



COOK ISLANDS POLICE SERVICE

Government of the Cook Islands

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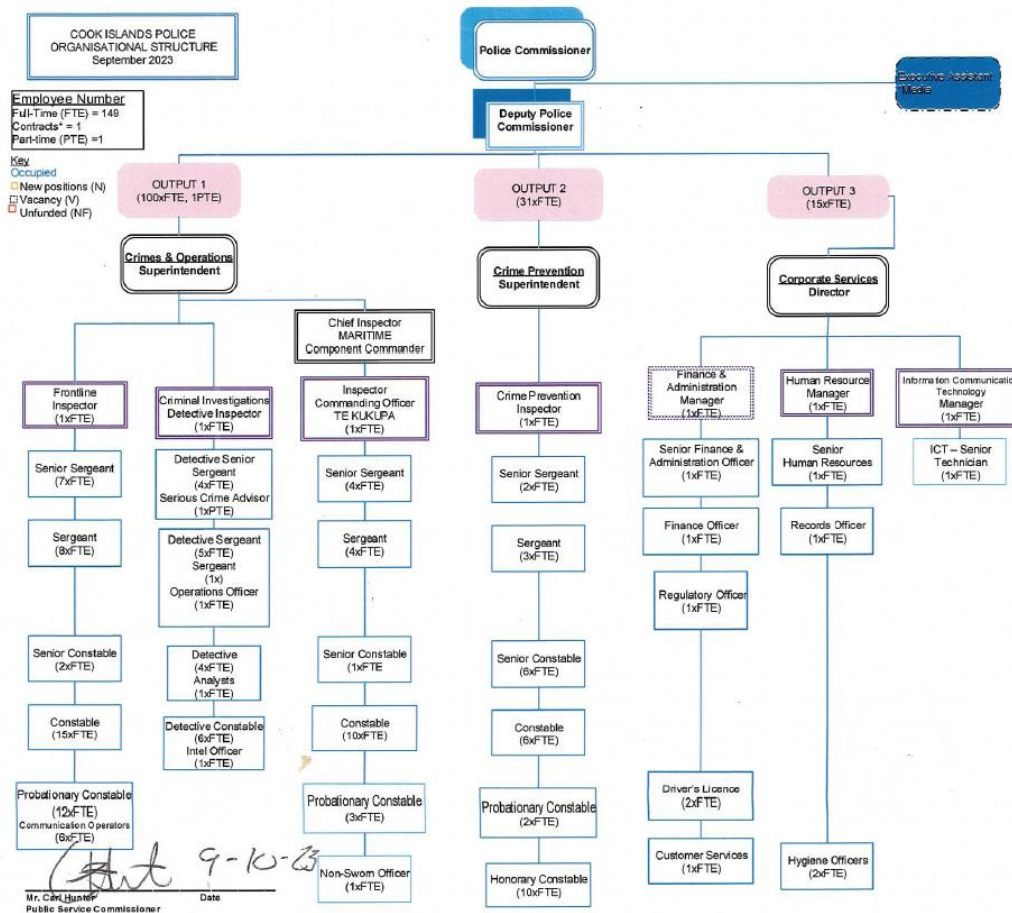
POSITION SUMMARY

Job Title:	Commissioner of Police – Cook Islands Police Service
Responsible To:	Minister of Police
Responsible For:	>149 full time equivalent employees
Job Purpose:	<p>The Commissioner of Police is accountable for operational command of the statutory functions and powers of the Commissioner of Police under the Police Act 2012.</p> <p>The Commissioner of Police enables the Cook Islands Police Service (CIPS) to carry out the functions and duties of Police by developing, reviewing, strengthening and maintaining systems for:</p> <ul style="list-style-type: none">• the effective, efficient and economic management of Police;• maintenance of law and order in relation to the:<ul style="list-style-type: none">○ Enforcement of the law○ Prevention, detection, investigation, and prosecution of offences○ Management of employees in a fair and consistent manner, ensuring the development of knowledge and skills through training. <p>The Commissioner of Police is accountable for the performance of the CIPS by ensuring that the CIPS serve with courage, integrity and innovation together with their partner's functions and administering mandated legislations and policies.</p>
Job Classification:	Key Functional Group: Governance, Policy, Service Jobwise Code: Leadership
Date updated:	December 2024

AGENCY VISION AND VALUES

A safe, secure, and crime-free Cook Islands.

ORGANISATIONAL STAFFING STRUCTURE



KEY RESULT AREAS (KRA'S)/OUTPUTS

KRAs for this position (maximum of 6)	Key Performance Indicators (use SMART principles)
	Employee is successful when:
<p>KRA 1: Planning and Reporting</p> <ul style="list-style-type: none"> Oversee and manage the development, implementation, monitoring, evaluation and reporting on: <ul style="list-style-type: none"> Strategic Plan Annual Business Plan Crime Prevention Plan Divisional Action Plans and Projects Oversee change management planning for organisation restructuring and transformation. Oversee the coordination, collation and completion of the CIPS Annual Report. 	<ul style="list-style-type: none"> Strategic Plan is aligned to the National Sustainable Development Agenda 2020+ and reviewed on an annual basis. Annual Business Plan achieves the vision and purpose of the Strategic Plan, and is delivered meeting timeframes set out by the Budget Steering Group. Divisional Action Plans and projects are delivered to the approved standards and within the approved timeframes. Change management plan is completed to integrate transformation of organisation, incorporating deliverables, resources and timelines including communication plans. CIPS Annual Report is delivered as soon as practicable after the 30th day of June in each year to the Minister of Police and before Parliament within 28 days after delivery to

<p>KRA 2: Organisation and Governance</p> <ul style="list-style-type: none"> • Oversee the implementation of the functions of Police mandated by the Police Act which include: <ul style="list-style-type: none"> • Keeping the peace. • Maintaining public safety. • Law enforcement. • Crime prevention. • Community support and reassurance. • National security. • Participation in authorised regional and international policing operations outside the Cook Islands. • Supporting Emergency management initiatives. • Review and enhance and communicate general instructions and Code of Conduct to employees and members of the Police according to prescribed methods. • Provide oversight on the development and maintenance of systems to enable the maintenance of law and order in the Cook Islands. 	<p>the Minister.</p> <ul style="list-style-type: none"> • Principles and functions of the Police Act 2012 are achieved and reported on an annual basis through the CIPS Annual Report. • General instructions and Code of Conduct are developed and or enhanced to ensure the effective and efficient performance of employees. • Systems and processes are in place to enable the delivery of service as mandated by the Police Act and other enactments.
<p>KRA 3: Leadership and Direction</p> <ul style="list-style-type: none"> • Provide strategic policy advice on policing to Government. • Implement Government policy appropriate with the Constitutional position of the Cook Islands Police Service. • Promote and uphold policing principles which includes respect for human rights and the rule of law • Provide strategic leadership and or advice on issues relating to policing and security of the Cook Islands. • Identify and respond to challenges of changing trends and policing pressures, such as, population, demographic changes, climate change, cyber security and emerging crime priorities. 	<ul style="list-style-type: none"> • Strategic Policy advice is provided. • CIPS demonstrates best practices in organisation management. • CIPS have a clear sense of direction and purpose through strong leadership. • Policing principles are upheld according to the Police Act 2012, General Instructions and Code of Conduct. • Reporting is provided on an annual basis to articulate challenges in changing trends and policing pressures with initiatives to counter such challenges.
<p>KRA 4: Human Resource Management</p> <ul style="list-style-type: none"> • Provide strong leadership to Police staff at all levels, exemplifying integrity, proactivity and service to the community and with a clear sense of direction and purpose. • Maintain and support a strong organisational culture focused on developing employees and acquiring the right resources to ensure the delivery of the best policing service to keep the country safe. 	<ul style="list-style-type: none"> • Engaged Police staff to achieve the CIPS's goals and outputs. • Promotion of CIPS and Public Sector values. • Recruitment process is adhered to and documented for all staff appointments. • Divisional Heads are implementing performance management appraisals within their divisions delivering reporting of individual staff results both mid-year (Jan of year) and annual review (Jun of year).

<ul style="list-style-type: none"> • Oversee the recruitment process. • Oversee the appointment of staff and negotiate conditions of employment with successful candidates. • Oversee the development, implementation and maintenance of a performance management system for the Cook Island Police Service. • Oversee the opportunities for targeted training with local and international providers. • Support the Department Heads and Managers with retention of employees. • Oversee the exit process as per the General Instructions. 	<ul style="list-style-type: none"> • Employee engagement survey is completed. • Staff are supported with their career pathways and leadership development as required. • Efforts to retain staff are supported and included in the Workforce plan. • The exit process is properly implemented and documented.
<p>KRA 5: Finance and Resource Management</p> <ul style="list-style-type: none"> • Oversee the effective management of organisation finances and budget appropriation. • Ensure Agency and Crown assets are well managed. • Ensure official information managed by CIPS is properly recorded, stored and disseminated. • Ensure risks are identified, planned for and mitigated. • Ensure all Inland Revenue and Customs obligations are met by the Agency. • Oversee and manage the business continuity plan. • Oversee the development and maintenance of IT systems that secures Police Operations and supports achievement of organisation goals and functions. 	<ul style="list-style-type: none"> • All financial processing and reporting obligations adhere to the standard specified in the MFEM and PERCA Acts, CIGOV Financial Policies and Procedures Manual (CIGFPPM) • A Fixed Asset Register is maintained following CIGFPPM processes, and maintenance requirements are met (inclusive of Te Kukupa 2 vessel). • Annual financial audit reports receive an Unqualified / unmodified audit opinion with no management issues. • Official information requests are actioned in a timely manner. • Risk management and Business Continuity plans are relevant and implemented effectively and reported on a regular basis. • Tax and customs obligations are met on a timely basis. • Reporting of core IT systems development and maintenance is provided on an annual basis in alignment with the Strategic and Business Plans.
<p>KRA 6 External Relationships</p> <ul style="list-style-type: none"> • Develop and maintain collaborative partnerships with other Government Ministries and Crown agencies, key stakeholders including Ministers, Public Service executives, Police Commissioners and Chiefs in the Pacific Islands Chiefs of Police (PICP), and heads of law enforcement agencies in the Pacific region and internationally through effective consultation and coordination at a strategic as well as operational level. • Establish and maintain effective working relationships with Cabinet and Government. 	<ul style="list-style-type: none"> • Relationships are developed and maintained with Cabinet and Government, key stakeholders and the public. • Sound advice is provided on all Police matters. • Good working relationships are developed, enhanced and maintained with Government agencies and key stakeholders. • Strong engagement with the community through regular and clear communication and consultations on issues impacting the Cook Islands.

<ul style="list-style-type: none"> • Establish and maintain effective working relationship with Community leaders. • Lead and maintain strong engagement with the community on issues impacting the country. 	
REQUIRED KEY RESULT AREAS/OUTPUTS	
<p>Values – Displays the Cook Islands Government Values</p>	<ul style="list-style-type: none"> • Employees display consistently the Cook Islands Government 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 CIPS Strategic and Business Plans reflect innovative foresight to achieve national aspirations, regional and international commitments. • Ensure the CIPS can adapt and respond to internal and external shocks. • Maintain collective leadership in managing change within the CIPS. • Foster an organisational culture that achieves the CIPS goals and ensures customer value. • Continually monitor and improve systems and services. • Collaborate with other Ministries towards achieving a Service of Excellence. • Include all relevant stakeholders including senior officials to international, regional and national meetings. 	<ul style="list-style-type: none"> • Strategic and business plans drive improved CIPS performance and quality service delivery. • Timely preparation of Ministerial briefs or communications, in response to Ministerial queries and requirements. • CIPS responds effectively to unplanned incidents, events or crisis. • Engaged senior managers leading teams to achieve the CIPS’s shared goals and outputs. • CIPS 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 Government Ministries to achieve shared goals.
<p>People Development and Management</p> <ul style="list-style-type: none"> • Ensure workforce plan reflects CIPS strategic plan and purpose. • Ensure workforce development is aligned with workforce plans and improves CIPS performance. • Effectively manage employment relations and disputes. 	<ul style="list-style-type: none"> • CIPS workforce plan is developed and implemented successfully. • All Job Descriptions are relevant, evaluated and in alignment with the CIPS functions and organisational structures. • Improved CIPS performance through reporting and survey results.

<ul style="list-style-type: none"> • 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"> • 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 CIPS 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.

WORK COMPLEXITY

1	Influencing multiple stakeholders with different and sometimes competing interests towards achieving shared NSDA2020+ goals relating to areas of work administered by CIPS.
2	Conceptualizing issues, analysing them and diagnosing the issue and finding innovative strategies and solutions.
3	Exercising sound judgement and alertness required on the impact of decisions made, to ensure this does not compromise Police principles and functions as mandated by the Police Act 2012.
5	Securing relevant technical expertise to support quality service design, delivery and build capacity in areas of workforce and financial management.
5	Building an organisational culture that is empathetic to customer needs and responsive to achieving Government priorities, through innovative policies and practice, communicating in a clear, persuasive, and impactful way to convince others to embrace change.

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 CIPS annual appropriation. • Authority and accountability for the overall budget within the boundaries of the MFEM Act and PERCA. • 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 Cook Islands Police Service in accordance with General Instructions and / or Cook Islands Government Human Resources Policies and Guides.
Contractual	<ul style="list-style-type: none"> • Authority to sign contracts with internal and external stakeholders as per the Police Act 2012.

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

Internal	Nature of Contact
Heads of Departments and Supervisors, Senior Police Officers	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 of Police	Advocating and negotiating: policy direction: reporting, informing and seeking approval or endorsement for major organisational changes.
Prime Minister	Advocating: policy direction: reporting, informing
Crown Law Office	Representing and Advocating: Representing CIPS, advocating through provision of advice, reporting, seeking endorsement, matters relating to the Police Act 2012 and relevant legislation and Policies.
Other Government Ministries and Crown Agencies	Promoting and representing: the CIPS positions on strategic policy and development matters relating to the policing, security and public safety sector and other sectors. Negotiating: the CIPS contribution to shared goals and Public Service excellence.
International development partners including regional and international organisations	Promoting and advocating: the CIPS 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 CIPS and negotiating terms and conditions of engagement in partnerships for service design and delivery.
General Public	Representing: the CIPS position on strategic policy and development matters relating to the CIPS through effective communication and public relations – promoting the CIPS’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"> • Bachelor's degree in Law or Policing or Management or Human Resource Development or Finance or Economics. • Evidence of participation and contribution to regional and international policing organisations. 	<ul style="list-style-type: none"> • Post Graduate Diploma or Master's Degree in Law or Policing or Management or Human Resource Development or Finance & Economics. • Evidence of leading regional police teams to address regional concerns.

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 strong, credible experience in Policing with at least 5 years management experience at a Superintendent's level or higher, with a good understanding of the role and work of the Cook Islands Police Service. 	<ul style="list-style-type: none"> • 15+ years strong, credible experience in Policing with at least 10 years management experience at a Superintendent's level or higher, with a good understanding of the role and work of the Cook Islands Police Service.

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. • Strong understanding of the Cook Islands National Sustainable Development Agenda (2020+) and MFEM 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"> • Ability to concisely provide a comprehensive understanding of the Cook Islands Constitution, Police Act 2012, and other legislations that the CIPS is required to apply and enforce • Strong analytical skills and thorough understanding of Policing priorities and challenges • Strong understanding and appreciation of the Cook Islands context – language, culture, values and history. • Excellent communication skills, oral and written both in Cook Islands Maori and English. • 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

	<p>standards of ethical conduct, public policy discussion platforms and responsive services.</p> <ul style="list-style-type: none"> • 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. • Plans and implements strategies to achieve targets and adapts to rapidly changing circumstances. • Identifies opportunities for innovation and improvement. • Able to collate facts/information and produce reports. • Able to work both independently and cooperatively. • Able to handle confidential and sensitive information. • High level of accuracy, initiative, creativity and accountability • 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. • Ability to understand fundamental legal principles of administrative and constitutional law. • Able to act independently, and yet remain loyal to the Government of the day. • Awareness of health and safety factors, office procedures and protocols. • 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:

Commissioner of Police – Cook Islands Police Service

Date

Minister of Police

Date