



# POSITION DESCRIPTION

## Position Details

**POSITION TITLE:** SECTION HEAD, HUMAN RESOURCES

**Team/Division:** Human Resource Team, Finance & Corporate Services Division, Samoa International Finance Authority

**Location:** Level 6, Development Bank of Samoa Building, Apia, Samoa

**Salary Range:** \$66,187.77 – \$92,715.87

## Our Purpose

SIFA is principally the registry for international companies and the regulatory authority for licensed international entities such as international banks, international insurance companies, international mutual fund companies and trust company service providers.

Our purpose is to play a legitimate and integral role in international financial services where our legislative solutions allow for financial and estate planning, risk management and makes possible cross-border vehicles necessary for international transactions.

As a profitable public body, SIFA makes substantial contributions to the Government budget every year and we invest our funds back into our community through sponsorship of projects that benefit Samoa's economic growth.

## How we Work

SIFA is governed by a Board of Directors and led by a Chief Executive Officer. We have about forty-eight (48) Staff, divided into four main Divisions - Registration, Compliance, Business Development, and Finance & Corporate Services. There are three Chief Managers leading and shaping different Divisions and with the assistance of Section Heads that coordinate and collaborate Teams within each Division.

The set Team goals become the individual staff goals and all are expected to work together to achieve them. Every team member is expected to learn and know every area of its Division's work, and become multi-skilled to be able to step in at short notice on any role.

On-the-job knowledge, positive attitude, exceptional performance and experience are valued and rewarded. Nevertheless, we want people's heart, not just their skills and capabilities. People with a heart for their Team, a heart for SIFA and a heart for Samoa.

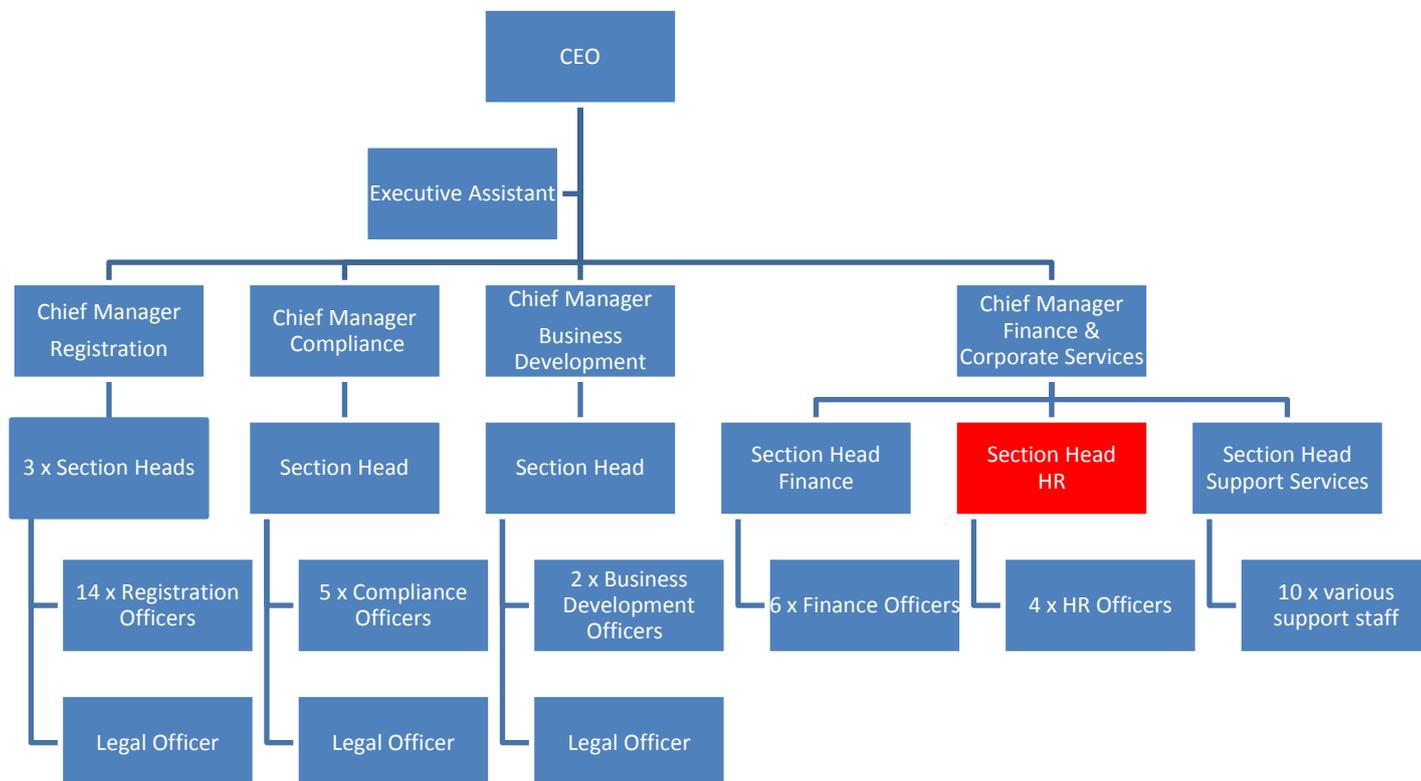
Using a democratic style of communication, Team members are encouraged to discuss and take ownership of Team decisions. There is a high expectation of the level of trust between Management and Staff as we trust our Staff to be committed to their role and carry out their tasks. The success of the Team is based on everyone in the Team pulling their weight. Because the Team depends on each other to achieve its goals, Team members are likely to call out the individual member that is not pulling their weight. Staff are enabled, encouraged and trusted to make decisions having received clear guidelines, training and competency measurements.

Our aspiration is that SIFA is a great place to work where great work gets done. We believe in harnessing the potential of our people and the diverse skills and life experiences they bring to SIFA.

## Our Character

- Shape** We shape the agenda by challenging the status quo, and by generating and adopting new ideas, to bring those ideas to life. Although we value this competency in all Staff, this competency is expected from each Chief Manager. This means asking ‘why not?’ instead of ‘why?’ and leveraging off the collective that is SIFA in the pursuit of goals that stretch right across Teams, Divisions and even across Government, financial and international bodies.
- Collaborate** We support each other, engage early and proactively partner in pursuit of shared goals. Although all Staff are expected to collaborate, this is a competency expected of all Section Heads. This means Section Heads are expected to coordinate and influence their Teams requiring a high level of communication. They partner with their Team members to have input into how they will achieve the Team goals.
- Deliver** We have a can do attitude, take ownership, act with purpose, urgency and discipline, take calculated risks, celebrate success and learn as we go. This is the key role of all Team members, to take pride in delivering consistently high quality services. The core deliverers are the workers that provide our core services.

## Our Structure



## Position Purpose

The Human Resource Section Head coordinates the overall operations of the Human Resource Team by Collaborating with their Team to ensure SIFA staffing needs are fully supported.

The Section Head Human Resource is responsible for the effective and professional implementation of the SIFA Performance Evaluation and Reward Framework (PERF). The Section Head Human Resource is also responsible for; Accurate and efficient processing of Office Payroll; Enforcement of the Terms and Conditions of Employment; Efficient Recruitment and Selection in accordance with SIFA R&S Policy; Capacity Building; Asset Management is in accordance with prevailing policies; Procurement complies with policies and guidelines in place; Efficient and accurate processing of staff travel arrangements; Oversees insurance needs of the office; Monitor SIFA's offsite office/premises; Assist the Building Project Manager with any building analysis and what is required from time to time; Maintains remaining loan legal documentation and inspects secured assets funded by loans. Any other duties directed from time to time by the Chief Executive Officer.

The Section Head takes on the Collaborator role because s/he is a 'people person', able to influence and coordinate the core deliverers or workers with strong negotiation and communication skills. This role will provide training and allocate work. They will ensure procedures and clear guidelines are in place. S/he enables the Team to be part of the process on how best to achieve the Team's strategies and goals. S/he knows how to get the best from the Team and get Team buy-in. S/he measures performance not only for quality assurance purposes but also for recognising high performing Staff from non-performers. The Team trusts the Section Head to have sufficient knowledge to train and provide clear guidelines and procedures, allocate work fairly, deal with non-performers, and reward high performers. In return the Section Head trusts and enables the Team to deliver high quality Human Resource services, and provide reliable, qualified advice without the need to micro-manage.

## Key Relationships

### Internal

- SIFA Board of Directors
- CEO
- Chief Manager, Finance and Corporate Services
- Section Head - Finance and Section Head - Support Services
- All Staff – provision of HR support
- Human Resource Officers

### External

- Suppliers
- Samoa National Provident Fund, Ministry of Customs & Revenue, Ministry of Finance, Public Service Commission, Ministry of Public Enterprises, and the Cabinet Secretariat.

## Key Accountabilities and Deliverables

Responsibilities of this position are expected to change over time as SIFA responds to changing needs. The incumbent will need the flexibility to adapt and develop as the environment evolves.

Key Accountabilities or Deliverables	Indicators of success
Human Resource Management	<ul style="list-style-type: none"><li>• Robust measurable Human Resource objectives are in place and monitored.</li><li>• Agreed turnaround and quality objectives are met.</li><li>• Human Resource Officers are able to cover all team duties, are flexible and knowledgeable on all related HR services administered by the Team.</li><li>• Policies and Procedures are in place, updated regularly and well used by Staff.</li><li>• Staff feel supported and can trust that their financial and personal information is respected with confidentiality and accurately maintained. Support includes Staff counselling.</li></ul>

- All Division Chief Managers and Section Heads can rely on the HR Team to provide them with the support needed to recruit the expertise needed for their Teams.
- Approved Staff travel requirements are booked, paid, and communicated within the annual Office budget allowance and meets the agreed Public Service sum; insurance and accommodation related to travel is included.
- Team has an Induction Programme for all new Staff which sets expectations of meeting all Staff Terms and Conditions of Employment.
- Procurement process of office assets is efficient, value for money, and meets Office needs and budget.
- Legal documentation for contractual requirements regarding employment, remaining loans, and suppliers are maintained, and reviewed regularly.
- Staff and Division Chief Managers and Section Heads are confident that Staff leave and entitlements records are accurate and can be relied upon.
- Remaining loans secured assets are regularly inspected until the loans are paid off.
- Remaining loans actively followed up and reported on monthly until paid off.

**Leading and Coaching  
Direct Reports**

- Modelling SIFA values and behaviours.
- Team understands the values and behaviours expected and demonstrates them in their daily work ethics.
- You feel supported by your Chief Manager and by your Team. You are able to provide technical guidance and direction to Human Resources Officers.
- The Division (Section) has a clear Annual Divisional (Section) Plan which all Team members are aware of, and have set their own performance plans in place to achieve it.
- Training plans are in place which are regularly reviewed and consistent with delivering high quality outputs.
- You have a Performance Plan in place and you have set a performance plan for each Human Resources Officer. Performance targets are measured and a review of the performance is undertaken every six months. The plan will include stretch targets.
- SIFA Annual Customer Satisfaction Survey will confirm that SIFA Human Resources Officers are professional in their dealings with them.
- There are no non-performers in your Team because you have either coached them into performing or you have gone through the proper process to have them removed from your Team.

**Plan and set direction  
for the HR Section in  
particular promoting  
a strategic focus that  
supports SIFA's  
business environment  
outcomes and  
strategic priorities**

- SIFA's Biennial Strategic Plan includes Finance & Corporate Services (Human Resources) related goals as recommended and submitted by you.
- Your Division (Section) has its own Annual Divisional (Section) Plan that is aligned to SIFA's Strategic Plans.
- All Human Resources Officers are committed to, and believe the goals set out in the Annual Divisional (Section) Plan are achievable. The Team has a sense of ownership of the Annual Divisional (Section) Plan.

**Develop and maintain  
effective relationships  
with key Stakeholders**

- Internal and external clients have a positive respect and professional perception of SIFA Human Resource management.
- Stakeholders' enquiries are resolved quickly.
- Opportunities for profiling SIFA are identified.
- Documented policies and procedures are in place that set out the handling of complaints, enquiries and Staff conduct and behaviour when dealing with clients.
- There is a close working relationship with every Division/Section to ensure clear expectations and understanding of HR support are met.
- Confidentiality is maintained when dealing with internal Staff pay, remaining loans, disciplinary actions, and performance reviews.

<b>Resource and performance management accountability</b>	<ul style="list-style-type: none"> <li>You have a network of relationships with caterers, travel and all other suppliers.</li> <li>CEO and other Division Chief Managers provide positive feedback on your Team's cooperation and willingness to assist when required.</li> <li>The Team has quality measurement systems that confirm that Team goals are being met at a consistently high standard.</li> <li>Section Head is confident with clear guidelines and expectations when leading the Team.</li> <li>The Team is properly resourced to carry out its roles.</li> <li>You are able to provide a documented argued case to justify requirements for new or replacement Staff.</li> </ul>
<b>Human Resource Division and SIFA contribution and membership</b>	<ul style="list-style-type: none"> <li>Human Resource Staff work constructively with peers and colleagues.</li> <li>360 degree feedback reflects your own and the Team's contribution.</li> <li>You actively contribute to Management team activities and meetings.</li> <li>You demonstrate commitment to Team/Management decisions and goals.</li> <li>You and your Team take part in informal training/sharing information amongst colleagues and other SIFA staff.</li> <li>Effective coordination and cooperation between the Public Sector Agencies, Private Corporations, and non-governmental organisations concerned in any way with International Financial Services.</li> </ul>

## Competencies

Competency	What does this mean?	Level Required
<b>Cultivates Innovation</b>	Shape the agenda, crafting new and better ways for the organisation to be successful, by <ul style="list-style-type: none"> <li>Coming up with useful ideas that are new, better or unique</li> <li>Challenging the status quo</li> <li>Introducing new ways of looking at problems</li> <li>Generating and adopting new and creative ideas, and putting them into practice</li> <li>Encouraging diverse thinking to promote and nurture innovation.</li> </ul>	Management Collaborative level
<b>Nimble Learning</b>	Actively learn through experimentation when tackling new problems, using both successes and failures as learning fodder, by <ul style="list-style-type: none"> <li>Learning as we go, when facing new situations.</li> <li>Experimenting to find new solutions.</li> <li>Taking on the challenge of unfamiliar tasks.</li> <li>Extracting lessons learned from failures and mistakes.</li> <li>Being flexible and responsive to changes in requirements.</li> <li>Identifying personal learning opportunities.</li> <li>Finding own solutions where possible.</li> </ul>	Management Collaborative level
<b>Collaborates</b>	Support others, building partnership and working collaboratively with others to meet shared objectives, by <ul style="list-style-type: none"> <li>Working co-operatively with others across SIFA, the Government sector and external stakeholders to achieve shared objectives.</li> <li>Balancing competing interests and priorities appropriately and in line with SIFA priorities.</li> <li>Identifying, engaging early and partnering with relevant stakeholders to get work done.</li> <li>Crediting others for their contributions and accomplishments.</li> </ul>	Management Collaborative level

	<ul style="list-style-type: none"> <li>• Gaining trust and support of others.</li> <li>• Addressing behaviours that do not align with our culture.</li> <li>• Seeking and respecting the views and opinions of others.</li> <li>• Providing timely and helpful information to others across the organisation.</li> </ul>	
<b>Customer Focus</b>	<p>Build strong customer relationships and delivering customer-centric solutions, by</p> <ul style="list-style-type: none"> <li>• Gaining insights into customer needs.</li> <li>• Delivering quality, accurate, timely service and customer focussed solutions.</li> <li>• Identifying opportunities that benefit the customer.</li> <li>• Building and delivering solutions that meet customer expectations.</li> <li>• Establishing and maintaining effective customer relationships.</li> <li>• Pro-actively partnering in pursuit of shared goals.</li> </ul>	Management Collaborative level
<b>Action Oriented</b>	<p>Take on new opportunities and tough challenges with purpose, urgency and discipline, by</p> <ul style="list-style-type: none"> <li>• Readily taking ownership and action on challenges, without unnecessary planning and being accountable for the results.</li> <li>• Identifying and seizing new opportunities.</li> <li>• Displaying a can-do attitude in good and bad times, and celebrating success.</li> <li>• Stepping up to manage tough situations and encouraging your colleagues to do the same.</li> </ul>	Management Collaborative level
<b>Decision Quality</b>	<p>Make good and timely decisions that keep the organisation moving forward, by</p> <ul style="list-style-type: none"> <li>• Making sound decisions, even in the absence of complete information.</li> <li>• Relying on an appropriate mix of analysis, wisdom, experience, and judgement to make valid and reliable decisions.</li> <li>• Considering all relevant factors and using appropriate decision-making criteria, and principles; taking calculated risks where required.</li> <li>• Recognising when a quick 80% solution will suffice, and when it will not.</li> <li>• Analysing information to make effective decisions in order to improve performance.</li> </ul>	Management Collaborative level
<b>Organisational commitment and public service</b>	<p>Role Models the standards of integrity and conduct of the Public Sector and contributes to the development of, and helps promote and builds commitment to SIFA's vision, mission, values and services, by</p> <ul style="list-style-type: none"> <li>• Willingly undertaking any duty required within the context of the position.</li> <li>• Managing own personal health and safety, and takes appropriate action to deal with workplace hazards, accidents and incidents.</li> <li>• Understanding Equal Employment Opportunities (EEO) principles and the application of these to SIFA.</li> <li>• Complying with all legislative requirements and good employer obligations.</li> </ul>	Management collaborative level

## Personal Requirements

A proven tracked record of experience and achievement in:

- Bachelor's Degree from a recognised University, with a preference given to degrees in Management, Public Administration or relevant discipline, with a Human Resources emphasis.
- Minimum of five years proven experience in supervision and/or Management.
- Minimum of ten year's administration experience.
- Experience in training staff
- Experience in creating and documenting processes and appreciates the importance of discipline in maintaining these.
- Experience in measuring performance.
- Report writing that is clear, concise, fluent, appropriate and readily understood by the intended audience.
- Able to promote harmony and consensus through the diplomatic handling of disagreements.
- Ability to communicate effectively with people at all levels.
- Must be computer literate in Microsoft Office programmes especially in MS Word and MS Excel.
- Fluent in both English and Samoan.
- Understands and appreciates SIFA's direction, through the implementation of set strategies towards the achievements of financial objectives.
- Maintaining integrity and high ethical standards in the conduct of work.
- Guided by values of honesty, impartiality, respect, transparency and accountability.
- A strong client service attitude, with sound relationship management skills.
- Must have the legal right to live and work in Samoa.