

## JOB DESCRIPTION & SPECIFICATION

**Job Title:** Director, Human Resource Management & Development

**Post Number:**

**Job Level/Grade:** GMG/SEG 4

**Division:** The Accountant General's Department – A Department of the Ministry of Finance and the Public Service

**Reports to:** The Senior Director – Corporate Services

**Direct Reports:** (1) Director, Human Resource Management; (2) Director, Human Resource Development; (3) Director, Organizational Development & Performance Evaluation & Monitoring; (4) Administrative Assistant 3

**Indirect Reports:** (1) Human Resource Officer (Staffing) (2) Senior Human Resource Officer (Employee Relations) (3) Human Resource Officer (4) Administrative Assistant 2 (5) Human Resource Administrator (PEPAS), (6) Records Officer 1 (7) Human Resource Development Officer (8) Performance Evaluation and Monitoring Officer

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This Job Description has been approved by the Accountant General and will be used as a management tool and specifically will enable the classification of positions and the evaluation of the performance of the post incumbent. It is validated as an accurate and true description of the job as signified below:

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Accountant General

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Date

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Date received in Human Resource Unit

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Date created/revised

## **1. STRATEGIC OBJECTIVES**

The Corporate Services Division is responsible for providing essential services to the other divisions to support the successful execution of the core Treasury functions of the Department. This Division has responsibility for human resource policies and procedures, and advice to guide management and staff; to facilitate organizational development including the review and re-design of business processes; for capacity building including the hiring of staff and the facilitation of staff training and development for best fit, competence and high performance; to ensure effective employee and industrial relations; to ensure a comfortable work place and facilities, and occupational health and safety; to facilitate the establishment of an accountability framework for the Department to include organizational risk analysis, strategic planning, and performance management; to provide customers and stakeholders with high quality information and service; and manage the finances of the Department, including management of procurement.

This division operates on the authority of the Financial Administration and Audit Act, the Public Service Regulations 1961, the Public Sector Staff Orders 2004, the Official Secrets Act, the Access to Information Act, the Corruption Prevention Act, and various other enactments.

## **2. JOB PURPOSE**

The Director, Human Resource Management & Development is responsible for Human Resource Management to facilitate the achievement of the corporate objectives. The incumbent will co-ordinate the development and implementation of comprehensive Human Resource policy, strategy and procedures to support the hiring, retention, welfare and safety, training, development and performance assessment of staff, within the guidelines of the Government's Human Resource policy and as stipulated in the Accountability Agreement between the Public Service Commission and the Financial Secretary. The incumbent will facilitate organizational development including the review and re-design of business processes; and the strategic planning process.

**Summary of the broad purpose of the position in relation to Government's goals and strategies:**

- To ensure a current employee database is in place;
- To provide expert strategic and policy direction and advice;
- To coordinate and participates in strategic planning and performance management and accountability, including Organization Risk Assessment, the development of Corporate, Divisional, Unit and Individual Strategic and Operational plans and Budget for the AGD; and Accountability Framework (PMAS);
- To oversee the development, implementation and review of Training and Development programmes and initiatives, including change management, and succession planning;
- To develop and implement a comprehensive Human Resource Policy and Procedures manual, and ensure the accurate and timely interpretation and application of same;

- To oversee the on-going review of the organization and Standard Operating Procedures for all core functions of the AGD.

### **3. KEY OUTPUTS**

- Strategic direction and advice to the Accountant General, Executive and staff on all matters affecting corporate policy, procedures and services;
- Annual Unit Operational Plan and Budget;
- Annual, Quarterly, Bi-Annual and monthly reports, and Performance Appraisals;
- Succession Plan for the AGD, and Annual Training and Development Programme;
- Human Resource Policies and Procedures;
- Qualified, competent, high performing staff appointed.

### **4. KEY RESPONSIBILITIES**

#### *Technical*

- Provides expert advice, briefings and support to the Accountant General on all matters relating to Human Resource Management and Development;
- Facilitates and participates in the development and implementation of corporate policies and services and ensures that they remain responsive to the changing needs and requirements of the Department;
- Coordinates and participates in Strategic Planning and performance management and accountability, including Organization Risk Assessment, the development of Corporate, Divisional, Unit and Individual Strategic plans and Budget for the AGD; and an Accountability Framework;
- Liaises with the Director Enterprise Risk Management to ensure the required organizational risk analysis is incorporated in the development of the AGD's annual Strategic Plan;
- Oversees the implementation of the public sector Performance Management and Appraisal System (PMAS) for effective performance management and accountability to ensure that the AGD has a system, for evaluating performance against outcomes as stated in the Corporate and Operational plans;
- Facilitates the work of the Manager, Organizational Development in implementing PMAS by providing the necessary resources and support, and seeking/granting the necessary approvals in a timely manner;
- Facilitates the development and implementation of the Training and Development Programme by providing the necessary resources and support to the, Training and Development Manager;
- Liaises with other Senior Executives to solicit the relevant information required from them to ensure their staff training and development needs are identified and addressed;
- Reviews and approves the (T&D) programme to ensure alignment with the strategic objectives of the AGD;
- Reviews and recommends the Training and Development Budget;
- Develops and continuously reviews the Human Resource Policy and Procedures Manual;

- Liaises with other Senior Executives to solicit the relevant information and guidance required from them in support of the efficient development of the manual;
- Mobilizes other Senior Executives to ensure a timely review and approval of the manual;
- Provides accurate and timely interpretation and application of Human Resource policies and procedures;
- Collaborates with Senior Executives and facilitates the restructuring of Divisions, Sections or Units to meet the changing requirements of the AGD in alignment with corporate strategy as identified in the corporate planning process;
- Provides consultation to Senior Executives and facilitates the re-design of key positions to ensure their contributions to the overall operations are optimized;
- Collaborates with Senior Executives and facilitates the implementation of organizational changes and modernization measures necessary to strengthen the AGD's ability to execute the corporate strategy and fulfil its mandate;
- Collaborates with Senior Executives and facilitates the review of standard operating procedures for all core functions of the AGD to maintain maximum efficiency and effectiveness;
- Develops and implements a comprehensive Human Resource strategy to support the hiring, retention, welfare, training, development and performance assessment of staff, within the guidelines of the Government's Human Resource policy and as stipulated in the Accountability Agreement between the Public Service Commission and the Financial Secretary;
- Monitors and ensures the Department's compliance with the relevant labour laws and maintains a conducive industrial relations climate;
- Oversees the hiring of high calibre staff that match the requirements of the Department;
- Oversees the implementation of training and development programme for staff, for capacity building which supports the achievement of the strategic objectives of the Department;
- Oversees the development, implementation and monitoring of organizational health and safety policies and procedures;
- Maintains effective working relations with external and internal (employee relations) stakeholders and clients, ensuring that the division provides a consistently high level of service to them.

## Strategic Leadership

### *As part of the Executive Team*

- Plans, organises and directs the work of the AGD, including participating in the preparation of the Department's Strategic Corporate and Operational plans, and Budgets, and monitor the AGD's achievement against them;
- Develops and reviews as necessary, organizational policies, procedures and regulations for the AGD, and ensures that staff is aware of and adhere to the organization's, policies, procedures and regulations;
- Researches and recommends changes to policies, procedures and systems to enhance the functioning of the Department;
- Ensures staff compliance with relevant laws, regulations, policies, procedures and Instructions governing the operations of the AGD;

- Implements and enforces policies and procedures of the organization by way of systems that will improve the overall operation and effectiveness of the AGD.

*As Divisional Head:*

- Plans, develops, organizes, implements, directs and evaluates the division's fiscal function and performance;
- Leads in the smooth and efficient operation of the division through the management of daily operations;
- Establishes and implements systems for reporting of work done against stated and agreed work plans for the Division;
- Establishes internal control processes required to manage and grow the Division
- Meets or exceeds unit performance targets;
- Deputizes for the Senior Director, Corporate Services as and when required.

Human Resources Management

- Plans, organizes and directs the work of the Unit by overseeing the development of performance targets for staff (Unit Plan) based on the Corporate Strategic Plan;
- Ensures that the unit's staff have sufficient and appropriate physical resources to enable them to undertake their duties efficiently and effectively;
- Provides leadership and guidance through effective planning, delegation, communication, training, mentoring, coaching and disciplinary action;
- Participates in the recruitment of staff for the unit;
- Recommends transfer, promotion, termination and leave in accordance with established Human Resource Policies and Procedures;
- Identifies skills/competencies gaps and collaborates with the Manager Training and Development to develop and implement Staff Development and Succession Plans for the unit to ensure adequate staff capacity;
- Monitors job specific and environmental factors, implements and promotes health and safety policies; and mitigates and minimizes workplace hazards;
- Monitors the performance of unit staff and ensure effective and objective staff performance management, through timely and accurate completion of the staff appraisal process, including periodic reviews;
- Ensures the welfare of unit staff are clearly identified and addressed;
- Performs duties of Secretary to the Human Resource Executive Committee (HREC);
- Collaborates with the Chairman of the committee and the Senior Director, Corporate Services in setting meeting agenda;
- Prepares profiles of staff to be appointed, promoted, retired and granted study leave;
- Prepares and circulates Minutes of Committee Meetings;
- Prepares all letters resulting from decisions of committee meetings for the signature of the Accountant General;
- Ensures that quarterly reports are prepared and submitted to the Office of the Services Commission (OSC) and the Committee;

- Follows up on issues arising from previous meetings (Minutes) and submits reports to the committee as necessary;
- Ensures that letters to relevant persons and organizations are dispatched;
- Participates as a member of the Disciplinary Committee that deals with infractions by staff.

#### Any Other Duties

- Any other related duty that may be assigned from time to time

### **5. KEY PERFORMANCE INDICATORS**

The job is successfully performed when:

- Quality advice provided to the Accountant General, Executive, staff and stakeholders in a timely manner;
- Unit Plan prepared annually within stipulated timelines and in accordance with established format;
- Reports meet quality standards and produced within agreed time-frame;
- Policies and Procedures manuals developed and implemented in accordance with stipulated guidelines and within the established timelines;
- Programmes developed and implemented in accordance with stipulated guidelines and within the established timelines;
- Percentage of approved Training Programme implemented;
- Percentage of staff trained as per approved Training Programme;
- Percentage of staff for which a Succession Plan has been developed;
- Percentage of Division staff scoring above stipulated percentage in Annual Performance Appraisal;
- Staff Satisfaction as per staff satisfaction Survey.

### **6. AUTHORITY**

- Recommends and implements improvement activities for all portfolios within the HRM&D
- Advises the AG, executive and senior management team on Human Resource and development matters.
- Recommends changes to work plans to ensure alignment.
- Recommends appropriate structures for the Department (units and divisions).
- Recommends changes to business processes.
- Recommends corrective/improvement actions.

## 7. *Internal*

<i>Contact</i>	<i>Purpose</i>
Accountant General	To provide information on human resource and development matters relating to staff
Deputy Accountant Generals, Senior Directors & Senior Managers	To provide information on human resource and development matters relating to staff
Staff	Receives and provides information/guidance.

## *External*

<i>Contact</i>	<i>Purpose</i>
Ministries Department's Agencies	Matters relating to staff transfers and providing and receiving general information, networking
Ministry of Finance and the Public Service	Matters relating to staff benefits; PSEAP; guidance/interpretation of policies/circulars; approval for operation/establishment of posts,
Office of the Services Commissions	Staff appointments, separation, transfer, secondment disciplinary matters, promotion, recruitment and selection, policy direction etc.
Revenue Protection Division/Financial Investigation Division	Background checks, investigation of fraud
Cabinet office	Matters relating to performance management system, policy.
Any other institution/organization	Matters relating to the AGD that may arise from time to time
Attorney General	To seek legal advice, provide information regarding law suit

## JOB SPECIFICATION

### 8. REQUIREMENTS FOR THIS JOB:

#### a. Qualification and Training

Essential:

- A post graduate degree from a recognized institution in the disciplines of Human Resource Management or Human Resource Development or equivalent

Desirable:

- Evidence of continuing professional development in Human Resources Management;

- Formal training in Strategic Planning and Organizational Development

**b. Essential Experience and Knowledge:**

- At least 10 years of experience in Human Resource Management;
- At least 5 years of experience working at senior executive level in Human Resources Management with at least 2 years in the public sector;
- In-depth experience in developing human resource management policies and procedures.

**c. Competencies**

The incumbent is a senior public servant who represents the Government at all times; a member of the Senior Executive team of the AGD, who is expected to participate in managing the Department, and to lead a team of professionals in realizing the goals and objectives of the Department, in a highly dynamic environment. The following competencies are required for the effective performance of this job:

**Core Competencies**

- Excellent Oral and Written Communication Skills
- Excellent Problem Solving and Analytical Skills
- Excellent Customer Focus Skills
- Results Focus
- Integrity

**Technical Competencies**

- Excellent knowledge of Human Resource Management
- Good knowledge of Project Management
- Excellent knowledge of Legislations, Policies and Procedures
- Excellent Research and Analysis Skills
- Excellent Change Management Skills

**Managerial Competencies**

- Strong Leadership Skill
- High Emotional Intelligence
- Strong Performance Management Skills



**9. SPECIAL CONDITIONS ASSOCIATED WITH THE JOB**

**Physical Demands** - Pressured working conditions with numerous critical deadlines.

**Work Environment** - Normal office conditions.

Employee signature below constitutes employee's understanding of the requirements, essential functions and duties of the position.

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Name of Employee

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Signature of Employee

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Date

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Name of Supervisor

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Signature of Supervisor

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Date