

JOB DESCRIPTION & SPECIFICATION

POST TITLE	Director, Human Resource Management and Administration
PROPOSED POST TITLE	Director, Corporate Services
POST GRADE	GMG/SEG 4
POST NUMBER	307114
DIVISION/BRANCH/UNIT	Human Resource Management & Administration
REPORTS TO	Chief Executive Officer
DIRECT REPORTS	<ul style="list-style-type: none"> • Director, Human Resource Management & Development (GMG/SEG 3) • Director, Corporate Planning & Performance Analysis (GMG/SEG 3) • Director, Information Technology & Business Services (MIS/IT 7) • Director, Administration (GMG/SEG 2) • Director, Public Procurement (GMG/SEG 1) • Registrar (PIDG/RIM 4) • Administrator (GMG/AM 4)

1. JOB PURPOSE

The Director works in close partnership with the Chief Executive Officer, providing leadership across the Cannabis Licensing Authority (CLA) and ensuring that internal governance, change/transformation initiatives, planning, policies, supporting strategies, procedures and systems enhance Authority capability and capacity to deliver client focused, efficient, effective and value for money services.

The Director also plays a critical role in helping to shape and guide the future growth and development of the Authority and the wider Medical Cannabis Industry.

2. KEY OUTPUTS

- Technical advice, guidance, direction and support provided to the CEO and the Board on all matters affecting corporate policy, governance, management operations, finance and other enabling services.
- Design, enhancement, implementation, reporting, and oversight of Authority enabling services and operations (such as IT & business services, communications, corporate planning, governance and compliance, human resources, procurement and finance) developed, managed and sustained.

- Aligned and comprehensive corporate and operational plans linked to the Authority's mandate, business objectives and budget approved and implemented.
- Policies and procedures for full compliance with statutory obligations and other related regulations developed and implemented.
- Appropriate policies, procedures, systems, processes and operating guidelines established, reviewed and in place for the Authority.
- Suitable organisational development and business process improvement mechanisms continuously identified and adopted.
- Annual and periodic reports on the performance of the Authority and the cannabis and hemp industries produced and disseminated.
- Communications strategies and information sharing processes across the Authority and with its publics designed and implemented.
- Competent, high performing and motivated staff retained.
- Secure and safe work environment, efficient support services and reliable transportation provided.
- Positive learning organisational culture established and maintained.
- Staff and organisational performance improved continuously.

3. PERFORMANCE CRITERIA

- Technical advice, guidance, direction and support provided to the CEO and the Board on all matters affecting corporate policy, governance, management operations, finance and enabling services sustained to enable decisive action within agreed timeframes.
- Annual individual, team and organisational performance indicators/measures developed, agreed, implemented and evaluated against outputs to enable reporting within stipulated timeframes.
- The delivery of the annual budget updated corporate plans, business plans, and reports on the CLA and the industry in stipulated format and agreed timeframes.
- Design, enhancement, implementation, reporting, and oversight of Authority enabling services and operations (such as IT & business services, communications, corporate planning, governance and compliance, human resources and procurement) developed, managed and sustained to enable decisive action within agreed budget and timeframes.
- Aligned and comprehensive corporate and operational plans linked to the Authority's mandate, business objectives and budget approved and implemented in stipulated format and agreed timeframes.

- Policies and procedures for full compliance with statutory obligations and other related regulations developed and implemented to enable decisive action within agreed timeframes.
- Appropriate policies, procedures, systems, processes and operating guidelines established, reviewed and in place to support optimum service delivery, effective operations, and efficient corporate functions of the Authority.
- Suitable organisational development and business process improvement mechanisms continuously identified and adopted to enable decisive action within agreed timeframes.
- Sound and reliable annual and periodic reports on the performance of the Authority and the cannabis and hemp industries produced and disseminated in stipulated format and agreed timeframes to the GOJ and key stakeholders/development partners.
- Communications strategies and information sharing processes across the Authority and with its publics designed and implemented in stipulated format and agreed timeframes.
- People management, workforce development and succession management developed, implemented to quality standards and reviewed within agreed timeframes to support the objective and goal achievement of the Authority.
- Secure and safe work environment, efficient support services and reliable transportation provided, and standard compliance maintained to established government regulations and principles.
- Positive and learning organisational culture established and maintained to drive the achievement of organisational priorities and business outcomes of the Authority.

4. JOB RESPONSIBILITY

4A. TECHNICAL/PROFESSIONAL RESPONSIBILITIES

4.1 Lead and direct the work of cross-cutting activities as agreed with the CEO and provide support and guidance to those leading these activities.

- Lead, advise and provide guidance to the portfolio of functions across the Authority, negotiating budgets, setting performance expectations, and monitoring and evaluating performance outcomes to contribute to achievement of Authority objectives and outcomes.
- Provide programmatic leadership and input for all strategic and annual planning decisions and processes with the CEO and Authority senior leadership to develop and execute annual operations plans as well as unit/divisional budgets, and work with department teams in support of the Authority's corporate mission, goals, objectives and service outcomes.
- Coordinate and collaborate on the:

- development and review of policy recommendations to the Board that will facilitate policy approval and/or revision (including amendments to legislation and regulations as necessary);
 - implementation of policy decisions and procedures of the Authority across its Divisions/Units, including ensuring the adequacy of required resources (human, physical/infrastructural, financial and systems);
 - finalisation, submission and implementation of annual corporate plans and budgets; and,
 - tracking and recording of success in effectively and efficiently meeting goals.
- Ensure strategic objectives shaped at the senior leadership level are translated into tactical business plans with mechanisms for key measurements in place to monitor progress.
 - Monitor evaluate and report on the implementation of required actions arising from Board decisions as well as the effective implementation and compliance with legislative requirements and policy.
 - Evaluate, review and report on organisational performance against clearly defined objectives and performance targets, as well as reallocate resources across different areas (e.g., budgets), within overall approved resources for the year based on agreed action plans to close gaps.
 - Facilitate the achievement of performance standards by effective leadership and collaboration with the CEO and Authority senior leadership to agree, set and monitor of performance standards of the CLA and the industry.
 - Initiate and communicate high level priorities for the Authority to achieve government outcomes. Communicate effectively with Authority senior leadership, directors and stakeholders to enable timely dissemination of information to the Board Chairman, senior leadership/directors and staff, as well as stakeholders as necessary.

4.2 Determine the structures, roles and processes required to deliver services in line with corporate priorities and ensure that appropriately skilled and motivated resources are deployed to expedite corporate and service objectives achievement.

- Take overall responsibility for the aggregate plan and delivery of systems, operations, properties and maintenance and the general operating model of the Authority to enable organisational architecture to be aligned to the Authority's mandate and respond to changes over time.
- Enable and sustain the development and/or continual improvement of robust operational management structures and systems.
- Engage in strategic workforce planning, and strategic resource utilisation to ensure achievement of both the Authority's aims and goals and Government's objectives for the cannabis and hemp industries.

- Guide and monitor corporate actions that safeguard the consistent and effective application of the legislative and regulatory frameworks across the Authority.
- Coordinate the efforts of the different operational areas under management to ensure minimal duplication of efforts, maximum efficiency and to maximize value for money.
- Analyse effectiveness of processes and systems in use in general for the Authority and recommend and/or oversee corrective action or automation.
- Benchmark productivity of the Authority against industry standards and create measures to improve productivity.
- Promote and embed a culture of:
 - learning and innovation, responding to the needs of stakeholders and customers, in order to drive continuous improvement in service delivery;
 - industry awareness, ensuring that services develop the acumen to identify and develop revenue generating opportunities; and,
 - achievement, fostering on-time and on-budget quality outcomes in the Authority.

4.3 Develop and implement plans for business continuity and emergency preparedness for the Authority, ensuring the Authority fulfils its statutory responsibilities.

- Lead the development and implementation of business continuity and emergency planning activities including risk assessment of issues and development of plans to support these.
- Ensure effective and robust plans and systems are in place to deal with external and internal incidents, including comprehensive and relevant training programmes for all key staff, including Board members when appropriate.
- Advise the CEO and the Board of Directors on its statutory responsibilities, ensuring any changes are effectively communicated in a timely manner.
- Provide reports to the CEO and the Board of Directors on the level of control and compliance within the Authority as necessary.

4.4 Provide technical advice, guidance and support on governance, quality and risk management issues.

- Promote a culture of collective responsibility for the corporate governance of the Authority by:
 - adding value to, and promoting the success of the Authority;
 - providing leadership to the Authority within a framework of prudent and effective controls;
 - contributing to the strategic direction, ensuring management capacity and capability, and monitoring and managing performance; and,
 - safeguarding values and ensuring the Authority's obligations to its key stakeholders are met.

- Challenge constructively the decisions of the Board where necessary and facilitate proposal development on priorities, risk mitigation, values, standards and strategy.
- Work with the Internal Auditor to facilitate internal and external audits, as required.

4.5 Support licensing compliance and enforcement operations through effective and efficient oversight of the day to day activities of the CLA.

- Manage the review and approval of new and updated operational and enforcement policies and procedures.
- Resolve issues and obstacles faced by staff with customers and/or other external agencies and bodies in collaboration with licensing and enforcement technocrats.
- Analyse and propose intergovernmental operations with all relevant entities that may expedite the timely approval of licenses.
- Oversee the formulation, maintenance and improvement of effective internal controls which promote efficiency and effectiveness in the delivery of core services and enable compliance to internal policies and procedures.

4B. MANAGEMENT AND ADMINISTRATION

4.6 Provide expert advice and recommendations to the CEO on strategic and day to day operational imperatives including the implications of major policy decisions, Authority resourcing and performance, and strategies for managing critical incidents.

4.7 Direct effective communication mechanisms with other Directors and divisional staff in order to ensure a corporate approach to the delivery of operations and all other aspects of the portfolio and be a strong corporate business partner and advocate within the Authority.

4.8 Oversee the provision and management of IT and business services to support and drive the Authority's management and technical operations.

4.9 Develop and maintain effective working relationships with a diverse range of internal and external stakeholders and nurture effective strategic partnerships to identify changes in client base and demands and new industry developments which impact on the strategic positioning of the Authority and achievement of both short and long- term goals.

4.10 Represent the Authority, developing and sustaining positive proactive relationships with key public, private, community and/or industry stakeholders and cross-jurisdictional networks regionally and internationally, as well as serve on external committees where applicable, in order to identify trends, leverage knowledge and intelligence, and fully inform Authority strategic decision-making processes.

4.11 Deputise for the Chief Executive Officer during periods of absence, and in relation to specific matters, issues or elements of Authority operation as delegated from time to time by the CEO, ensuring a consistency of approach and decisions which align with the Authority's objectives.

- 4.12 Manage departmental budgets including signing off on invoices and quotes within mandate, escalate out of budgets items to the CEO for approval, and, ensure that the team obtains all necessary tools and equipment to effectively execute their duties.
- 4.13 Establish and manage sound guidelines and practices for Authority procurement, external contracting and partnership relationships to pre-determined standards as per Government Procurement policies and regulations, as well as ensure full compliance with procurement legislation.
- 4.14 Manage and coordinate the systematic review and submission of reports in keeping with required timelines to external bodies in keeping with Jamaica's international obligations.
- 4.15 Lead the transformation agenda across the Authority, working closely with all partner organisations.

4C. PEOPLE MANAGEMENT/LEADERSHIP

- 4.16 Oversee the ongoing review and delivery of a workforce development strategy for the Authority to align workforce resources and talent with organisational priorities and refine roles and responsibilities over time to achieve better business outcomes.
- 4.17 Review and approve new and updated policies and procedures for hiring, developing and training, rewarding, transferring, promoting, appraising and terminating staff.
- 4.18 Implement performance development frameworks to align workforce capability with the Authority's current and future priorities and objectives.
- 4.19 Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes, and provide clear direction on strategic goals, and how to translate and prioritise these into business and performance measures.
- 4.20 Ensure that managers create effective workforce plans and recruitment demands plans for their areas, and review performance improvement reports to determine effectiveness of interventions.
- 4.21 Take steps to enable participation by staff on organisational climate or staff satisfaction surveys and that action items together with the management team of the business units are finalised and executed.
- 4.22 Monitor the strict adherence to governance and high standards of professionalism across the functions as per Authority Standards and Code of Conduct and Accountability.
- 4.23 Translate change initiatives into practical strategies and explain these to staff and their role in implementing them and assist others to address emerging challenges and risks and generate support for change initiatives.
- 4.24 Implement structured change management processes to identify and develop responses to cultural barriers, clarify purpose and benefits of continuous improvement for staff, and provide coaching and leadership in times of uncertainty.

- 4.25** Demonstrate leadership by example and motivate employees to perform their duties with transparency, respect, probity, integrity and accountability.
- 4.26** Lead, inspire and coach a team of high calibre professionals; recognising talent; developing team capability; encouraging professional development and continuous learning; creating succession to key roles; and ensuring that effective management and performance systems are in place, thus enhancing Authority management capability.
- 4.27** Provide strong leadership to support to all direct reports through objective setting, appraisal, talent management review and the agreement of personal development plans. Provide timely, constructive and objective feedback to direct and indirect reports; and, address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way.

Other Duties

- Execute other duties that can reasonably be expected of a Director as may be required by the CEO from time to time.

Variation

- This job description is subject to review from time to time. Any amendments will be made in consultation with the incumbent.

5. JOB DIMENSIONS (AUTHORITY, SCOPE AND IMPACT OF JOB)

- Oversee the development of effective information analysis to support strategic decision making and business planning function.
- Lead and deepen collective responsibility culture across senior leadership for the corporate governance of the Authority.
- Undertake shared responsibility to the CEO and Board for the effective and efficient delivery of all enabling services, some programme management and a range of corporate support functions, with particular emphasis on HRM, performance management, procurement, corporate planning and administration, and, legal and contractual requirements.
- Engage effectively across all corporate and service delivery functions to ensure there are robust processes in place to agree and meet financial and activity targets for the current year and outline for future years.
- Lead across boundaries to enable the effective delivery of strategy through the delivery of specific programmes, as well as on contractual efficiencies and service improvement work programmes, thereby raising standards of practice, productivity and value for money.
- Lead the transformational change agenda and the implementation of strategic initiatives across the Authority in order to achieve high levels of ownership and compliance.
- Ensure the Authority maximises the opportunities of partnership work across the cannabis and hemp industries, companion regulatory bodies and with national partners.

- Sign off on correspondence as appropriate, and expenditure within set limits and approved budget.
- Recommended for approval policy positions and service models that best meet the needs of the CLA's customer base.
- Manage the following director-level posts and provide support and advice in relation to delivery of the respective portfolios:
 - Director, Corporate Planning and Performance Analysis
 - Director, HRM and Development
 - Director, IT and Business Services
 - Director, Administration
- Manage staff in accordance with the Authority's human resource policies, finalise team and individual performance reports, and oversee performance incentives and disciplinary actions. Recommend staff leave, training, appointments, transfers and promotion.
- Liaise with customers, government ministries, departments and agencies, private and third sector organisations and other stakeholders.
- Identify and resolve significant, complex and sensitive issues related to service delivery, given the need for innovative, evidence-based solutions and judgments, broader client implications and requirement for transparency.

6. CONTACTS (Liaises with)

A) INTERNAL

CONTACT (TITLE)	PURPOSE OF COMMUNICATIONS
Chair/Board of Directors	<ul style="list-style-type: none"> • Provide advice, guidance and support for collaboration, implementation and influence on Authority planning, decision making and corporate governance as directed.
Chief Executive Officer	<ul style="list-style-type: none"> • Receive directives and guidance on overall strategic direction, as well as on the treatment of new and/or evolving matters and implications for future programmes and/or projects of the Authority. • Receive policy and other directives imperative to enabling services of the Authority. • Provide strategic and operational advice related to Authority plans, programmes and services, and/or major issues which are politically sensitive or have significant client impact. • Collaborate on the development and review of Authority budgets and resource plans, ensuring consistency with strategic plans and goals

- Director, Corporate Planning and Performance Analysis
 - Director, HRM and Development
 - Director, IT and Business Services
 - Director, Administration
- Lead, inspire and motivate senior officers and their teams, provide direction and manage performance.

CONTACT (TITLE)	PURPOSE OF COMMUNICATIONS
<ul style="list-style-type: none"> • Senior Director, Operations • Director, Enforcement and Monitoring • Director, Licensing and Application • Chief Internal Auditor • Senior Legal Officer/Corporate Secretary • Chief Safety and Security Officer • Policy Coordinator • Public Procurement 	<ul style="list-style-type: none"> • Exchange advice and/or information and/or recommendations on portfolio matters and collaborate on Authority strategic objectives, corporate planning and management matters. • Coordinate business systems review and process improvement initiatives to safeguard business outcomes and quality service delivery.
Other CLA Staff	<ul style="list-style-type: none"> • Collaborate with and maintain an open relationship to expedite responses and information transfer, and deepen cohesion and commitment to the Authority, its entire team and its mandate. • Exchange information and/or collaborate on various matters, including training and development; organisational development issues; and, general office support services and procurement management as required.

B) EXTERNAL

CONTACT (TITLE)	PURPOSE OF COMMUNICATIONS
Permanent Secretary, Parent Ministry	<ul style="list-style-type: none"> • Provide expert advice, accurate information and timely responses to issues relating to Authority mandate and policy directives. • Collaborate and maintain an open relationship to expedite responses and information transfer.
Honourable Ministers of Government Other Permanent Secretaries Chief Executive Officers Heads of Departments Head of Public Bodies	<ul style="list-style-type: none"> • Provide advice and/or information and/or recommendations and/or technical guidance on cannabis and hemp related issues as required.
Other Government Agencies	<ul style="list-style-type: none"> • Monitor collaborative relationships and partnerships with other Government stakeholders. • Establish networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common response to emerging issues.

<p>Auditor General's Department Attorney General's Chambers Accountant General's Department</p>	<ul style="list-style-type: none"> • Receive technical support/advice and/or guidance and/or information on portfolio issues as per Department/ Chamber expertise and knowledge (e.g., legal advice; audit feedback, and Authority payments/treasury transactions).
CONTACT (TITLE)	PURPOSE OF COMMUNICATIONS
<p>Ministry of Finance and the Public Service</p>	<ul style="list-style-type: none"> • Provide and solicit information on portfolio matters, and collaborate on specific procurement, financial management and people strategies/organisation structuring matters (e.g., financial reporting to PED/PEX; reclassification and/or other organisation structure matters to CMDB, SHRMD; procurement expertise from PXP, etc.).
<p>Public, private and third sector partners industry representatives and customer groups</p>	<ul style="list-style-type: none"> • Exchange information to define and evaluate service performance outcomes. • Liaise with senior stakeholders on key issues and provide expert and influential advice. • Develop partnerships and other alliances in order to execute portfolio programmes as required.
<p>Consultants/Consulting Firms Service Providers Vendors</p>	<ul style="list-style-type: none"> • Finalise service provision and arrangements.

<h2>7. KEY COMPETENCIES</h2>

- Advanced analytical and business management skills, with the ability to understand and think strategically and take 'holistic', systemic overview of the business and its contribution to the successful achievement of Government objectives
- Well-developed leadership and stakeholder management skills and emotional intelligence, with the ability to initiate, establish and maintain relationships with key people, both internally and externally
- Excellent communication skills – ability to communicate key messages across on complex issues clearly and persuasively to diverse publics and at all levels within and without the Public Sector in writing and in person and under pressure
- Strong advocacy and influencing skills to drive and promulgate the CLA's vision, mission, mandate and strategic objectives through corporate management, sound resource utilisation and managing conflict to achieve business outcomes within tight timelines
- Strong client, achievement and results orientation and the ability to identify and incorporate the interests and needs of customers in business process design

- Demonstrable personal accountability and experience in promoting high accountability culture and developing and maintaining effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness
- Sound knowledge and understanding of government machinery, systems management and performance monitoring for regulatory bodies in Jamaica. Experience in managing licensing authorities would be advantageous.
- Sound knowledge and understanding of corporate and general management.
- Sound knowledge and understanding of key legislation and regulations (particularly the Dangerous Drugs Amendment Act for the CLA), governing CLA management and operations
- Sound knowledge and understanding of the sensitive global issues concerning medical marijuana and its impact on societies
- Sound knowledge and understanding of government procurement and contract management
- Sound knowledge and understanding of planned change management techniques, practices and applications
- Thorough understanding of and ability to review and assess financial reports to determine discrepancies and/or areas of opportunities for efficient financial management and revenue generation
- Ability to:
 - identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound, manageable and viable
 - improve morale and productivity by offering clear directives about expected outcomes and by extension lead by example
 - innovate, to recognise challenges, analyse problems and apply effective solutions
 - lead change management and influences change within the organisation
 - manage relationships well among key local and international organisations that create long term networking benefits
 - successfully lead negotiations and explore solutions that minimise conflict and build strong partnerships that will promote the success of the CLA
 - think strategically without losing touch with day to day service delivery
- High personal energy and resilience
- Demonstrable confidentiality, diplomacy, discretion and integrity at all times

8. QUALIFICATIONS & EXPERIENCE REQUIREMENTS

- Post graduate degree in Strategy Management, Governance, Business Administration or related field
- Seven (7) – eight (8) years’ work experience, with at least four (4) in a senior management position
- Practical experience of leading successful change in government setting; delivering demonstrably high-quality services against challenging performance targets; managing and working through others to achieve outcomes; and, managing large budgets
- Experience in government organisations, particularly in a regulatory or monitoring capacity, would be an asset
- The post of Senior Director, Corporate Services will supervise the activities of the following units:
 - Administration;
 - Human Resource Management and Development;
 - Corporate Planning and Performance Analysis;
 - Information Technology and Business Services;

9. SPECIAL CONDITIONS OF THE JOB

- Long and unscheduled work hours to meet critical deadlines, including on weekends and public holidays.
- Stressful working environment and fair exposure to emotionally charged situations (e.g., tense negotiations with interest groups and staff associations).
- Occasional exposure to situations where personal safety and security may be at risk.
- This position requires that the post holder be on call 24 hours per day.
- **A valid driver’s licence and ownership of a motor vehicle is required for this post.**

10. VALIDATION

This document is validated as an accurate and true description of the job when agreement is signified below.

Approved by: **Chief Executive Officer**

Signature:

Date:

Received by:

I have received, read and fully understand the requirements of the job as outlined.

Signature:

Date:
