



OFFICE of the PUBLIC SERVICE COMMISSIONER

Paepae Ropi'anga o te Kavamani

GOVERNMENT OF THE COOK ISLANDS

PO Box 24 Rarotonga Cook Islands T: (682) 29 421 W: www.psc.gov.ck

JOB DESCRIPTION

| | |
|----------------------------|--|
| Job Title: | Secretary, Ministry of Corrective Services – Te Tango Akatanotano |
| Responsible To: | Public Service Commissioner |
| Responsible For: | 54 Full time equivalent employees |
| Job Purpose: | <p>The Secretary of Corrective Services is responsible for leading the Corrective Services sector to improve public safety through the management of Prison and Probation Services, and the rehabilitation and reintegration of offenders.</p> <p>The Secretary of Corrective Services is accountable for ensuring Public Service excellence through the effective and efficient delivery of the Ministry's functions and administering the mandated legislation and policies</p> |
| Job Classification: | Key Functional Group: Governance JobWise Code: Leadership |
| Date updated: | September 2024 |

AGENCY VISION

Vision:

For a Safer Cook Islands – Through keeping our people safe and changing lives.

Kia moe au te Kuki Airani – Na roto I te paruruanga I te tangata e te tau'i anga I te oraanga kia meitaki

Mission:

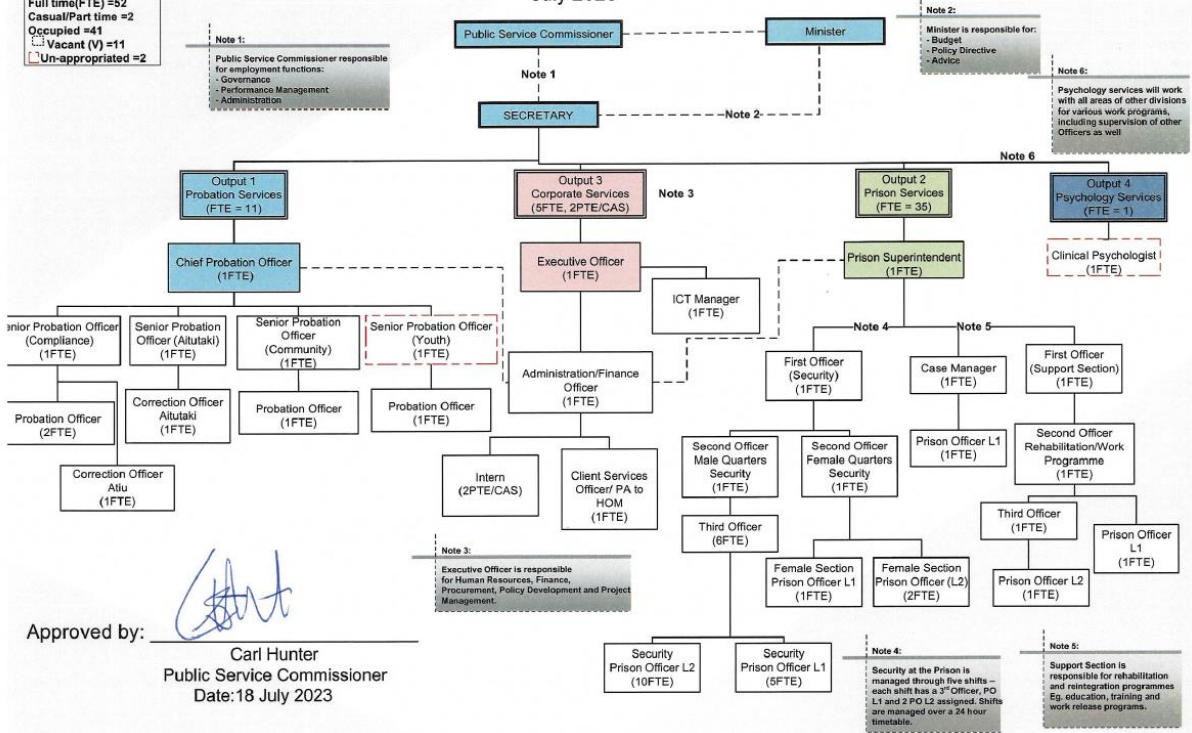
To successfully rehabilitate and reintegrate offenders back into society through positive changes in their lives with the support of our stakeholders, our families and our wider communities.

ORGANISATIONAL STAFFING STRUCTURE

Ministry of Corrective Services

Organisation Structure July 2023

Employee Numbers
 Total = 54
 Full time(FTE)=52
 Casual/Part time =2
 Occupied =41
 Vacant (V) =11
 Un-appropriated =2



| 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: Probation Services</p> <ul style="list-style-type: none"> • Lead, monitor and strengthen management and support of law offenders on probation to reduce re-offending. • Lead, monitor and strengthen Rehabilitation and reintegration programmes to reduce reoffending. | <ul style="list-style-type: none"> • Appropriate and effective monitoring and reporting tools of offenders are in place with Risk Evaluation Assessment for greater than 50% of offenders completed annually. • Offender Management System is operational with greater than 50% of offenders managed within system. • Rehabilitation and reintegration programmes are developed and made accessible to all offenders. • Relevant case reports provided to Court and the Parole Board for sentencing are effectively and efficiently managed. |
| <p>KRA 2: Prison Services</p> <ul style="list-style-type: none"> • Manage and control law offenders who have been arrested and awaiting trial or who have been sentenced to serve time in Prison • Provide a safe, secure and humane environment for the offenders, employees ensuring public safety. • Lead programs to reduce reoffending through improved opportunities for reintegration and rehabilitation for all inmates and also improved targeted service delivery for female offenders. | <ul style="list-style-type: none"> • Reporting measures to ensure the security of Offenders and public safety are maintained. • Inspect facilities to ensure that they meet security and safety standards • Report on inmate conduct and results of programs implemented and delivered on a regular basis. • Monitor and report the working prison model for prisoners and build employment skills through training and prison industries for job readiness meeting agreed business output levels. |
| <p>KRA 3: Corporate Services</p> <ul style="list-style-type: none"> • Effective human resource management • Management of ICT services across the Ministry • Improved legislation, policies and procedures • Ensure agency/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 • Ensure all Inland Revenue and Customs obligations are met by the Agency | <ul style="list-style-type: none"> • Improved administration for recruitment and retention of quality staff • Transparent and accountable public service with a functional organisational structure to achieve Ministry goals and outcomes • ICT systems support the agency functions • Legislation, regulations, policies and procedures are modern and relevant to maintain the rule of law • Financial Reporting that complies with the MFEM and PERCA Acts, and CIGOV Financial Policies and Procedures Manual • Annual financial audit reports receive and unqualified/unmodified audit opinion. • Customs and Tax obligations are met on a timely basis. |
| PROFESSIONAL VALUES AND ETHICS | |
| <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 abides by the laws of the Cook Islands at all times |

| | |
|--|--|
| | <ul style="list-style-type: none"> • 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. | <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. • Promotion of Ministry and Public Service values. • Regular monitoring and evaluation of policies, procedures and systems for continuous improvement. • 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 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 – INDICATE CHALLENGING PROBLEMS SOLVING DUTIES TYPICALLY UNDERTAKEN – 3–4 EXAMPLES

| | |
|---|---|
| 1 | Influencing multiple stakeholders towards achieving shared NSDA 2020+ 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 and delivery and build workforce capacity |
| 4 | Developing workforce capacity to meet current and future Ministry and sector outputs |
| 5 | Building an organisational culture that is empathetic to customer needs and responsive to achieving Government priorities, through innovative policies and practice |

AUTHORITY

| | |
|--------------------|---|
| Financial | 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 | Responsible for overseeing and authorising all recruitment, suspensions and dismissals of staff employed by the Ministry |
| Contractual | 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 Corrective Services (in absence) on 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 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 Assistants (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"> • Bachelor's Degree in Management, Law or a relevant field • Leadership/Management qualification | <ul style="list-style-type: none"> • Postgraduate qualification in law or a relevant field • 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"> • 10 years' experience leading and directing at senior management level in a similarly complex organisation | 10+ years in a CEO, 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/knowledge in a range of environments/ would be recognised by others as expert in this skill/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 stakeholders in a volatile, uncertain, complex and ambiguous environment • Leading 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 • Works collaboratively with relevant stakeholders in the development of Ministry, sector and national policies • Addresses controversial issues with multiple stakeholders and defends Government positions taken |
| <p>Advanced Thorough understanding of skill/knowledge and is able to pass on skills in this area/recognised by colleagues as having proven skill/ knowledge in this area.</p> | <ul style="list-style-type: none"> • Comprehensive understanding of global trends, drivers and challenges that impact the World, Region, Nation and Sector • Strong understanding of the Cook Islands National Sustainable Development Agenda (2020+), Public Sector Strategy (2016-2025), Ministry of Corrections Act 2019 • Compliance with the Public Service Act 2009, Ministry of Finance and Economic Management Act 1995/96, Public Expenditure Review Committee and Audit Act 1995/96, Official Information Act 2008 and the Cook Islands Constitution 1964 • 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 presentation • 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, Ministry of Corrective Services

Date

Public Service Commissioner

Date