



POSITION DESCRIPTION – JUNE 2019

POSITION TITLE: DEPUTY DIRECTOR REVENUE MANAGEMENT

POSITION NUMBER: Level 3-002 - Rotational

LOCATION: FRCS HEAD OFFICE, SUVA

REPORTS TO: DIRECTOR REVENUE MANAGEMENT

THE ORGANIZATION

The Fiji Revenue & Customs Service (FRCS) is a statutory service established under the FRCS Act 1998. FRCS is an agent for the State for administration and enforcement of Tax and Customs laws in Fiji. Our Vision is to be a world class revenue service delivering excellence in revenue collection, border protection, trade, and travel facilitation. Our organizational Values are - One organization; Leadership; Valuing employees; Integrity; Results focus; Partnership development.

POSITION PURPOSE

The Deputy Director Revenue Management is responsible for the leadership and capability development of their staff group to identify, develop, and deliver services that respond to customer needs in enhancing ease of taxation payment for customers to achieve revenue targets for FRCS. Responsibilities include continuing the establishment of new systems, procedures and ways of working across the full range of revenue collection and management activities to strengthen the effective management of Fiji Tax and Customs legislative requirements. Deputy Director Revenue Management is accountable for the management of FRCS revenue collection, compliance education, and customer services to traders and taxpayers. The role proactively works in collaboration with others both internally and externally to provide and utilize revenue research activities and analytics to identify priority areas, patterns, and trends.

As a member of the Director’s Leadership Team this role contributes to the FRCS leadership, strategic direction and achievement of our Vision.

ACCOUNTABILITIES

KEY RESULTS AREAS	KEY ACCOUNTABILITIES
<p align="center">Strategic and Operational Leadership Framework, Revenue Collection</p>	<ul style="list-style-type: none"> ▪ Lead and develop the framework of FRCS revenue collection function delivery to achieve the business strategy and Vision ▪ Analyse trends of Revenue Collection and Economic factors and identify strategies to achieve revenue forecast ▪ Continuously review processes and procedures to strengthen the revenue collection in order to achieve revenue targets for FRCS ▪ Develop business plan and reporting which includes development of budget as well as identifying areas for customer improvement and ensuring implementation of appropriate changes
<p align="center">Monitoring, Revenue Management and Reporting</p>	<ul style="list-style-type: none"> ▪ Monitor staff performance on collection output and provide visibility report on collection objectives against target achieved ▪ Oversee to ensure linkage of the role each unit plays contribute

	<p>to collection of the revenue for FRCS</p> <ul style="list-style-type: none"> ▪ Monitor processes to identify default taxpayers and enhance process to improve non payments ▪ Oversee the process of compiling the revenue reports, prepare and deliver reports for the Director ▪ Monitor monthly reporting on Revenue Collection against Forecast
Operation, Revenue Management and Strengthening Activities	<ul style="list-style-type: none"> ▪ Establish procedures and processes that govern staff to assess revenue collection or refundable in accordance with the relevant Tax Laws, and practice statements in place ▪ Work in collaboration with communications and technology to deliver customer information and service enhancements ▪ Analyse and identify priority areas, patterns and trends to enhance revenue collection in order to achieve targets ▪ Ensure clear documentation processes and procedures are in place and regularly reviewed
Partnerships and Customer Service	<ul style="list-style-type: none"> ▪ Develop relationships with customers and revise methods to improve FRCS responses to their needs ▪ Ensure a culture of internal and external customer service across all areas of responsibilities ▪ Develop relationships with customers and devise methods to deliver services that respond to customer needs that enhance ease of payment
Stakeholder Management	<ul style="list-style-type: none"> ▪ Ensure to foster an attitude and culture of professionalism, integrity and high standard of performance among revenue collection staff and stakeholders ▪ Work in partnership across FRCS to achieve continuous improvement of Customs and Taxation Audit Compliance in operations activities and compliance, leveraging in the possible technology assisted solutions ▪ Oversee trend analysis of revenue collection and economic factors that impact on the identification of strategies for achievement of revenue forecast
Security & Risk Management	<ul style="list-style-type: none"> ▪ Ensure to formulate and implement policies and procedures for proactive revenue collection in high risk areas in order to improve on collections ▪ Implement systematic, disciplined approach to evaluate and improve the effectiveness of risk management control and governance processes in order to achieve FRCS objectives ▪ Manage risk factors involved in delivery of FRCS revenue collection
Health, Safety, and Wellness	<ul style="list-style-type: none"> ▪ Understand and implement your leader responsibilities and accountabilities ▪ Ensure understanding and compliance to relevant Occupational Health, and Safety obligations. Administer the health, safety and wellness initiatives are supported and that relevant policies are understood, followed and implemented by all employees

DELEGATIONS

Delegations are in accordance with Leadership Team L3 powers as set out in the FRCS delegations framework.

Staff numbers: Direct reports – TBD

PERSON SPECIFICATION

ESSENTIAL Bachelor Degree in the relevant field or higher in a relevant discipline
Significant experience in a similar senior management role

DESIRABLE Knowledge and experience of FRCS business and customer base
Experience in leading and influencing strategy whilst working in a complex environment

PERFORMANCE COMPETENCY INDICATORS

As a leader in FRCS your performance is measured through two criteria:

- **Performance outcome criteria for your area of responsibility.** These are agreed and reviewed annually with the Director Revenue Management. You report quarterly to the Director Revenue Management on progress, and provide mitigation strategies and timelines where agreed criteria are at risk of non-achievement.
- **Leadership competencies** - you report quarterly to the Direct Revenue Management on your leadership performance measured against the competencies for your role. These are set out below.

NB: These may change once the FRCS Leadership Competencies are finalized.

COMPETENCY	COMPETENCY DESCRIPTOR
MANAGING VISION & PURPOSE	<ul style="list-style-type: none"> ▪ Is future focused, optimistic and effectively communicates a compelling and inspired vision to others in the organization ▪ Successfully rallies support for the vision; makes it shareable by everyone and inspires everyone to move forwards
STRATEGIC AGILITY & INNOVATION MANAGEMENT	<ul style="list-style-type: none"> ▪ Is future orientated and is able to articulate a credible picture and vision for the future including possibilities and likelihood, and breakthrough strategies/plans ▪ Fosters innovation at work, has good judgement about which creative ideas and suggestions will work in reality and is able to effectively implement ideas
DEALING WITH AMBIGUITY & CONCEPTUAL THINKING	<ul style="list-style-type: none"> ▪ Copes effectively with change, can act without having the total picture and can comfortably handle risk and uncertainty ▪ Uses reasoning and intuitive processes to understand a situation or problem without being constrained by the current reality and identifies potential solutions and viable alternatives that may not be obviously related or easily identified
DRIVE FOR RESULTS	<ul style="list-style-type: none"> ▪ Can be counted on to successfully exceed goals and expectations by consistently being a top performer, continually pushing themselves and others for results
DECISION QUALITY	<ul style="list-style-type: none"> ▪ Utilises a mixture of analysis, wisdom, experiences, and judgement to make high quality, timely decisions, that produce ideas and solutions that are accurate and demonstrate sound judgement, risk management, and integrity ▪ Provides coaching to others to make decisions that sit within their delegations and area of responsibilities
POLITICAL SAVVY	<ul style="list-style-type: none"> ▪ Can navigate through complex political and organizational situations effectively, quietly and with integrity

	<ul style="list-style-type: none"> ▪ Can efficiently anticipate where roadblocks are likely to be and appropriately circumnavigate them
DELEGATION	<ul style="list-style-type: none"> ▪ Can delegate tasks and decisions clearly and appropriately taking into account the complexity and importance of the work and individual ability and development needs. Trusts people to perform and to complete their own work
CONFLICT MANAGEMENT	<ul style="list-style-type: none"> ▪ Ability to read situations quickly; stick with tough conversations and situation with the intention of settling disputes equitably ▪ Responding to conflict by listening, searching for common ground and gaining cooperation with minimal friction
DEVELOPING DIRECT REPORTS	<ul style="list-style-type: none"> ▪ Demonstrated focus on developing direct reports by providing challenging tasks and stretch assignments, and encouraging people to accept them ▪ Holds frequent development discussions with direct reports, is aware of their career goals, and treats direct reports in a fair and equitable manner
SELF DEVELOPMENT	<ul style="list-style-type: none"> ▪ Is personally committed to and actively works to continuously improve self ▪ Understands that different situations may call for different skills and approaches, works to strengths and compensates for weaknesses

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