



Papua New Guinea Public Service Position Description



1. IDENTIFICATION

AGENCY: Department of Works & Highways		SYSTEM POSITION NO:		REF NO: 60CS01	
OFFICE: Works		DESIGNATION/CLASSIFICATION: Deputy Secretary (Corporate Services) – Grade 19			
DIVISION: Corporate Services		LOCAL DESIGNATION: Executive Director – Corporate Services			
BRANCH: Office of the Executive Director (CS)		REPORTING TO: Secretary	SYS. POS. NO: DOW0000000	REF: 60EX01	
SECTION:		LOCATION: Headquarters, Boroko			

History of position

File ref:	Date of variation	Details
TBC	18 February 2021	Amended role

2. PURPOSE

Reporting to the Secretary, the position of **Executive Director, Corporate Services**, contributes to the implementation of the **National Road Strategy (NRNS)**, **Connect PNG**, and other key Government reform initiatives in the road sector by providing strategic leadership to the Department's corporate services functions, which includes finance, employee services, property asset management, security, information technology, corporate planning, staff development, workforce safety, GESI, and organisational performance, to support the achievement of the objectives of the Department. The position also leads the development and implementation of the **DOWH Organizational Transformation Program**, to transform the department into an effective and high-performing road network manager.

3. DIMENSION

The dimension of the position is very broad, impacting the whole of the Department's strategies, programs, budgets, and the delivery of services. In this regard, the Executive Director, Corporate Services is expected to operate with a high level of autonomy and is fully accountable for the executive management of the corporate services functions, to enable the Secretary to meet their performance obligations with the Minister.

This role is also responsible for the quality, integrity and validity of strategic advice and reporting provided to the other department's executives and ensuring that the Secretary and other staff are fully informed on matters relevant to them in relation to the corporate services functions and services of the Department.

4. PRINCIPAL ACCOUNTABILITIES

1. Deliver high quality corporate services to the Department to enable it to fulfil its legislative and policy mandate to implement the **National Road Network Strategy (NRNS)**, **Connect PNG**, the **DOWH Corporate Plan**, and the **Road (Management and Fund) Act 2020**.
2. Lead the development and implementation of the **DOW Organisational Transformation Program** to enable it to become a successful road network manager and fulfil its mandate.
3. Ensure implementation & monitoring of the department's governance strategies to ensure highest level of governance practice and culture is maintained throughout the department.
4. Implement key DOW organizational responsibilities to improve the department's performance.

4. MAJOR DUTIES

- I. **Deliver high quality corporate services to the Department to enable it to fulfil its legislative and policy mandate to implement the National Road Network Strategy (NRNS), Connect PNG, the DOWH Corporate Plan, and the Road (Management and Fund) Act 2020.**
 1. Lead and direct the provision of high-quality services and programs, in the areas of finance, employee services (including merit-based recruitment, management of employee remuneration, workforce health and safety), GESI, property asset management, security, corporate planning, and information technology, and organizational performance (including staff performance management, workforce planning, and staff development) to enable the efficient and effective delivery of corporate services across the department.
 2. Evaluate and respond to the ongoing needs of the Department, determining the most appropriate structures and cost-effective service delivery models for corporate service functions that address the specific needs of the Divisions and staff in the Department.
 3. Direct the overall performance of corporate functions and services by setting expectations, performance goals and standards and measures to form the basis for evaluation of effectiveness.
 4. Provide timely, strategic, expert, and authoritative advice to the Secretary regarding the definition and implementation of an appropriate framework of corporate policies, practices, and ethical standards to shape the organisational culture which is consistent with the Department's strategic vision and mandate.
 5. Act as the primary escalation point for urgent, complex, or highly sensitive corporate services issues, determining appropriate responses and the need for further escalation to the Secretary
 6. Develop effective working relationships with the relevant government agencies that enable development and implementation of effective corporate services to the Department.
- II. **Lead the development and implementation of the DOWH Organisational Transformation Program to enable it to become a successful road network manager and fulfil its mandate.**
 1. In collaboration with the Secretary and other Executive Directors, develop, lead, and implement the **DOW Organisational Transformation Program**, that focuses of creating a high-performance culture within the department and addresses the requirements outlined in this section.
 2. Lead the development and implementation of the **DOW Workforce Plan**, that clearly identifies the staff the department needs to implement the DOW Corporate Plan, PNG Connect, and the National Road Network Strategy.
 3. Lead the development and implementation of the **DOW GESI Action Plan**, that implement equity strategies to ensure that the department treats all staff equitably, regardless of race, ethnicity, gender, sexual orientation, and disability, and recognizes the full contribution that each staff member makes.
 4. Lead the development and implementation of the **DOW Workplace Health & Safety Plan** to ensure that the department provides a healthy and safe work environment for staff, contractors, and clients of the department, and that the department fully complies with its legislative and policy workplace occupational health a safety obligations.

5. Develop and implement the **DOW Financial Management and Procurement Strategy & Action Plan** to ensure that the department fully complies with its legislative obligations under the **Public Finances (Management) Act 1995**, Finance Regulations and Directions, Department of Finance guidelines, the **National Procurement Act 2018**, and all associated applicable financial management and procurement legislation and Government policy.
 6. Develop and implement, In collaboration with senior management, the Department's **Performance Management Policy Framework**, consistent with the **DOW Corporate Plan**.
 7. Develop and implement an effective **Staff Performance Management System**, consistent with **DPM General Order 5**, ensuring that each employee has their own **Performance and Development Plan** that provides them with clear direction and development goals.
 8. In relation to the Corporate Plan, lead and conduct a staff capacity development need analysis and develop a comprehensive **DOW Staff Capacity Development Program**.
 9. Lead the development and implementation of the **DOW Digitalization and Automation Plan**, that clearly identifies what the Department's staff and customer service needs and how these can be digitalized, automated and available online 24/7.
 10. Lead the development and implement of the **DOW Property Asset Management System** that ensures that Department's property is properly recorded, secured, utilised, and disposed.
 11. In collaboration with senior management, develop a **Corporate Planning Framework** for the development of the corporate strategies and goals of the Department and facilitate the development of the **DOW Corporate Plan** and **Divisional Annual Work Plans**.
 12. In collaboration with Senior Management, lead the establishment of outcome measures for all programs and institute a **DOW Performance Monitoring and Evaluation System** that engenders a high performing culture throughout the Department.
- III. In collaboration with the Executive Director, Governance & Compliance, implement & monitor the department's governance strategy to ensure highest level of governance practice is maintained throughout the department**
1. In collaboration with the Executive Director, Governance and Compliance, develop and implement governance and risk frameworks to identify, manage and minimise financial, reputational, and service delivery risks, including the development and implementation of a **DOW Risk Management Framework**, **DOW Code of Conduct** and **DOW Leadership Contract Agreement**
 2. In collaboration with Divisional & Senior Managers, implement the Department's **Governance Policy Framework** and consistent with best governance practice principles and the Government approved governance and ethics framework.
 3. Ensure the **Leadership Contract Agreement** is fully implemented across the Division to ensure best governance practice principles are establish outcome measures for all programs contributing to the achievement of the strategic outputs of the Department.
 4. Comply fully, and ensure staff comply fully, with the Public Service Code of Conduct, all applicable legislation, standards, policies, DPM General Orders, Finance Regulations, and lawful managerial directions in the conduct of the Division's work and workplace behaviour.
- IV. Implement key organisational responsibilities**
1. In partnership with the Secretary and the Executive Directors, implement the organisational transformation program in DOW to enable it to become a successful road network manager and fulfil its mandate.
 2. Consistent with the DOW **Staff Performance Management System** and **DPM General Order 5**, ensure that each employee in their wing has their own **Performance and Development Plan** that provides them with clear work direction and development goals.
 3. Develop the capacity of each employee in the Division by providing targeted training and developmental opportunities directly relevant to their role and the needs of the Division.

4. Provide the Secretary with regular reports on key issues in the Division and recommendations for any required action.
5. Conduct regular staff meetings, at least monthly, to discuss work related issues, identify problems, and develop solutions to enable the effective delivery of functions and services.
6. Undertake efficient, effective, and timely procurement within the Government's requirements that enables the delivery of the Division's services on time and within budget.
7. Under the direction of Secretary, maintain effective communication with key stakeholders about the strategies and operations of the Department to secure policy and strategic support for the Department and its role in the whole of government planning and execution of policies.

6. NATURE AND SCOPE

6.1 Working relationship

Who	Why
<i>Internal</i>	
Secretary	Providing high level advice consistent with the role and responsibilities of the position
Executive Directors and Senior Managers	Consult, inform, and coordinate the implementation of the corporate strategy, plans and programs
<i>External</i>	
Secretaries & Deputy Secretaries (DPM, Finance, Treasury, National Planning, Local Government & Provincial Affairs, Transport, Labour & Employment, PNG Road Fund, Nambawan Super)	<ul style="list-style-type: none"> • Department's Policies and Strategies • Work Plans and Budgets • Departments corporate performance issues
Provincial & District Administrators	<ul style="list-style-type: none"> • Department's Policies and Strategies • Work Plans and Budgets
Development Partners	<ul style="list-style-type: none"> • Relevant development issues.

6.2 Working environment

The position operates within a highly dynamic and fluid policy and legislative environment, in an organisation that is transforming from a conventional public service environment to a more commercially focused and dynamic business environment

6.3 Reporting arrangements

(a) Reporting Line

Secretary

(b) Direct Reports

1. First Assistant Secretary – Finance & Information Communication Technology Services
2. First Assistant Secretary – HR Management

(c) Indirect Reports

1. Assistant Secretary – Finance & Accounting
2. Assistant Secretary – Information Communication Technology
3. Assistant Secretary – Organizational Development
4. Assistant Secretary – Employee Services
5. Assistant Secretary - Training Services
6. Assistant Secretary – Properties & Assets

6.4 Budget & Expenditure

Budget: In accordance with approved annual budget appropriation

Financial Delegation: In accordance with current instrument of financial delegation

7. CONSTRAINTS, FRAMEWORKS, AND BOUNDARIES

The position operates with a high degree of autonomy under the direction of the Secretary within the constraints, frameworks, and boundaries set by high-level Government policy and applicable legislation, in particular, the **Public (Services and Management) Act and its regulations**, the Department of Personnel Management **General Orders**, the **Public Finances (Management) Act**, the **National Public Service Code of Conduct**, the **DOWH Leadership Agreement**, the **National Procurement Commission Act**, the **Road (Management and Fund) Act 2020**, the **PNG National Road Network Strategy**, and other legislation and policy relevant to the role.

8. CHALLENGES

1. Gaining cooperation, compliance, and engagement to manage and inform Department strategy, portfolio, and governance in an environment of conflicting interests and opinions.
2. Foster and manage internal and external relationships to maximize commitment to and participation in DOW organisational change programs and the road sector institutional reform program.
3. Manage transformational change to achieve organizational objectives with minimum disruption to operational services delivered by the department.

9. REQUIRED COMPETENCIES

- Demonstrated executive level experience in the review, planning, development, and delivery of corporate services functions and services, (including people management, employee services, financial management, governance, accounting functions, ICT, property management services), at a senior level, including developing associated implementation strategies, programs, work plans, programs, and projects.
- Demonstrated senior level experience in providing policy advice on corporate services functions and services executive level management in government agencies and public sector organisations.
- Demonstrated senior level experience in strategic corporate planning and strong track record of leading the development of corporate and divisional workplans and associated implementation measures.
- Thorough understanding of public employment and Public Finance Policies and legislation in PNG and government public sector reform initiatives in this area, including detailed knowledge of the **Public (Services and Management) Act and its regulations**, the Department of Personnel Management General Orders, the national Public Service Human Resources Business Processes Manual, the **Public Finances (Management) Act** (and its

regulations), the **National Procurement Commission Act**, the National Procurement Commission Procurement Guidelines, and other associated policy and legislation relevant to the role.

- Thorough understanding of the **Road (Management and Fund) Act 2020**, the **PNG National Road Network Strategy**, the **PNG National Transport Strategy**, or the capacity to quickly obtain that knowledge.
- Demonstrated senior level experience working with relevant government agencies in PNG in the development and delivery of corporate services in a (e.g. Department of Personnel Management, the Department of Finance, the Treasury, National Planning), or the demonstrated capacity to work at that level.
- Highly developed interpersonal skills and a demonstrated ability to communicate and negotiate effectively with a diverse range of groups and prepare high quality reports.
- Demonstrated capacity to work independently as well as contribute positively to a team environment.
- Competence with a range of computer software programs, including Word, Excel, and PowerPoint and any applicable specialist programs (e.g. CONCEPT Payroll System).
- **Bachelor level degree in business studies** (e.g. accounting, finance, people management, organisational psychology, leadership, information systems & management) from a recognized institution. Additional postgraduate qualifications in public administration, finance, or related field will be highly regarded.
- High standards of integrity, professionalism and accountability and the ability to uphold the credibility of the Department.

Core competencies required to be effective in the role:

Capability	Level
Strategic Management & Leadership Practice	Highly advanced
Effective Communication	Highly advanced
Knowledge of Strategic Issues in Transport & Road Sector Infrastructure Development	Highly advanced
Knowledge of Whole of Government Planning Framework	Highly advanced
Business Acumen	Highly advanced
Personal Effectiveness & Relationships	Highly advanced