use computer applications and Office suites including database, spreadsheets and elearning platforms

Demonstrated work experience in adult education or similar role is required.

Understanding of adult education curriculum and accreditation frameworks.

Experience in organising and coordinating training and meetings

Excellent knowledge and application of Microsoft suite especially Word, Excel and Powerpoint.

## Requirements

### Language Proficiency

Excellent command of English

### Professional Associations

Membership of appropriate Professional Institution

### Regulatory Compliance Requirements

Relevant certifications, registrations, and licenses may be required.

## Interactions

### Interaction

### Comments

#### Internal

All employees

Management Team

#### External

Regulators

Statutory Authorities

## Role Description

ICT Coordinator

**Role Category: 252 Database and network professionals**

### About our Organisation

The Pacific Immigration Development Community (PIDC) was established in 1996, and is a forum for official immigration agencies of the Pacific Region.

### Objective

The ICT Coordinator provides operational / administrative work in PIDC's ICT and provides professional support to the ICT Advisor, executive management and PIDC for the development and maintenance of the organisation ICT capability.

### Outcomes



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## Organisational Stakeholders

### 1. Effective ICT services provided

- PIDC Network & ICT Systems managed ensuring efficiency and effectiveness of operation and security
- Optimal configuration of services ensured through daily monitoring and maintenance of servers & ICT systems
  - Maintenance plans are implemented
- Back up procedures for data retention and data protection are implemented and monitored
- Systems are implemented and managed
- Effective management of Email and Internet services maintained and fit to purpose at all times
- PIDC Intranet site and website managed, maintained and fit to purpose at all times
- Effective monitoring of Endpoint Protection System ensured
- Helpdesk issues addressed to ensure effective client support with minimum client downtime
- Timely and efficient ICT advice provided to PIDC staff
  - ICT support provided to PIDC staff as required on a daily basis
  - support ICT Advisor in conducting necessary ICT training
- ICT Asset Register maintained and up to date

### 2. Effective Risk and Compliance Management

- Full compliance with statutory and regulatory requirements to minimise extraordinary loss and penalties for non-compliance ensured

## Outcomes

- Full compliance with all relevant SOPs and other relevant internal policies and procedures ensured
- ICT risk management system developed, effectively implemented and continuously refined in consultation with executive and management
  - Robust internal control environment established and effectively monitored to mitigate ICT risks
  - Adequacy of systems, procedure and controls assessed and ensured
- Fully compliant ICT department maintained at all times
  - Effective ICT policies developed, implemented and maintained



- All PIDC systems adhere to the latest security standards and are compliant with ICT policies
- Health, safety and environmental standards/requirements fully adhered to throughout the ICT department

### 3. Effective support and reporting to ICT Advisor ensured

- Quality, timely and accurate ICT reporting to ICT Advisor ensured
- Fully informed management ensured
  - timely reports provided to the ICT Advisor and management on issues relating to ICT for informed decision making
  - Corrective action in ICT taken where appropriate.
- Quality and timeliness of budget proposal to ICT Advisor and performance reporting maintained at all times
- Quality and timeliness of submission of reports for Advisor's meeting papers and board presentations maintained at all times
- Information requests by management, for decision-making purposes, addressed effectively and in a timely manner
- Contributions to high-level business negotiations are of high quality and effective
- Quality advice, both general and technical provided to management and staff

### 4. Organisation's image and value standards demonstrated and promoted

- Collaborate with other teams in the organisation for the benefit of the organisation

## Responsibilities - Critical Competencies

Competence	Description
<b>Business</b>	
Risk Management	Implement and manage a risk assessment program.
<b>Competence</b>	
Planning	Delivers results by effectively using work plans.
Resource Management	Organise, prioritise and allocate resources to achieve the team / work unit's established outcomes.
Information Analysis	Investigate topic by sourcing, analysing, investigating and interpreting data.
<b>People</b>	
Problem Solving	Address the wider implications, consequences or causal relationships in a non-routine problem



Innovation Create initiatives that impact on job efficiency and objectives across different work units/organisation

### Professional

Technical Strength Analyse a problem and develop the solution using standard procedures and methods – technical specialist.

Technology Application Identify technological resources and evaluate them for accuracy and suitability.

### Operational

Equipment Operation Evaluate the performance of equipment, plant or vehicles recommending operational changes/modifications.

Stock Control Establish stock levels according to usage/demand requirements minimising stock on hand.

## Qualifications

Qualification	Discipline	Notes
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### Preferred

Higher Degree incl. Post Information Technology/Computing Grad Cert or Dip		
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### Desirable

Masters Degree	Information Technology/Computing	
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## Work Knowledge and Experience

Hands-on experience with computer networks, network administration and network installation

Experience and knowledge in developing policies and procedures to support IT infrastructure

Minimum of 5 years of Systems Management experience or relevant ICT experience

Possess knowledge of ICT principles and practices and communication networks including security, data management and hardware and software maintenance

## Work Knowledge and Experience

Working knowledge of ICT legislations and laws including data management, software, network, etc. regulations and standards

## Requirements

### Professional Associations

Membership of appropriate Professional Institution





## Regulatory Compliance Requirements

Police Clearance

### Interactions

Interaction

Comments

#### External

Statutory Authorities

Regulators

Suppliers

### Attributes

#### Behavioural Styles

Innovative

Devises new and creative ways to do things comes up with original ideas.

Integrity

Adherence to moral and ethical principles; soundness of moral character; honesty.

Achiever

Puts in effort to achieve a desired result or goal and is motivated by this end and the overall accomplishment.

Detail oriented

Attends to the small elements of a task/activity, ensuring completeness and accuracy.

#### Interpersonal Styles

Objective

Impartial and honest in dealings with others, eliminating own feelings and view to reach a balanced judgement.

Forthright

Speaks out frankly without hesitation, showing a direct manner.

Perceptive

Shows keen insight and understanding of issues or situations.

#### Thinking Styles

Analytic

Able to separate things into their constituent elements in order to study or examine them, draw conclusions, or solve problems.

Decisive

Reaches conclusions, promptly and firmly.

#### Attributes

Disciplined/Systematic

Is controlled in conduct, shows an orderly pattern of behaviour, following a methodical and thorough approach.

Holistic thinker

Considers issues/situations as a whole rather than analysing or dissecting the parts.



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## Role Description

Data Analyst

**Role Category: 242 Administration professionals**

### About our Organisation

The Pacific Immigration Development Community (PIDC) was established in 1996, and is a forum for official immigration agencies of the Pacific Region.

### Objective

The Data Analyst is responsible for gathering, analysing and translating data into actionable insights provided to PIDC's management for informed decision making. The role reports to Manager Research and Monitoring.

### Outcomes

#### Organisational Stakeholders

##### 1. Data gathering, processing and analysis

- Collect data from reputable sources that discuss immigration, border issues (and similar); accuracy and completeness verified.
- Collected data cleaned for data analysis.
- Exploratory Data Analysis (EDA) conducted to uncover trends, patterns and outliers.
- Data modeling conducted to create and implement data models and algorithms so meaningful insights are obtained.
- MEAL Officer and Programmes Manager assisted appropriately in their data collection and analysis.
- Proactively consult PIDC staff to gather their data requirements and appropriate assistance given.

##### 2. Data analysis reporting for informed decision making

- From EDA and data modeling, prepare all meaningful results for management's insights, deliberations and informed decision making.
  - reports and updates provided to Manager Research in a timely manner.
- All PIDC meaningful data extracted and disseminated.
  - Collaboration with MEAL Officer and Manager Programmes ensured, to convert their data to meaningful information for management's informed decision making.
  - Collaboration with Communications Advisor ensured, to convert analysed data to infographics for dissemination to stakeholders, media, social media platforms and national and regional communications fora.

##### 3. Teamwork and Cooperation

- Work as part of the PIDC Team to:



- engender a positive work environment

## Outcomes

- encourage and practice teamwork and cooperation

### 4. PIDC values upheld and promoted at all times

- Uphold and demonstrate the organisation's image and values (internally and externally) •  
Encourage team members to uphold image and value standards

## Performance Measures

No performance measures found.

## Responsibilities - Critical Competencies

Competence	Description
<b>Business</b>	
Information Analysis	Research and evaluate the options to make informed decisions based on available information.
Communication	Communicate by conveying key issues and points through structured questioning and listening.
<b>People</b>	
Problem Solving	Address the wider implications, consequences or causal relationships in a non-routine problem
Innovation	Create initiatives that impact on job efficiency and objectives across different work units/organisation
<b>Professional</b>	
Technical Strength	Analyse a problem and develop the solution using standard procedures and methods – technical specialist.
Compliance	Investigate/audit and report on compliance issues.
Research	Establish a research plan/brief incorporating the research methodologies, limitations and implications of the results.

## Qualifications

Qualification	Discipline	Notes
<b>Preferred</b>		
Degree	Economics, Information Technology/Computing, Mathematics, Statistics	

## Work Knowledge and Experience

Demonstrated 3 years work experience in a similar role.

Proficiency in data analytics tools and techniques and use of statistical packages including Excel, SPSS and SAS.



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Excellent communication skills to convey technical findings to non-technical stakeholders.

## Requirements

No requirements found.

## Interactions

### Interaction

### Comments

#### Internal

Board of Directors

Management Team

All employees

#### External

Customers



## Role Description

Training Coordinator

**Role Category: 242 Administration professionals**

### About our Organisation

The Pacific Immigration Development Community (PIDC) was established in 1996, and is a forum for official immigration agencies of the Pacific Region.

### Objective

The role will coordinate the training activities for PIDC. The role reports to the Training Advisor.

### Outcomes

#### Organisational Stakeholders

##### 1. Effective coordination of PIDCs Training/Workshops

- Training policy reviewed to ensure it aligns with PIDC's organisational training needs and requirements and submission made to Training Advisor in a timely manner.
- Training Needs Assessments and Training Evaluation and analysis administered
- Communication and liaison with trainers and participants ensured to provide logistical & technical support before, during and after trainings
  - Records of trainees' progress and achievements maintained.
- Evaluation of the outcomes of training sessions and programmes ensured - Post evaluation assessment completed after every training/workshop
- Training database updated and monthly report provided to relevant personnel and stakeholders

##### 2. Administrative support and assistance provided to the Training Advisor

- Work plans, monitoring and evaluation tools and strategies implemented and monthly reports submitted to Training Advisor.
- Liaise with other divisions on their training needs such as On the Job Training and induction of new employees.
- Logistical arrangements for workshops / trainings ensured, namely preparation of correspondence with training providers, liaison with FNU Levy Department etc.

##### 3. Teamwork and cooperation

- Cooperation within the team and greater function / department
- Cooperation across functions / departments
- Work collaboratively to achieve the set targets and goals

##### 4. Organisation's image and value standards demonstrated and promoted

- Collaborate with other teams in the organisation for the benefit of the organisation



- Monitor and encourage team members to uphold image and value standards

## Outcomes

- Uphold and demonstrate the organisation's image and values

## Performance Measures

No performance measures found.

## Responsibilities - Critical Competencies

Competence	Description
<b>People</b>	
Facilitation	Ensure work delegated is completed in an effective and timely manner, accepts accountability.
Innovation	Analyse and propose alternatives to improve activities and results for a work area.
Learning	Monitor employee development and align training and development to meet the organisational goals.

## Qualifications

Qualification	Discipline	Notes
<b>Preferred</b>		
Degree	Education and Teaching, Human Resource Management	Relevant training background

## Work Knowledge and Experience

At least 3 years of progressive experience in conducting and coordinating training activities

Ability to use computer applications and Office suites including database, spreadsheets and elearning platforms

Demonstrated work experience in adult education or similar role is required.

Understanding of adult education curriculum and accreditation frameworks. Experience in organising and coordinating training and meetings

## Requirements

### Language Proficiency

Excellent command of English

### Professional Associations

Membership of appropriate Professional Institution

### Regulatory Compliance Requirements

Relevant certifications, registrations, and licenses may be required.



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## Interactions

### Interaction

### Comments

#### **Internal**

All employees

Management Team

#### **External**

Statutory Authorities

Regulators



## Role Description

Research Officer

**Role Category: 242 Administration professionals**

### About our Organisation

The Pacific Immigration Development Community (PIDC) was established in 1996, and is a forum for official immigration agencies of the Pacific Region.

### Objective

The Research Officer is responsible for conducting research and analyzing statistics related to local, regional and global trends that could impact national and regional borders and impact immigration policies of member countries.

### Outcomes

#### Organisational Stakeholders

##### 1. PIDC Research and statistics services provided

- Annual Research Plan effectively developed in consultation with Manager Research and successfully implemented. Research Plan shall include but not be limited to:
  - Regular/routine research
  - Ad hoc and project-based research
- Robust data analysis and interpretation ensured and quality, accuracy and timeliness of the same maintained at all times
  - Monitor and forecast key Pacific immigration trends and their impacts in the region.
  - Development of research methodologies, designing questionnaires, and conducting surveys in compliance with research protocols and standards assisted
- Robust review, interpretation and reporting of other relevant organisations' research, particularly for policy development and interventions ensured
- Effective contribution to donor projects by conducting research, data analysis, and provision of support in project / programme implementation.
- Effective research data management system (documentation/publication) implemented.
- Assistance in management and maintenance research equipment, software, and data storage systems ensured
- Timely and accurate publications drafted including but not limited to quarterly and annual Pacific immigration review.
  - Quality of publications maintained at all times





- Data access/portals effectively monitored and utilised
- Quality and availability of information to PIDC and members maintained and ensured at all times

## Outcomes

### 2. Member research application capability developed.

- Effective contribution to the development of PIDC country members' understanding of research ensured
  - Effective collaboration with Training Advisor on member research training needs ensured.
- Provision of comments/technical advice (where relevant) on research activities ensured. Research activities include but are not limited to:
  - Data sources & collection
  - Research techniques and methods
  - Data classification, analysis and Interpretation

### 3. Well-informed PIDC Executives

- Quality, accurate and timely reporting to Manager Research for reporting to PIDC executives/management ensured and to enable informed decision-making:
  - Immigration related statistics
  - Standard research and statistics
  - Ad hoc, special and targeted statistics

### 4. Teamwork and Cooperation

- Work as part of the PIDC Team to:
  - engender a positive work environment
  - encourage and practice teamwork and cooperation

### 5. PIDC's image and value standards demonstrated and promoted

- Uphold and demonstrate the organisation's image and values (internally and externally) •  
Encourage team members to uphold image and value standards

## Performance Measures

No performance measures found.

## Responsibilities - Critical Competencies



<b>Competence</b>	<b>Description</b>
<b>Business</b>	
Risk Management	Understand and address the potential impact of errors and omissions in your own work
Information Analysis	Investigate topic by sourcing, analysing, investigating and interpreting data.
Documentation	Present information in a report that explores the links between the issues and draws conclusions.
<b>Competence</b>	<b>Description</b>
<b>Customer</b>	
Relationship Building	Build long-term relationships working as a trusted advisor.
Quality Focus	Apply self to achieve at or above the quality standards.
<b>People</b>	
Team Orientation	Promote team morale and build commitment towards a common aim.
Facilitation	Evaluate the best course of action making appropriate decisions to ensure effective and timely outcomes.
Problem Solving	Address the wider implications, consequences or causal relationships in a non-routine problem
<b>Professional</b>	
Technical Strength	Analyse a problem and develop the solution using standard procedures and methods – technical specialist.
Research	Establish a research plan/brief incorporating the research methodologies, limitations and implications of the results.
Mathematical Reasoning	Determine appropriate mathematical or statistical method to solve a non-routine problem.
Technology Application	Leverage technology to achieve work objectives more efficiently

## Qualifications

Qualification	Discipline	Notes
<b>Preferred</b>		
Degree	Research, Statistics and Economics	Ideally regional and immigration focused
<b>Desirable</b>		
Higher Degree incl. Post Grad Cert or Dip		and other related discipline

## Work Knowledge and Experience

- Proven ability to work as part of an inter-disciplinary and/or multi-cultural team
- At least 3 years working experience in a similar field with strong research and statistics background - undertaking research and analysis
- Ability to work with and support member countries.
- Proven experience in analysing market research and developing action plans from the information.



Experience in designing research projects and presenting findings - research papers, statistics, special projects

Demonstrated experience writing logical and detailed research papers and reports with a high degree of accuracy

Proficiency in the use of the Microsoft suite.

Strong interpersonal communications.

## Requirements

### Language Proficiency

Excellent command of English

### Regulatory Compliance Requirements

Police Clearance

## Interactions

### Interaction

### Comments

#### Internal

Management Team

All employees

#### External

Community

Statutory Authorities

## Attributes

### Behavioural Styles

Detail oriented	Attends to the small elements of a task/activity, ensuring completeness and accuracy.
Accountable	Assumes full responsibility for own actions and identifies with the success or failure of own part of the overall work/goal.
Experimenter	Tries out new procedures, ideas or activities.
Reliable	Is able to be trusted to do what is expected or has been promised, puts in a great amount of effort believing in the value of work.

### Interpersonal Styles

Forthright	Speaks out frankly without hesitation, showing a direct manner.
Objective	Impartial and honest in dealings with others, eliminating own feelings and view to reach a balanced judgement.
Team Oriented	Enjoys being with others as part of a group or team.

### Thinking Styles

Initiative	Takes action and makes decisions without the help or advice of other people.
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Challenger	Queries, tests information/beliefs and provokes thought.
Numerate	Shows abilities in quantitative thought and expression.

## Role Description

### Monitoring, Evaluation and Learning (MEAL) Officer

#### About our Organisation

The Pacific Immigration Development Community (PIDC) was established in 1996, and is a forum for official immigration agencies of the Pacific Region.

#### Objective

The MEAL Officer is responsible for the monitoring and evaluation functions across all PIDC programmes. S/he will ensure data compilation and analysis as well as ensuring that all relevant stakeholders are kept informed by way of reporting, documenting and sharing of success stories, and working closely with the donors for reporting.

#### Outcomes

##### Organisational Stakeholders

##### 1. MEAL System Developed and Implemented

- PIDC's annual work plan development and implementation effectively supported
  - Development and finalisation of program work plans ensured and updated in accordance with program activities and time-frames ensured
- Work with programme/project personnel and Managers ensuring the collection of relevant and appropriate data needed for an effective MEL system which will be utilised in monitoring strengths, weaknesses and gaps in existing projects/ programs and services and for reporting on success stories, and on donor commitments
- Capacity assessments are conducted using the existing monitoring and evaluation system
  - Indicators and monitoring strategy for programmes developed and implemented
  - MEL system on the effectiveness of programme initiatives under Key Performance Indicators in the Annual Work Plan measured
- Overall framework for project M & E developed, for example mid-term project review, impact assessment, final evaluation, project Performance Monitoring Plan, etc.
- Tools developed to collect data on inputs, information and statistics for quarterly, progress, annual and other reports
  - Quality of existing data in the project subject areas and the methods of collecting it and the degree to which it will provide good baseline statistics for impact evaluation are reviewed



- Training and information is provided to program personnel in regards to M & E tools

## 2. Programme Coordination and Management

### Outcomes

- Coordination across the available components of the Programme for the effective implementation of M&E supported and ensured
  - Assistance provided in the revision of the project log frame, particularly in the areas of KPIs and their measurement
- Assistance provided in the successful planning and formulating of programs
  - Programme proposals and contracts checked to match the agreed deliverables
  - Programme is coordinated, implemented and monitored effectively
  - Appropriate information and analysis provided to ensure support to PIDC
  - Relevant performance targets for PIDC's projects achieved and/or outperformed
  - Project refinement efficiently and effectively managed
- Maintain and administer the M&E database; analyse and aggregate findings
- Data is collected on a regular basis to measure achievement against the performance indicators
- Overall progress on achievement of results is constantly monitored and evaluated
- Effective and efficient management of reports from donors and relevant stakeholders
- Feedback provided to Manager Research & Monitoring on program strategies, expenditure and activities
  - Strategies for improving the efficiency and effectiveness of the program are suggested

## 3. Compliance functions effectively facilitated

- Compliance in grant reporting ensured based on donor requirements
- Timely initiation, well planned execution and completion of reports as per standard time required, which include
  - Submission of six monthly and annual financial report within agreed time
  - Quality & completeness of working papers
  - Quality of financial reports and formatting of overall report
  - Discussion and Follow-up with management in finalization of report in order to ensure compliance in line with donor requirements
- Terms of Reference for project evaluations, annual results surveys, rapid assessments, case study development and activity/sub-activity reviews which include evaluation and review questions are effectively reviewed ensuring a balance of qualitative and quantitative methods, and the necessary level of technical rigor based on project duration and learning needs.



- Programme/project activities and documentation are compliant with the relevant PIDC policies and procedures; including MEL

## Outcomes

### 4. Effective Reporting ensured

- Accuracy and quality of data collection and processing ensured
  - Data quality is cross-checked with partners
- Project reporting satisfies the requirements of the relevant PIDC policies and procedures; including MEL
  - MEAL system results documented and periodic reports produced and submitted to Manager Research & Monitoring and relevant stakeholders when required
- Inputs, information and statistics for quarterly, annual and other reports are provided
- Coordination ensured for the preparation of the PIDC's Annual Work Plan and Annual report
- Monthly, quarterly, half-yearly and annual progress on all project activities are effectively reported on

### 5. Teamwork and cooperation

- Cooperation within the team and greater function / department
- Collaborative work to achieve the set targets and goals

### 6. Organisation's image and value standards demonstrated and promoted

- Collaborate with other teams in the organisation for the benefit of the organisation
- Monitor and encourage team members to uphold image and value standards

## Performance Measures

No performance measures found.

## Responsibilities - Critical Competencies

Competence	Description
<b>People</b>	
Facilitation	Evaluate the best course of action making appropriate decisions to ensure effective and timely outcomes.
Problem Solving	Address the wider implications, consequences or causal relationships in a non-routine problem
Innovation	Create initiatives that impact on job efficiency and objectives across different work units/organisation
<b>Professional</b>	
Technical Strength	Analyse a problem and develop the solution using standard procedures and methods – technical specialist.



Compliance Provide general advice on compliance to the relevant laws and regulations  
– be accountable for compliance in work area.

## Qualifications

Qualification	Discipline	Notes
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### Preferred

Degree	Arts in the Social Sciences, Statistics	
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### Desirable

Higher Degree incl. Post Business Administration  
Grad Cert or Dip

## Work Knowledge and Experience

Minimum of three years of professional experience in a MEL position, implementing M&E and learning activities of core funded and development projects

Knowledge of the major evaluation methodologies (e.g. qualitative, quantitative, mixed-method, and impact) and data collection and analysis methodologies

Experience required in developing and refining data collection tools and data quality assessments and oversight

Ability to work in a team and good interpersonal skills

Good computer applications skills

Ability to build on relevant knowledge within and outside the PIDC as well as actively share her/his experience and expertise with colleagues and partners

Must be a team player and able to work under pressure

## Requirements

### Professional Associations

Membership of appropriate Professional Institution

### Regulatory Compliance Requirements

Police Clearance

## Interactions

Interaction	Comments
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### Internal

Chief Executive Officer

Management Team

All employees



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## Role Description

### Program Officer

#### About our Organisation

The Pacific Immigration Development Community (PIDC) was established in 1996, and is a forum for official immigration agencies of the Pacific Region.

#### Objective

This role is responsible for assisting with the successful coordination, implementation, monitoring, evaluation and reporting of PDF's programme activities and objectives. The role is also responsible for managing working relationships with PDF stakeholders and monitoring specific projects and / or programmes. The incumbent reports directly to the Manager Programmes.

#### Outcomes

##### Organisational Stakeholders

##### 1. Effective Programme Planning and Execution

- Appropriate information and analysis provided to ensure support to the annual programme planning function of PIDC
- Assistance towards the effective and timely execution of strategic plan programmes and projects deliverables ensured
- Relevant performance targets for PIDC's programmes and projects achieved and/or outperformed
- Programme and project refinement efficiently and effectively managed
- Programme and project costs maintained within budget and any variation accounted for and reported to Manager Programmes for escalation to donors and management.

##### 2. Stakeholder-relationship Services Provided

- Effective capacity building, peer learning and knowledge exchange opportunities or stakeholders, implemented
- Post-training reporting streamlined and reports are timely and complete
- Timely production of articles relating to specific projects for PIDC quarterly newsletters, website and information/educational materials
- Assist Manager Programmes:
  - Inclusive relationships and synergies between PIDC, member countries and strategic partners efficiently and effectively administered.
  - Efficient communication/information dissemination protocols for all programmes, special projects ensured
- Stakeholder engagement objectives and targets as per PIDC strategic plan achieved





### 3. Effective Programme Reporting

#### Outcomes

- Timely provision of relevant and accurate programme and project related information/reports provided to Manager Programmes
- Timely, relevant and accurate quantitative/qualitative information that facilitates sound executive decision-making provided.
- Increase in programme funding allocation achieved
- Quarterly reports provided to Programmes Manager

### 4. Establishing Repute with Funding Partners

- Preparation and contribution to donor funding proposals are submitted in a timely manner, complete and of high quality.
- Donor Reporting schedule formulated and adhered to
- Quality standards for programme and funding acquittal reporting maintained
- Open communications with donor funders and relevant stakeholders of projects / programmes maintained.

### 5. PIDC's image and value standards demonstrated and promoted

- Collaborate with other teams in the organisation for the benefit of the organisation
- Monitor and encourage team members to uphold image and value standards • Uphold and demonstrate PIDC's image and values

### Performance Measures

No performance measures found.

### Responsibilities - Critical Competencies

Competence	Description
<b>Business</b>	
Business Performance	Monitor and report on the team or work unit's performance.
Resource Management	Balance resources, competence, priorities and timescales to achieve set objectives.
Documentation	Present information in a report that explores the links between the issues and draws conclusions.
<b>Customer</b>	
Relationship Building	Manage relationships effectively and build a network of mutually beneficial relationships.
<b>People</b>	
Facilitation	Evaluate the best course of action making appropriate decisions to ensure effective and timely outcomes.



## Qualifications

Qualification	Discipline	Notes
<b>Preferred</b>		
Degree	Management/Planning/Policy	Project management

## Work Knowledge and Experience

Demonstrated successful management of programmes  
 Understands and can promote the PIDC values and approaches  
 Proven programme planning experience  
 Proficient in Microsoft Office, including Excel and PowerPoint  
 Demonstrated creative and critical thinking skills  
 Proven ability to work on multiple projects and a busy schedule Strong communication and presentation skills

## Requirements

### Language Proficiency

Excellent command of English

### Regulatory Compliance Requirements

Driver's License

## Interactions

Interaction	Comments
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### Internal

Management Team

### External

Suppliers

## Attributes

### Behavioural Styles

Achiever	Puts in effort to achieve a desired result or goal and is motivated by this end and the overall accomplishment.
Energetic	Constantly active and driven to put in effort. Works hard to promote an enterprise.
Innovative	Devises new and creative ways to do things comes up with original ideas.

### Interpersonal Styles



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Perceptive	Shows keen insight and understanding of issues or situations.
Realistic	Shows concern for facts and reality, rejecting the impractical.
<b>Attributes</b>	
Team Oriented	Enjoys being with others as part of a group or team.
<b>Thinking Styles</b>	
Analytic	Able to separate things into their constituent elements in order to study or examine them, draw conclusions, or solve problems.
Flexible/Adaptable	Readily accommodates changing circumstances, modifying own behaviour and/or views. Able to adjust easily to new conditions.
Well organised	Controls tasks in a well thought out and critical manner.



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## Role Description

Events, Travel and Administration Coordinator

**Role Category: 422 Client information workers**

### About our Organisation

The Pacific Immigration Development Community (PIDC) was established in 1996, and is a forum for official immigration agencies of the Pacific Region.

### Objective

The Events, Travel and Administration Coordinator (ETAC) will be responsible for organising travel, accommodation, training, meetings and conference logistics for PIDC staff and also for member countries representatives when travelling into events hosted at the PIDC Secretariat. The role reports to Finance and Corporate Manager.

### Outcomes

#### Organisational Stakeholders

1. Logistical and administrative support for PIDC staff and member countries representatives effectively managed.

- All travel related to PIDC events and staff movement managed;
  - market research, obtaining quotes and managing individual and group flight arrangements maintained
  - advice and liaise with staff and stakeholder representatives for correct information
  - reservations completed accurately ensuring all PIDC processes / policies are met and travel company requirements met.
  - timely and correct information obtained and processed
- All events information hosted at PIDC disseminated and confirmed.
- Liaise with suppliers to ensure all details are confirmed; transportation, accommodation, conferencing and other events requirements.
- Correct and confirmed processing of visa, health insurance and travel insurance, itineraries and documentation ensured.
- Good relationship with suppliers ensured and managed.
- Manage all financial processes and proper documentation (receipts, purchase orders etc) maintained.

2. Teamwork and cooperation

- Work as part of the PIDC Team to:



- engender a positive work environment

## Outcomes

- encourage and practice teamwork and cooperation

### 3. PIDC's image and value standards promoted and maintained

- Uphold and demonstrate the organisation's image and values (internally and externally) •

Encourage team members to uphold image and value standards

## Performance Measures

No performance measures found.

## Responsibilities - Critical Competencies

Competence	Description
<b>Business</b>	
Communication	Communicate by conveying key issues and points through structured questioning and listening.
<b>Customer</b>	
Commercial Focus	Analyse the cost aspects of a work area / project and determine its commercial viability
Quality Focus	Monitor/audit quality standards: provide guidance and direction to staff on quality standards.
<b>Professional</b>	
Compliance	Provide general advice on compliance to the relevant laws and regulations – be accountable for compliance in work area.

## Qualifications

Qualification	Discipline	Notes
<b>Preferred</b>		
Diploma	Business and Management	

## Work Knowledge and Experience

Demonstrated work experience of at least 2 years in a similar role. Working in the hotel industry in an events, conference capacity will be an advantage.

Excellent communication skills and strong inter-personal communications skills.

Attention to detail and ability to negotiate.

## Requirements

No requirements found.

## Interactions



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## Interaction

## Comments

### Internal

All employees

Management Team

Board of Directors

### External

Suppliers