



**MINISTRY OF TOURISM
JOB DESCRIPTION AND SPECIFICATION**

JOB TITLE:	Senior Director, Strategic Planning, Performance & Project Management
JOB GRADE:	GMG/SEG 5
POST NUMBER:	530
DIVISION:	Strategic Planning, Performance & Project Management
BRANCH:	Strategic Planning, Performance & Project Management
REPORTS TO:	Permanent Secretary
MANAGES:	Director, Corporate Planning & Monitoring Director, Tourism Development Planning & Projects Administrative Assistant, Research & Data Analyst

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

Employee

Date

Head of Department/Division

Date

Date received in Human Resource Division

Date Created/revised

1. STRATEGIC OBJECTIVES OF THE ENTITY/DEPT/DIVISION *(in which the position is located)*:

TBD

2. JOB PURPOSE

Under the general direction of the Permanent Secretary, the Principal Director, Strategic Planning & Evaluation is responsible for the overall leadership, co-ordination, monitoring and evaluation of the Corporate planning Process; organization and implementation of strategic management information and programme evaluation and monitoring systems.; the management of all services and functions necessary for the strategic position of the Ministry. The Principal Director also leads the tourism development planning processes and enterprise risk management functions of the Ministry.

3. KEY OUTPUTS

- MoT's Strategic Planning Processes Steered
- Development and Implementation of Corporate/Business/Tourism Development/Project/Risk Management Plans Guided
- Integration of Planning Mechanisms and Budgeting Processes Aligned
- Development and Implementation of Performance Management System Guided
- Corporate, Strategic and Operational Plans, Budget Prepared
- Annual/Quarterly/Monthly/Periodic Reports Prepared
- Technical Advice and Interpretation Provided
- Individual Work plan Developed
- Staff Appraisals Conducted

4. KEY RESPONSIBILITY AREAS

Technical/Professional Responsibilities

- Leads the coordination and preparation of the Strategic Corporate, Business and Operational Plans of the Ministry of Tourism and its departments/agencies ensuring alignment with GOJ's policy priorities and directives;
- Leads the organization and direction of the quarterly Strategic Planning Meetings of the Ministry and its agencies noting concurrence with or deviation from the Ministry's strategic focus and identifying opportunities for consolidation or review of strategic direction;
- Implements mechanisms to drive the commencement of interagency meetings as needed to allow agencies/departments and divisions to exchange information and ideas as well as report on performances against established performance indicators in the Annual Operation Plans;
- Leads the development and implementation of business plans, tourism development plans, project plans and risk management plans that aligns to the MoT's business strategies and are focused on delivery of the GOJ objectives and priorities;
- Works with the Ministry's Divisions and Departments/Agencies, through the Permanent Secretary's Executive Committee, to implement strategic management decisions;
- Drives consultations with top management on corporate/strategic objectives for each planning period to direct the corporate planning process throughout the Ministry, Departments and Agencies;
- Devises mechanisms to guide the Ministry's Departments and Agencies with the

development of their corporate and operational plans and ensure consistency with strategic objectives of the Ministry of Tourism and alignment with key MDAs, such as the MOFPS and Cabinet Office;

- Guides and directs the progress of work in relation to the operational plans and management reports, identifying barriers and recommend strategic/activities to overcome them, where necessary;
- Guides the development and implementation of mechanisms to facilitate the integration of the planning and budgeting processes in the MoT, resulting in alignment of operational and medium-term plans with budgets;
- Reviews, analyses and evaluates management reports and progress/annual reports from the Ministry and its Agencies/Departments to ensure implementation and impact in accordance with specific objectives;
- Identifies concurrence with or deviation from the Ministry's Strategic focus and facilitates opportunities for consolidation or review of strategic direction;
- Reviews and provides comments on plans and proposals submitted by other MDAs or parastatal or private organizations;
- Guides the development of protocols and initiatives that ensure risk analysis is undertaken and discussed with the respective Heads of Divisions/Departmental/Agency and their team, in order to leverage the Ministry's strengths to exploit opportunities, eliminate weaknesses, and mitigate threats;
- Devises mechanisms to manage project performance with a view to identify opportunities for optimal use of resources and analyse the impact of project activities and achievement of the Ministry's (including departments and agencies) performance targets;
- Oversees the development of Performance Management systems that supports the maintenance and improvement of the monitoring and evaluation capacity of the Ministry;
- Ensures congruence with the Performance Monitoring and Evaluation System (PMES) of the Cabinet Office;
- Ensures that information is collected, and data tabulated from all available sources to be analysed and utilized in the development of programmes and policies of the Ministry and its agencies;
- Improves the way in which the Ministry achieves results, by examining outcomes and impacts of policies, programmes and projects, for which performance results can be used for informed decision-making;
- Reviews and approves internal training modules aimed at strengthening the planning and performance management processes within the Ministry and its agencies and departments;
- Establishes and maintains linkages with other State Agencies relevant to the work of the Ministry and the Unit (TPDCo, JTB, JBDC, PIOJ, STATIN, JAMPRO, UDC, NEPA, JBDC, MIDA, et al);
- Establishes and maintains linkages with private sector stakeholders relevant to the work of the Ministry and the Unit (JHTA, CHA, JAVA, AJAL, JMA, JEA JIPO, JCAP, PSOJ, JSBA, C of C, et al);
- Establishes and maintains linkages with international organization relevant to the work of the Ministry and the Unit (World Tourism Organization (WTO), World Trade Organisation (WTO), Caribbean Tourism Organisation (CTO), ACS, CEDA, IDB, US AID, UNESCO, UNCTAD, DFID, UNIDO et al);
- Provides expert advice, briefings and support to the Permanent Secretary on all matters relating to Strategic Planning & Management;
- Establishes and maintains linkages with similar international organizations to keep abreast of external trends and policy environment that impact directly on the portfolio

responsibilities of the Ministry;

Management/Administrative Responsibilities

- Directs the alignment of the Division's corporate/operational plans and budget with the Ministry's strategic objectives and priority programmes;
- Maintains mechanisms to effectively coordinate the alignment of plans, programmes and projects of the Ministry and its departments and agencies in order to ensure a cohesive and complimentary execution of Strategic Planning & Evaluation initiatives;
- Participates in and coordinates the development of the strategic direction of the Ministry;
- Prepares and submits performance and other reports relating to the achievement of targets for the ministry and its agencies as required and ensures timely submission of all documents/information requested from the Division;
- Establishes and maintains quality customer service principles, standards and measurements for the Division;
- Develops Individual Work Plan based on strategic alignment with MOT's Operational Plan;
- Establishes and maintains various Strategic Planning & Evaluation Committees that makes recommendations for the implementation of improved procedures and systems;
- Represents the MOT at meetings, conferences and other fora as needed.

Human Resources Responsibilities

- Provides leadership and guidance through effective planning, delegation, communication, training, mentoring and coaching;
- Evaluates and monitors the performance of staff in the Division and implements appropriate strategies;
- Coordinates the development of individual work plans and recommends performance targets for the staff assigned;
- Participates in the recruitment and training of staff of the Division;
- Recommends succession initiatives, transfer, promotion and leave in accordance with established Human Resource Policies and Procedures;
- Identifies skills/competencies gaps and contributes to the development and succession planning for the Division to ensure adequate staff capacity;
- Monitors the performance of staff and facilitates the timely and accurate completion of the staff annual performance appraisals and other periodic reviews;
- Ensures the well - being of staff supervised;
- Effects disciplinary measures in keeping with established guidelines/practices.

Other Responsibilities

- Performs all other related duties and functions as may be required from time to time.

5. PERFORMANCE STANDARDS

- MoT's Strategic Planning processes steered led in accordance with relevant standards, regulations and timeframes;
- Development and Implementation of Corporate/Business/Tourism Development/Project/Risk Management Plans guided in a methodical manner, meets agreed guidelines and timeframes;

- Integration of Planning Mechanisms and Budgeting processes align with the GOJ policy directions and timelines;
- Development and Implementation of Performance Management System guided in keeping with relevant standards and timeframes;
- Technical advice and recommendations provided are sound and supported by qualitative/quantitative data;
- Corporate, strategic and operational plans developed and implemented within established guidelines, resources and timeframes;
- Work plans conform to established procedures and implemented accorded to establish rules;
- Reports are evidence-based and submitted in a timely manner;
- Staff managed according to GOJ HR and other established practices and performance appraisals and reviews done and submitted in accordance to agreed timeframe and standards;
- Confidentiality, integrity and professionalism displayed in the delivery of duties and interaction with staff.

6. INTERNAL AND EXTERNAL CONTACTS

Internal Contacts (required for the achievement of the position objectives)

Contact (Title)	Purpose of Communication
Permanent Secretary Chief Technical Director – Policy Formulation & Technical Coordination	Receive guidance and professional support, provide timely, expert advice and exchange information
Senior Executives/Head of Divisions	Provide expert advice, build strong relationships to facilitate Corporate Planning & Monitoring; and the exchange of information
Direct Reports	Monitor and review performance, provide leadership and guidance, foster ongoing professional development
General Staff	Receive and exchange information

External Contacts (required for the achievement of the position objectives)

Contact (Title)	Purpose of Communication
Ministries/Departments/Agencies	Establish professional networks and relationships to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues
Performance Monitoring and Evaluation Unit, Cabinet Office	To collaborate on strategic/operational planning, performance monitoring and reform issues
Tourism Policy Implementors: JTB, TPDCO, TEF, JAMVAC, Baths and Spa etc.	Foster effective proactive relationships with other stakeholders, in particular community and/or industry groups for whom Corporate Planning & Monitoring impacts are most critical

Contact (Title)	Purpose of Communication
Technical Committees, such as: Tourism Advisory Council, Disaster Risk Management, Cultural Heritage & Community Tourism	Foster effective proactive relationships with other stakeholders.
Tourism stakeholders such as the World Tourism Organization (WTO), World Travel and Tourism Council (WTTC); Regional organizations: CARICOM, Caribbean Tourism Organization (CTO), Caribbean Hotel Association (CHA); Association of Caribbean States (ACS); etc.	Foster effective proactive relationships with other stakeholders.
Other Stakeholders, example: Professional Bodies, Academia, etc.	To establish professional networks and provide/obtain advice/information/training
General Public	Receive and share information.

7. AUTHORITY

- Recommends Strategic Planning and Performance Management initiatives;
- Implements new measures and procedures to enhance the Ministry's strategic and technical capabilities;
- Reviews reports and makes recommendations;
- Approves performance management reports;
- Approves Terms of Reference and other specifications;
- Recommends budgetary requirements for the Division;
- Approves expenditure within budgetary allocation;
- Recommends staff appointments, promotion, recruitment, disciplinary action, leave and general welfare issues;
- Recommends relevant training and development programmes for direct reports to enhance knowledge and performance.

8. REQUIRED COMPETENCIES

Core

- Oral Communication
- Written Communication
- Customer & Quality Focus
- Teamwork & Cooperation
- Integrity
- Compliance
- Interpersonal Skills
- Change Management

Technical

- Excellent leadership, coaching and team-building skills;
- Thorough knowledge of strategic planning and evaluation techniques and budget management;
- Excellent knowledge of Corporate/Operational Planning and Budgetary processes and procedures;
- Excellent knowledge of Performance Monitoring Techniques and their applications;
- Sound knowledge of GOJ policy directed at the tourism sector (to include: Sustainable Development/Natural Resource Management) and associated areas;
- Sound knowledge of the principles and techniques of research and analysis and the ability to apply that knowledge to development planning initiatives;
- Excellent knowledge of the Government's governance, accountability and accounting framework, including relevant guidelines, regulations and legislation;
- Excellent capability to track project benefits realization and lessons learnt activities to feed into on-going improvements;
- Ability to monitor and report on project budgets across the portfolio at stakeholder and Sponsor levels;
- Excellent presentation, written and oral communication skills;
- Ability to prioritize amongst conflicting demands, solve business problems and make rational decisions based upon a sound understanding of the facts in limited time;
- Ability to exercise sound judgment and conviction of purpose in unfavourable or unpopular situations;
- Demonstrates sound personal and professional integrity, reflecting high ethical and moral values
- Proficiency in the use of statistical (SPSS) and other relevant computer applications;
- Advanced IT skills in relation to Word, PowerPoint and MS Project or other project tool.

9. MINIMUM REQUIRED EDUCATION AND EXPERIENCE

- Master's Degree in Public Policy/Public Sector Management/Public Administration, or similar discipline.
- Eight (8) years' experience in a senior management position, of which five (5) years should be in Strategic Planning or Policy/Development Planning in the public or private sector
- Specialized training in Planning, Development and Evaluation systems, Policy Analysis and Statistical Techniques

10. SPECIAL CONDITIONS ASSOCIATED WITH THE JOB

- Work will be conducted in an office outfitted with standard office equipment and specialized software. The environment is fast paced with on-going interactions with critical stakeholders and meeting tight deadlines, which will result in high degrees of pressure, on occasions. May be required to travel locally and internationally to attend conferences, seminars and meetings.