



PAEPAE ROPI'ANGA O TE KAVAMANI
Office of the Public Service Commissioner

GOVERNMENT OF THE COOK ISLANDS

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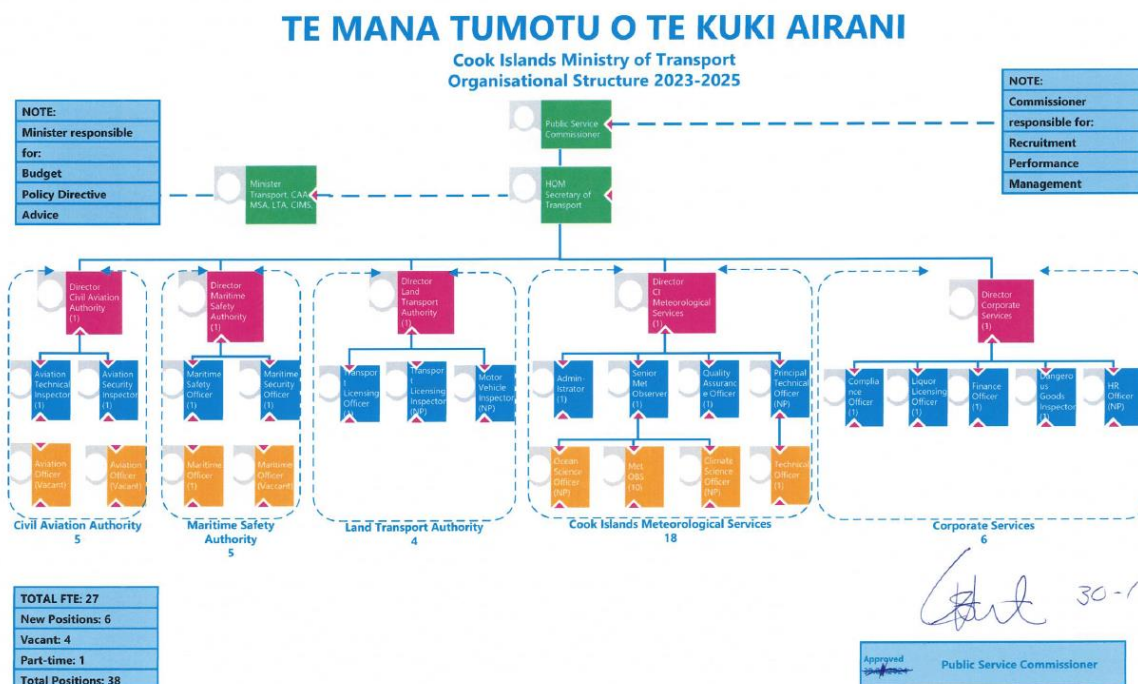
POSITION SUMMARY

Job Title:	Secretary, Ministry of Transport - Te Mana Tumotu o te Kuki Airani
Responsible To:	Public Service Commissioner
Responsible For:	33 full time equivalent employees
Job Purpose:	<p>The Secretary of Transport is responsible for leading the transport sector and steering the achievement of improving access to affordable, reliable, sustainable, and modern energy and transport.</p> <p>This role includes management of Government regulatory functions for dangerous goods licensing, meteorological services, liquor licensing to ensure public safety and security.</p> <p>The Secretary of Transport is accountable for ensuring Public Service excellence through the effective and efficient delivery of the Ministry's functions and administering mandated legislations and policies.</p>
Job Classification:	Key Functional Group: Governance, Policy, Service Jobwise Code: Leadership
Date updated:	September 2024

AGENCY VISION

"Safe, Secure and Resilient Management of our Land, Sea and Air."

ORGANISATIONAL STAFFING STRUCTURE



KEY RESULT AREAS (KRA'S)/OUTPUTS

KRAs for this position (maximum of 6)	Key Performance Indicators (<i>use SMART principles</i>)
<p>KRA 1: Civil Aviation</p> <ul style="list-style-type: none"> • Lead and implement programmes to promote aviation safety, security and protection of the environment at a reasonable cost. • Lead and monitor international mandatory requirements to establish and maintain systems for safety, security and protection of the aviation environment within the transport sector to adhere to International Civil Aviation Organisation (ICAO) requirements. • Manage a comprehensive oversight of the aviation industry. • Ensure that regular reviews of the civil aviation system are carried out, to promote the development and improvement of the systems safety and security. • Maintain and preserve records and documents relating to activities within the civil aviation system, and maintaining the Cook Islands Register of Aircraft and Civil Aviation Registry. • Ensure the collection, publication and provision of charts and aeronautical information, and entering into arrangements with any other person or organisation to collect, publish, and distribute such charts and information. • Provide information, advice, services and other resources to the Minister, the Director, or a Chief Investigator, to assist in the implementation the Civil Aviation Act, Regulations and Rules. 	<p>Employee is successful when:</p> <ul style="list-style-type: none"> • Civil Aviation Conventions are promoted, implemented, reported and reviewed. • Business Plan monitoring tool reflects progress by the Civil Aviation Authority in carrying out legislated regulatory oversight activities in accordance with the Air Services Licensing Act 1984, Civil Aviation Act 2002 and the Aviation Security Act 2008, Amendments and Regulations. • Compilation, publication and dissemination of charts and aeronautical information is delivered as per requirements. • Cook Islands Register of Aircraft and Civil Aviation Registry is maintained and up to date. • Register of Air Services Licenses is maintained and up to date. • Advice, services and other resources provided.
<p>KRA 2: Maritime Transport</p> <ul style="list-style-type: none"> • Lead and promote international and domestic maritime vessel safety and security and protection of the environment. • Lead and monitor international mandatory requirements to establish systems for safety, security and protection of the marine environment within the maritime sector to meet International Maritime Organisation (IMO) requirements. • Provide oversight for the administration of Maritime Cook Islands and their obligations to the Cook Islands. • Lead investigations of accidents, incidents and mishaps in the maritime sector including permitting participation and representation of foreign states who may have an interest in the matter. • Oversee compliance with Regulations for prevention of marine pollution from maritime vessels. • Ensure that there is a robust system in place to maintain a good international reputation 	<ul style="list-style-type: none"> • Maritime conventions are promoted, implemented, reported and reviewed. • Business Plan monitoring tool to reflect progress by the Maritime Safety Authority in carrying out legislated regulatory oversight activities in accordance with the Maritime Pollution Act 1974, Maritime Transport Act 2008, Ship Registration Act 2007, Amendments and Regulations. • Annual Reports received from the Administrator of the Ship Registration on financial accounts and performance. • Regulations made for the administration of the Ship Registry, registration of interests and other related matter. • Infringement notices issued for deficiencies and fines imposed and prosecutions are carried out for offences under the Ship Registration Act • Authorisations for the seizure and detention of vessels liable to forfeiture. • Monitoring, oversight and reporting functions are established to ensure that Maritime Cook Islands

<p>for Cook Islands Flagged vessels trading internationally.</p> <ul style="list-style-type: none"> Oversee public awareness and education about marine pollution and prevention. 	<p>effectively discharge their delegated responsibilities, and that the operations of ships registered in the Cook Islands do not bring the country into disrepute.</p>
<p>KRA 3: Land Transport</p> <ul style="list-style-type: none"> Develop a Land Transport Policy to guide the strategic direction, structure, roles and responsibilities of stakeholders within the sector Manage regulatory oversight programmes to promote road transport safety and security and protection of the environment. Oversee Motor Vehicle Dealers Licensing Authority with oversight management of licensees, salesmen and the Motor Vehicle Dealers Guarantee Fund. 	<ul style="list-style-type: none"> Road safety conventions, ensuring safe, sustainable and environmentally friendly road safety transportation system implementation plans are in place. Business Plan monitoring tools reflect progress by the Land Transport Authority in carrying out legislated regulatory oversight activities in accordance with the Motor Vehicle Dealers Act 1986, the Transport Licensing Act 1967, Amendments and Regulations. Effective administration of the Transport Licensing Regulations for vehicles are monitored and reported on.
<p>KRA 4: Meteorological Services</p> <ul style="list-style-type: none"> Oversee the provision of Cook Islands Meteorological Services (CIMS). Oversee the arrangements for weather forecasts, collection and recording of meteorological information, research and investigation, advice on meteorological matters, public information, and availability of meteorological expertise. Oversee collaborations of the Cook Islands Meteorological Services to ensure accountable regulatory regime meets international standards as a member of the World Meteorological Organization (WMO). 	<ul style="list-style-type: none"> Business Plan monitoring tool to reflect progress by the CIMS in carrying out legislated services in accordance with the Meteorological Services Act 1995-96 and WMO member requirements. Timely, user-friendly reports of meteorological information disseminated. Meteorological Aviation Certification under Civil Aviation Rule (CAR) Part 174 projects are implemented and reported in a timely manner. CIMS employees meet competency standards in accordance with the WMO Convention Reports on the functionality and maintenance of the Early Warning Systems in the Pa Enuu.
<p>KRA 5: Corporate Services</p> <ul style="list-style-type: none"> Ensure effective management systems are in place for the licensing and sale of liquor. Ensure Agency and Crown assets are well managed. Ensure official information managed by Ministry is properly recorded, stored and disseminated. Ensure efficient financial planning and management to drive performance improvement and effective output delivery. Ensure risks are identified, planned for and mitigated. Develop and implement a Quality Management System across the Agency. Lead the management of international mandatory requirements to establish hazardous substances systems for safety, security and protection of the environment. Ensure all Inland Revenue and Customs obligations are met by the Agency. Lead and manage staff ensuring professional delivery of Agency Outputs in a safe environment. 	<ul style="list-style-type: none"> Effective and efficient processes are place for the licensing and sale of liquor. Annual financial audit reports receive an Unqualified / unmodified audit opinion with no management issues. Evidence based policies, advice and operations communicated effectively to relevant stakeholders and employees for decision making. Official information requests are actioned in a timely manner. Financial Reporting complies with the MFEM and PERCA Acts, and CIGOV Financial Policies and Procedures Manual. Risk management plans are relevant and implemented effectively. Ministry's Quality Management System is updated. Dangerous Goods Acts and Regulations are promoted, implemented, reported and reviewed. Tax and customs obligations are met on a timely basis. Government personnel policies and guidelines are adhered to.

REQUIRED KEY RESULT AREAS/OUTPUTS

<p>Values – Displays the Public Sector Values</p>	<ul style="list-style-type: none"> • Employees displays consistently the Public Sector Values of Honesty, Impartiality, Service, Transparency, Accountability, Respect, Effectiveness and Efficiency in the workplace. • Act honestly, truthfully and always abides by the laws of the Cook Islands • Provides impartial advice and makes decisions based on merit • Serves the people of the Cook Islands faithfully. • Treats people with courtesy and respect. • Takes action and makes decisions in an open and transparent way. • Is able to explain reasons for actions taken and takes responsibility for those actions. • Achieves good results for the government and the people of the Cook Islands in an efficient and effective way.
<p>Strategic Leadership and Direction</p> <ul style="list-style-type: none"> • Ensure the Ministry Strategic and Business Plans reflect innovative foresight to achieve national aspirations, regional and international commitments. • Ensure the Ministry can adapt and respond to internal and external shocks. • Maintain collective leadership in managing change within the Ministry. • Foster an organisational culture that achieves the Ministry goals and ensures customer value. • Continually monitor and improve systems and services. • Collaborate with other Ministries towards achieving a Public Service of Excellence. • Include all relevant stakeholders including senior officials to international, regional and national meetings; aviation, maritime, land transport, transport sector, safety and security, climate change, maritime environment, cybersecurity, national security. 	<ul style="list-style-type: none"> • Strategic and business plans drive improved Ministry performance and quality service delivery. • Timely preparation of Ministerial briefs or communications, in response to Ministerial queries and requirements. • Ministry responds effectively to unplanned incidents, events or crisis. • Engaged senior managers leading teams to achieve the Ministry’s shared goals and outputs. • Ministry and Public Service values are promoted. • Evaluation of policies, procedures and systems are regularly monitored and enhanced for effectiveness and efficiency of operations.. • Provision of advice and support to other Government Ministries to achieve shared goals.
<p>People Development and Management</p> <ul style="list-style-type: none"> • Ensure workforce plan reflects Ministry strategic plan and purpose. • Ensure workforce development is aligned with workforce plans and improves Ministry performance. • Effectively manage employment relations and disputes. • Foster an organisational culture that embraces workforce diversity, commitment and accountability. • Providing good and safe working conditions for all employees. 	<ul style="list-style-type: none"> • Ministry workforce plan is developed and implemented successfully. • All Job Descriptions are relevant, evaluated and in alignment with the Ministry functions and organisational structures. • Improved Ministry performance through reporting and survey results. • Regular reviews and feedback on staff performance in line with agreed outputs and performance agreements. • Relevant leadership and career development opportunities for performance improvement or career progression. • Compliance with Government personnel policies and procedures and good employer principles.

<p>Delivery for Cook Islanders</p> <ul style="list-style-type: none"> • Identify customers and plan to exceed customer expectations • Ensure Ministry operations achieve Government priorities and core business functions. • Continually monitor and improve service delivery, customer needs and satisfaction. • Collaborate with partners and service providers to implement strategies and actions. • Ensure innovative service design and delivery to create outstanding customer experiences. 	<ul style="list-style-type: none"> • Customer groups are identified with strategies developed to meet their needs. • Internal operational policies and procedures exist to facilitate achievement of agreed outputs. • Customer satisfaction surveys are conducted with areas for improvement acted upon. • Partnerships developed with relevant stakeholders and service providers to meet customer needs. • Continuous review of services and service delivery to enhance quality and intrinsic benefits for customers.
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WORK COMPLEXITY

1	Influencing multiple stakeholders with different and sometimes competing interests towards achieving shared NSDA2020+ goals relating to areas of work administered by the Ministry.
2	Delivering quality services that exceed customer expectations and achieve Government priorities within set budgets and timeframes.
3	Securing relevant technical expertise to support quality service design, delivery and build workforce capacity.
4	Building an organisational culture that is empathetic to customer needs and responsive to achieving Government priorities, through innovative policies and practice

AUTHORITY – EXPLAIN THE AUTHORITY, IF ANY

Financial	<ul style="list-style-type: none"> • Responsible for effectively managing and ensuring strong internal controls in administering the Ministry annual appropriation. • Authority and accountability for the overall budget within the boundaries of the MFEM Act and Appropriation Act. • Adhering to CIGOV Financial Policies and Procedures Manual.
Staff	<ul style="list-style-type: none"> • Responsible for overseeing and authorising all recruitment, suspensions and dismissals of staff employed by the Ministry.
Contractual	<ul style="list-style-type: none"> • Authority to sign contracts with internal and external stakeholders.

FUNCTIONAL RELATIONSHIPS – LIST THE EXTERNAL & INTERNAL TYPES OF FUNCTIONAL RELATIONSHIPS

Internal	Nature of Contact
Senior Management	Heavy: Leading and directing strategic planning, resolving major organisational issues and shaping organisational change through leadership development, better structures and systems.
Employees	Light to Medium: High level leadership influence, communication and promotion of ongoing professional development.
External	Nature of Contact
Minister	Advocating: Policy direction with evidence, sound judgement and timely decision making. Representing the Minister of Transport (in absence) in national, regional and international forums.
Public Service Commissioner	Advocating and negotiating: policy direction: reporting, informing and seeking approval or endorsement for major organisational changes to improve performance and respond to employment relations matters.
Other Government Ministries and Crown Agencies	Promoting and representing: the Ministry positions on strategic policy and development matters relating to the transport sector and other sectors. Negotiating: the Ministry contribution to shared goals and Public Service excellence.
International development partners including regional and international organisations	Promoting and advocating: the Ministry and country positions on strategic policy and development matters relating to the sector. Negotiating: terms and conditions of engagement and signing contracts for service provision.
Service providers (Independent Contractors) and Technical Advisors (TA)	Negotiating: terms and conditions of engagement and signing contracts for service provision.
Business/private sector and civil society organisations	Representing the Ministry and negotiating terms and conditions of engagement in partnerships for service design and delivery.
General Public	Representing: the Ministry position on strategic policy and development matters relating to the sector through effective communication and public relations – promoting the Ministry’s credibility.

QUALIFICATIONS OR EQUIVALENT LEVEL OF LEARNING

Level of education required to perform the functions of the position. This combines formal and informal levels of training and education.

Essential: (least qualification to be competent)	Desirable: (other qualifications for job)
<ul style="list-style-type: none"> Postgraduate Degree and Leadership/Management qualification. 	<ul style="list-style-type: none"> Master’s degree and a National Diploma in Leadership/Management.

EXPERIENCE

The length of practical experience and nature of specialist, operational, business support or managerial familiarity required. This experience is in addition to formal education.

Essential: (least number of years to be competent)	Desirable: (target number of years)
<ul style="list-style-type: none"> 15-years’ experience in managing, leading and directing a similarly complex organisation or major division in a medium to large sized organisation. 	<ul style="list-style-type: none"> 20+ years in a CEO or similar role in a related field, or as a manager in a complex and large organisation or a division of a complex and large division.

KEY SKILLS /ATTRIBUTES/JOB SPECIFIC COMPETENCIES

Level of ability required for the job	List Key Skills/Attributes/Specific Competencies
<p>Expert Fully conversant with all applications of skill or knowledge in a range of environments or would be recognised by others as expert in this skill or knowledge could be expected to train others in this skill.</p>	<ul style="list-style-type: none"> • Strategic foresight with sharp intellectual capacity to deal with multiple and competing stakeholders in a volatile, uncertain, complex and ambiguous environment. • Leading and modelling a culture of integrity and honesty. • Proven leadership and management qualities in Human Resource management, Strategic and Business Planning, Financial Management, Knowledge and Information Management, and Risk Management. • Drives customer centric focus in service design and delivery. • Ability to concisely provide an overview of all applicable and Legislation including but not limited to: Civil Aviation Act, Marine Transport Act – 2008, Land Transport Act.
<p>Advanced Thorough understanding of skill or knowledge and can pass on skills in this area or recognised by colleagues as having proven skill or knowledge in this area.</p>	<ul style="list-style-type: none"> • Strong understanding of the Cook Islands National Sustainable Development Agenda (2020+), CIGOV Public Sector Strategy (2016-2025), Civil Aviation Conventions. • Strong understanding and appreciation of the Cook Islands context – language, culture, values and history. • Demonstrates energy, drive and courage in striving for better performance with concern for people and due process. • Demonstrates knowledge in policy development and review. • Demonstrates sound judgement in managing critical tech-savvy, knowledgeable and demanding stakeholders who expect high standards of ethical conduct, public policy discussion platforms and responsive services. • Excellent communication, diplomacy, negotiation, interpersonal skills and tech-savvy.
<p>Working Sufficient skill to apply in day-to-day operations in a fluctuating environment/ does not require supervision for routine tasks.</p>	<ul style="list-style-type: none"> • Sound understanding of the country's political landscape. • Recruits and leads high performing Managers who empower others to innovative, to remain relevant and achieve outcomes. • Maintains professional relationships with Ministers, the Public Service Commissioner and multiple stakeholders. • Results driven with a focus on quantitative, qualitative, and innovative services through the use of technology.
<p>Awareness Limited understanding of skill and knowledge area. Sufficient in order to perform basic tasks.</p>	<ul style="list-style-type: none"> • Sound understanding of Government structures and systems. • Sound understanding of regional and international development partner priorities for the country and sector.

CHANGE TO JOB DESCRIPTION

Changes to the Job description may be made from time to time in response to the changing nature of the Agency work environment - including technological or statutory changes.

Approved:

Secretary of Transport – Ministry of Transport

Date

Public Service Commissioner

Date