



TE TANGO AKATEREANGA MONI O TE IPUKAREA  
MINISTRY OF FINANCE & ECONOMIC MANAGEMENT  
**GOVERNMENT OF THE COOK ISLANDS**

PO Box 120 Rarotonga Cook Islands - Phone (+682) 29 511 - [www.mfem.gov.ck](http://www.mfem.gov.ck)

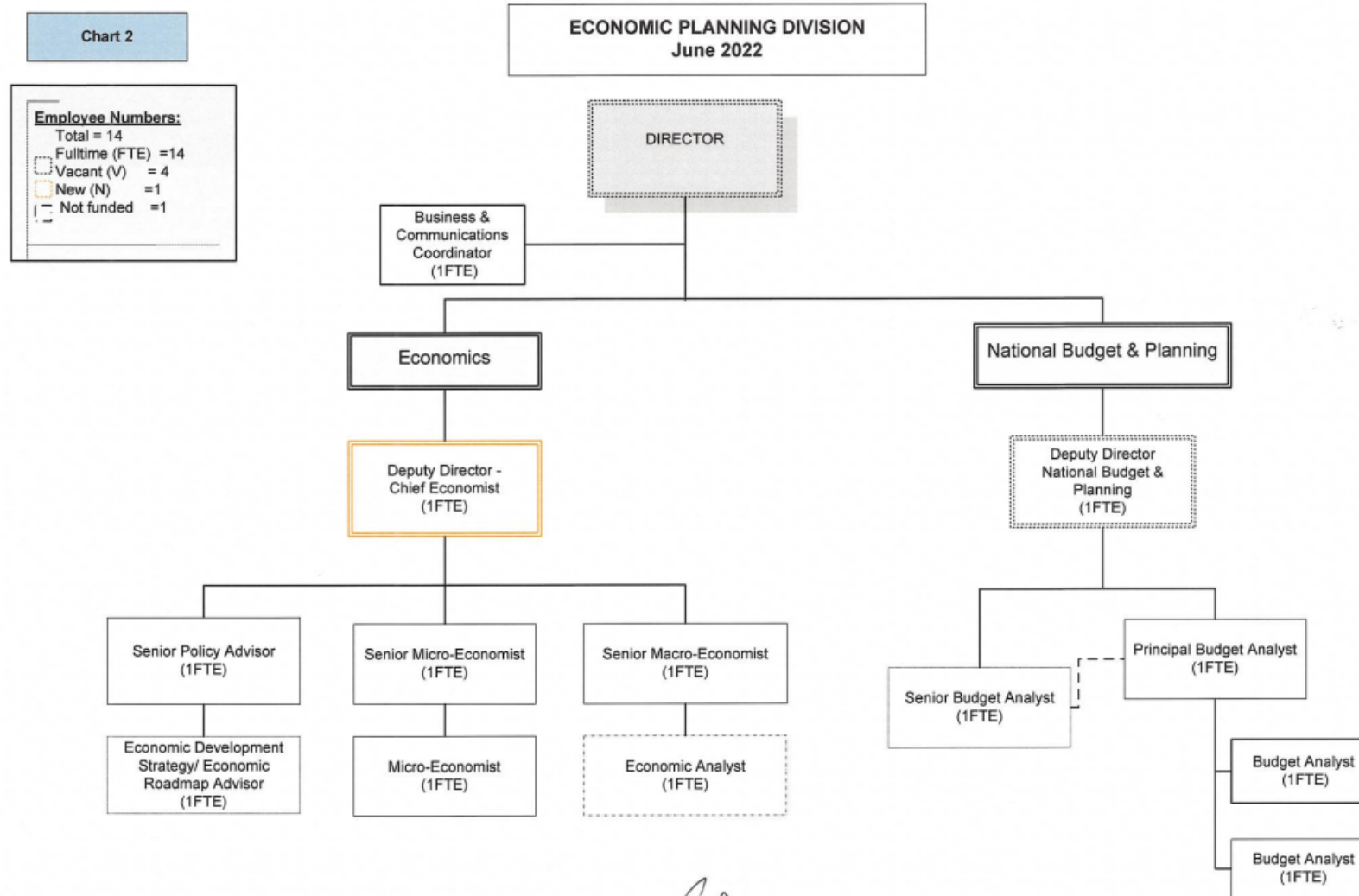
#### POSITION SUMMARY

<b>Job Title:</b>	Director
<b>Division:</b>	Economic Planning Division
<b>Responsible To:</b>	Financial Secretary
<b>Responsible For:</b>	13 x staff
<b>Job Purpose:</b>	<p>This position manages the Economic Planning Division ("EPD") of the Ministry of Finance and Economic Management ("MFEM"):</p> <ul style="list-style-type: none"><li>• To ensure that Government's strategic policies for the Cook Islands' economic and national budget planning and development are established, implemented/monitored and reviewed.</li><li>• To set, lead, manage, articulate and drive the Economics and the National Budget and Planning teams' strategic direction, programmes, projects and initiatives, and motivate managers and staff to work collaboratively to achieve the vision.</li><li>• To apply best practice through regular review of legislation and associated supporting national policies and regulations to ensure alignment with international principles and standards.</li><li>• To lead, apply and promote continuous improvement methodologies to the services provided by the EPD to the people of the Cook Islanders to ensure they are fit for purpose, effective and efficient.</li></ul>
<b>Job Classification:</b>	
<b>Date updated:</b>	June 2022
<b>Date approved by JEC:</b>	

#### AGENCY VISION

"MFEM shall be a competent and professional organisation, inspiring public trust and confidence to meet evolving challenges."

## ORGANISATIONAL STAFFING STRUCTURE



Approved by:   
 Carl Hunter - Public Service Commissioner

Date: 14 June 2022

## KEY RESULT AREAS (KRA'S)/OUTPUTS

KRAs for this position (maximum of 6)	Key Performance Indicators (use SMART principles)
<b>KRA 1: Strategic Leadership</b>	<b><i>Jobholder is successful when:</i></b>
<ul style="list-style-type: none"> <li>Lead the development of long-term economic development strategies, Government-wide, aligned with the National Sustainable Development Agenda (NSDA) and the Government's international and regional commitments.</li> <li>Drive and champion the Economic Planning Division's (EPD) strategic direction and key priorities, ensuring alignment with the Ministry of Finance and Economic Management's (MFEM) priorities and desired outcomes.</li> <li>Provide strategic and intellectual leadership of the MFEM's Strategic Plan and accountability to support the Financial Secretary.</li> <li>Lead and champion EPD programme of change, engagement and other key organisational initiatives.</li> <li>Contribute to the effective leadership and governance of MFEM and other Government ministries.</li> <li>Provide advice to the Financial Secretary, the Minister of Finance and the EPD Leadership team on challenges, opportunities and risks.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic economic programmes and action plans are developed in a consultative manner and approved by Cabinet.</li> <li>The strategic direction and work programme/priorities of the EPD are aligned to MFEM's strategic plan and outcomes achieved.</li> <li>The EPD is agile, innovative and responsive to changes in priorities and delivers quality advice and service.</li> <li>EPD staff report that leaders work together as a cohesive, resilient and constructive team.</li> <li>The effective development and execution of EPD strategies and priorities.</li> </ul>
<b>KRA 2: Operational Leadership and Management</b>	<b><i>The job holder is successful when:</i></b>
<ul style="list-style-type: none"> <li>Lead and coordinate the delivery of EPD's accountability requirements, including national budget preparation and monitoring; business planning and reporting; risk management and responses to Parliamentary, Ministerial, Official Information Act and Privacy Act requests.</li> <li>Champion the use of data and analysis to perform objective decision-making.</li> <li>Ensure that delivery considerations inform policy, legislative and regulatory development.</li> <li>Ensure appropriate standards and frameworks to drive engagement, high-quality data management and analysis and facilitate effective business change.</li> </ul>	<ul style="list-style-type: none"> <li>EPD accountability requirements and obligations are met.</li> <li>Evidence-based monitoring and evaluation of Government progress and compliance against action plans and international reporting obligations completed.</li> <li>Delivery that supports appropriate outcomes in accordance with planning, reporting, and governance requirements.</li> <li>Integrated risk management plan for EPD in accordance with the Government of the Cook Islands Risk Management Policy.</li> <li>Successful delivery of change, engagement and organisational development initiatives.</li> </ul>

<ul style="list-style-type: none"> <li>• Ensure that EPD achieves good practice relative to Government of the Cook Island policies and processes, including: <ul style="list-style-type: none"> <li>- Planning and reporting.</li> <li>- Financial management and investment.</li> <li>- Risk management and assurance</li> <li>- Integrity and security, including all IT systems run or operated by the Division.</li> </ul> </li> <li>• Oversight of the delivery of secretariat functions to the Price Tribunal and the Budget Support Group, including operational, administrative and analysis functions.</li> </ul> <p><b>Oversight of the Cook Islands Fiscal Framework:</b></p> <ul style="list-style-type: none"> <li>• Set the strategic direction of the National Budget and Planning Team, including key projects each year.</li> <li>• Ensure that the outputs of the National Budget and Planning Team are delivered to a high standard and on a timely basis.</li> <li>• Deliverables must be reviewed and consolidated to ensure they are consistent with work across the EPD, MFEM and the NSDA.</li> <li>• Oversee the management of the medium-term fiscal strategy and ensure its alignment with the whole of Government policy.</li> <li>• Assess the fiscal responsibility of Government policy and advise Cabinet on fiscal responsibility.</li> <li>• Oversee the strategic planning phase of the National Budget, including the Cabinet and Head of Ministries Retreats.</li> <li>• Guide and inform Cabinet's decision-making on budget allocations.</li> <li>• Key outputs requiring oversight include: <ul style="list-style-type: none"> <li>- Development and provision of agency expenditure ceilings</li> <li>- Management of the Budget Support Group outputs.</li> <li>- Working with Cabinet to finalise budget numbers</li> <li>- Development of the national annual budget documents, including Budget, HYEPU, Pre-election Economic and</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The Budget and Medium-Term Fiscal Strategy (MTFS) aligns with the Government's fiscal ratios each year.</li> <li>• Cabinet is briefed on the fiscal responsibility of the annual budget.</li> <li>• Heads of Ministries are aware of the fiscal setting in which the national budget is developed and have been given the opportunity to engage in national budget and planning discussions in October/November each year.</li> <li>• All outputs are delivered on time, to a high standard.</li> <li>• The annual budget is delivered to Cabinet in accordance with the timetable agreed with the Minister of Finance and Prime Minister.</li> <li>• MTFS and budget Policy Statement is delivered in accordance with legislative requirements each year.</li> <li>• The budget and Planning Team clearly understand their required outputs each year.</li> </ul>
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<p>Fiscal Update and Supplementary Budgets.</p> <p><b>Oversight of Public Financial Management (PFM) Policy and Legislation:</b></p> <ul style="list-style-type: none"> <li>• Development of Public Financial Management policy.</li> <li>• Monitoring of progress – leadership of the PEFA review.</li> <li>• Coordinating improvements to PFM</li> <li>• Development of and adherence to, Legislation, Regulations and policy.</li> <li>• Oversight of both scheduled and ad-hoc Government fiscal oversight reviews and reporting.</li> </ul> <p><b>Management and oversight of Economic Strategic Plans and associated action plans:</b></p> <ul style="list-style-type: none"> <li>• Ensures appropriate monitoring systems are developed to monitor progress and compliance against economic development roadmaps and other relevant international and regional reporting obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• PFM legislation is passed and enforced by EPD.</li> <li>• The PFM policy is maintained and enforced by EPD.</li> <li>• PEFA scores are developed and improved with each assessment.</li> <li>• Provision of data and reporting to the required standard to support each analysis by the deadline.</li> </ul> <ul style="list-style-type: none"> <li>• Annual reporting on the achievement and challenges of economic strategic plans is published.</li> </ul>
<p><b>KRA 3: People Leadership and Management</b></p>	<p><b><i>Jobholder is successful when:</i></b></p>
<ul style="list-style-type: none"> <li>• Set and articulate a clear direction and expectations for the EPD.</li> <li>• Lead, coach, inspire, motivate, and enable managers and staff to build capacity and deliver quality results.</li> <li>• Ensure the EPD staff are kept abreast of national, regional and international practices relating to areas of economic policy responsibility.</li> <li>• Planning for EPD includes resourcing requirements.</li> <li>• Oversight of EPD, ensuring that the team is adequately resourced.</li> <li>• Coach and mentor the Senior Managers in managing their outputs and workload.</li> <li>• Set and articulate a clear direction and expectations with MFEM's Financial Secretary for EPD.</li> </ul>	<ul style="list-style-type: none"> <li>• Behave as a people leader in line with the Government of the Cook Islands Code of Conduct.</li> <li>• The Deputy Director - Chief Economist and Deputy Director – National Budget and Planning and the wider teams understand how their work contributes to the strategic direction of EPD and MFEM.</li> <li>• Deputy Directors, Managers and staff are knowledgeable and subject experts in specific economic policy responsibility areas.</li> <li>• EPD has sufficient resources, budget and materials to deliver its outputs.</li> <li>• Priorities and performance expectations are clear.</li> <li>• The Deputy Directors show tangible evidence of improved job performance and capacity and are resilient to change.</li> </ul>

<ul style="list-style-type: none"> <li>• Ensure good practice relative to Government of the Cook Island policies and processes, including: <ul style="list-style-type: none"> <li>- Recruitment</li> <li>- Performance Management</li> <li>- People and capability development</li> <li>- Engagement</li> </ul> </li> <li>• Assist the Financial Secretary and MFEM staff in learning new skills and sharing knowledge.</li> <li>• Lives MFEM's values activity and participates in all scheduled team activities.</li> </ul>	<ul style="list-style-type: none"> <li>• The team's leadership and management meet MFEM's expectations – performance and development are appropriately planned and managed; reviews are undertaken, and action plans are developed.</li> <li>• Contributes to increased participation in engagement surveys.</li> <li>• Participation in EPD and MFEM's team activities.</li> <li>• EPD works with the wider Ministry as an effective and efficient team.</li> <li>• EPD is sufficiently resourced – at least 60% of positions are filled at any time.</li> <li>• Each team has an active work programme and is reviewed annually.</li> <li>• Performance agreements and development pathways are established for each staff member within three months of commencement of the role.</li> <li>• A performance management plan is in place for all staff, and a mentoring plan is in place for those staff who wish to avail of it.</li> </ul>
<b>KRA 4: Financial Secretary Support and MFEM Representation</b>	<b><i>Jobholder is successful when:</i></b>
<ul style="list-style-type: none"> <li>• Represent MFEM in Cabinet.</li> <li>• Representation of MFEM and the Cook Islands at national, regional and international meetings, including providing necessary assistance and support to other ministries that may attend such meetings.</li> <li>• Review of Cabinet Submissions and provision of advice to the Financial Secretary.</li> <li>• Serve as a liaison between the Financial Secretary and Government-wide Department Heads, Executive Officers and CEOs on matters relating to economic and national budget planning technical advice as required.</li> <li>• Leads the preparation of responses to international and regional stock takes and external economic-related queries.</li> <li>• Organise and chair meetings required by MFEM, including drafting papers, speeches, and briefs relating to economic, budgetary and planning issues.</li> <li>• Drafting of communications as requested, including speeches.</li> </ul>	<ul style="list-style-type: none"> <li>• Cabinet understands the material delivered by EPD.</li> <li>• Financial Secretary receives advice on all Cabinet Submissions on time prior to Central Agency Committee meetings weekly.</li> <li>• Outputs requested of EPD by the Financial Secretary are delivered on a timely basis and to a high standard.</li> </ul>

<b>KRA 5: Stakeholder Engagement and Relationship Management</b>	<b><i>Jobholder is successful when:</i></b>
<ul style="list-style-type: none"> <li>• Develop strong, resilient community and other collaborative relationships across MFEM and other Ministries and agencies within the Government of the Cook Islands.</li> <li>• Develop strong relationships with key stakeholders to support EPD's objectives, including ensuring that the development of policy and legislation, regulations, policy and standards are well informed by EPD's input.</li> <li>• Lead and manage the development of sound systems and processes for engaging with key stakeholders to inform EPD's strategy and work programme.</li> <li>• Engagement and ongoing dialogue with key Government agencies, NGOs, development partners and other stakeholders on key national economic development issues.</li> <li>• To work with and collaborate with the MFEM's Senior Leadership Team and provide technical assistance and advice as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Active engagement of colleagues, stakeholders and Government to support the achievement of EPD's objectives.</li> <li>• Legislation, regulations, policy and standards reflect EPD's input and experience.</li> <li>• Stakeholders recognise the EPD as an effective regulatory steward.</li> <li>• Media releases, stakeholder and public meetings, workshops, fact sheets, interviews, and TV/Radio programmes are undertaken.</li> <li>• External relationships are strong and maintained by attending key meetings and forums.</li> </ul>
<b>KRA 6: Health &amp; Safety</b>	<b><i>Jobholder is successful when:</i></b>
<ul style="list-style-type: none"> <li>• Take responsibility for keeping self and EPD free from harm.</li> <li>• Ensure staff are informed of the Government of the Cook Islands Health and Safety requirements in the workplace and are equipped to carry out their work safely.</li> </ul>	<ul style="list-style-type: none"> <li>• All steps are taken to ensure the safety and well-being of EPD staff.</li> <li>• All requirements of the Government of the Cook Islands Occupational, Health and Safety policy and procedures are met.</li> </ul>

## WORK COMPLEXITY

<i>Indicate the most challenging problem-solving duties typically undertaken (3-4 examples):</i>	
1	Managing and developing a team of technical specialists who are required to develop solutions to complex national policy problems and negotiate expenditure and all Government actions within a limited fiscal setting.
2	Working directly with senior stakeholders, particularly Cabinet and Heads of Ministries, to reinforce the need for fiscal and economic responsibility and to negotiate national budget policy to adhere to the responsibility guidelines developed by the Economic Planning Division
3	Developing the country's economic policy direction, including developing strategic planning documents, such as the Economic Development Strategy 2030, the Economic Recovery Roadmap and the Medium-term Fiscal Strategy.
4	Providing recommendations on a broad range of complex projects at any one time, with limited time and data to undertake a thorough analysis

## AUTHORITY

Authority levels are expressed in routine expenditure, granting loans, and recruiting and dismissing staff. *(Explain the authority, if any)*

<b>Financial</b>	Discretionary authority over Output expenditure.
<b>Staff</b>	This position is responsible for managing staff performance. Recruitment and cessations are the Financial Secretary's responsibility based on the Director's recommendation.
<b>Contractual</b>	This position has the authority to draw up contracts with external/internal contacts.

## FUNCTIONAL RELATIONSHIPS

The requirement for human relations skills in dealing with other personnel and external contacts. *(List the external and internal types of functional relationships)*

Internal	Nature of Contact	External	Nature of Contact
Financial Secretary	<b>Heavy:</b> Briefing MFEM's Financial Secretary, reporting to the Financial Secretary.	Cabinet	<b>Promoting/negotiating:</b> Contact with Cabinet is required to deliver the budget and other policy development.
Deputy Director / Chief Economist and Deputy Director – National Budget and Planning	<b>Heavy:</b> Leading Deputy Directors with the development of economic Strategy and undertaking national Budget and planning on behalf of the whole-of-Government.	Deputy Prime Minister / Minister of Finance	<b>Promoting/negotiating:</b> Contact to develop the Budget and other policies.
Statistics Office	<b>Heavy:</b> Sourcing data and statistics and providing advice to the Statistics Office where required.	Public Service Commissioner	<b>Routine:</b> Frequent contact on a range of policy areas.
Treasury Management Division	<b>Heavy:</b> Sourcing financial data, providing advice on expenditure lines and working with the Crown Team.	Office of the Prime Minister	<b>Routine:</b> Frequent contact on a range of policy areas.
Revenue Management Division	<b>Medium:</b> Developing revenue forecasting and monitoring/reviewing the taxation structure.	Heads of Ministries and Crown Agencies	<b>Routine:</b> Frequent contact during the development of the budget.
Development Coordination Division	<b>Medium:</b> Advise on ODA projects, and ensure alignment between ODA and the national budget.	Regional and international agencies and donors	<b>Promoting:</b> Significant contact through meetings.
Major Projects Division	<b>Medium:</b> Use the procurement process and provision of advice to the Division. Working together on budget development.	Local and regional consultants	<b>Promoting:</b> working with consultants to assess and develop policy.
		Private Sector	<b>Promoting:</b> Consulting the private sector on policy development.

## 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 the job)
<ul style="list-style-type: none"> <li>Master's Degree in Economics / MBA / MPA or Management</li> </ul>	<ul style="list-style-type: none"> <li>PhD in Economics or related field.</li> <li>Literacy in Statistical Programs, e.g. R, Stata</li> </ul>



## 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.

<b>Essential:</b> (least number of years to be competent)	<b>Desirable:</b> (target number of years you are looking for)
<ul style="list-style-type: none"> <li>• 14-years' Senior Executive Management experience working in the economic-related field or national / international policy development.</li> <li>• Experience managing an economics team, preparing quantitative and qualitative analyses and developing economic modelling.</li> <li>• Practical experience in a national budget office, leading a budget process and developing budget documents.</li> </ul>	<ul style="list-style-type: none"> <li>• 15+-years' Senior Executive Public Service management experience in Government social, economic, public or community policy sector, including dealing with Ministers and other Government agencies.</li> <li>• Experience focusing on the broader developmental and sectoral issues (social, economic, environmental, population and human development).</li> <li>• Cook Islands Maori language proficiency.</li> </ul>

## KEY SKILLS /ATTRIBUTES/JOB-SPECIFIC COMPETENCIES

<b>Level of ability required for the job</b>	
<b>Expert</b>	<ul style="list-style-type: none"> <li>• Strategic and innovative in problem-solving with the ability to respond quickly and effectively.</li> <li>• High-developed written and communications skills.</li> <li>• Public presentation / speaking and negotiation skills.</li> <li>• Public Financial Management</li> <li>• Understanding of policy development and ability to identify probable outcomes.</li> <li>• Strong analytical and research skills</li> <li>• Practical experience in preparing economic analysis with an emphasis on forecasting.</li> <li>• Excellent relationship management skills with a proven ability to build strong relationships</li> <li>• Upward Influencing skills (to manage Heads of Ministries and Ministers in accordance with the budget and economic requirements).</li> </ul>
<b>Advanced</b>	<ul style="list-style-type: none"> <li>• Leadership/management;</li> <li>• People management and building capability of staff and stakeholders;</li> <li>• Strong time management and ability to prioritise multiple competing deliverables across multiple teams and stakeholders.</li> <li>• Knowledge of and compliance with the requirements of the MFEM Act, Public Service Act and other relevant legislation</li> </ul>
<b>Working</b>	<ul style="list-style-type: none"> <li>• Economic Modelling.</li> <li>• GDP forecasting and Econometric modelling;</li> <li>• Knowledge of the Cook Islands Economy</li> </ul>

Level of ability required for the job	
	<ul style="list-style-type: none"> <li>• Knowledge of the Cook Islands Budget Process</li> <li>• Commercial Awareness</li> <li>• Customer-orientated</li> </ul>
<b>Awareness</b>	<ul style="list-style-type: none"> <li>• Knowledge of PERCA, OPSC, OPM and other relevant legislation</li> <li>• Team player</li> <li>• Confidentiality and impartial</li> </ul>

### 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.

### ACCEPTANCE AND APPROVAL OF THE JOB & EVALUATION COMMITTEE ASSESSMENT

**Date Approved:**     \_\_\_ / \_\_\_ / 2022

Accepted and signed for and on behalf of the Ministry of Finance and Economic Management

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**Garth Henderson**  
**Financial Secretary**

### RECRUITMENT ACCEPTANCE AND ENDORSEMENT

**Approved:**

\_\_\_\_\_  
Financial Secretary

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Date