



FIJI REVENUE AND CUSTOMS SERVICE

POSITION DESCRIPTION – JULY 2019

POSITION TITLE: DIRECTOR REVENUE MANAGEMENT

POSITION NUMBER: ELT 2-002 - Rotational

LOCATION: FRCS HEAD OFFICE, SUVA

REPORTS TO: CHIEF EXECUTIVE OFFICER

THE ORGANIZATION

The Fiji Revenue & Customs Service (FRCS) is a statutory Service established under the FRCA 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 Director Revenue Management is a key strategic transformational role responsible for the strategic and operational activities of FRCS Tax and Customs revenue collection, debt management and customer services. Responsibilities include ensuring that effective and efficient revenue collection and debt management systems and processes are implemented, and that all legislative taxes are collected. Working in partnership with other operational groups, the Director is responsible for the leadership of their staff group, and will lead continuous business process improvements, leveraging digital transformation, and ensuring delivery of customer centric services. In doing so they will have a focus on customer service and the intent of the Fiji tax legislation requirements, together with providing effective facilitation of trade, travel and revenue collection to deliver on the strategic intent of a single window approach for traders, travellers, and taxpayers in Fiji.

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

ACCOUNTABILITIES

KEY RESULTS AREAS	KEY ACCOUNTABILITIES
Strategic leadership of FRCS revenue and debt management transformation	<ul style="list-style-type: none">▪ Lead and influence major change and development across all aspects of FRCS revenue collection and debt management functions to deliver on achievement of FRCS business strategy and Vision▪ Work in partnership across FRCS to achieve continuous improvement in all revenue and debt management operational activities, leveraging wherever possible technology assisted solutions
Customer Centric Services	<ul style="list-style-type: none">▪ Lead the achievement of the customer service standards agreed annually with the Chief Executive for revenue collection and debt management

	<ul style="list-style-type: none"> ▪ Lead the dissemination, understanding and delivery of customer centric services across your areas of responsibility ▪ Provide and ensure evidence based customer education programmes are effectively delivered to targeted customer groups, that outcomes and trends are monitored, accurately reported and utilized to increase effectiveness of FRCS customer education programmes
Revenue Collection Management Revenue Debt Management	<ul style="list-style-type: none"> ▪ Ensure the provision of effective operational leadership that maximises collection of legitimate revenue, achievement of agreed revenue targets, measurable efficiency gains and performance outcomes for tax and Customs revenue collection ▪ Maximise timely revenue debt collection strategies and procedures so that revenue debt is minimised and held at no greater than the targets agreed annually with the Chief Executive ▪ Oversee the timely and accurate preparation and communication of financial reports, performance trends and outcomes for revenue and debt management
Partnerships and Customer Service	<ul style="list-style-type: none"> ▪ Competently participate in relevant Forums accurately reflecting the views and requirements of FRCS in line with the directions of the Chief Executive ▪ Ensure a culture of internal and external customer service across all areas of responsibilities
Stakeholder Management	<ul style="list-style-type: none"> ▪ Work closely with the Executive Leadership Team to establish and review strategic priorities for key partnerships within the international tax and revenue community ▪ Support and participate in information and education initiatives to increase business and community awareness and understanding of their Customs and tax obligations
Executive Leadership Team	<ul style="list-style-type: none"> ▪ Actively participate in the Team, contributing to the strategic thinking and development of FRCS, having courageous when needed, and modelling positive leadership, integrity and respect in all activities and interactions both internally and externally ▪ Exercise the highest standards of fiscal financial and asset management within own area of responsibility and support colleagues and the Chief Executive in effective and judicious stewardship of the budget and financial management of FRCS
Risk Management and Security	<ul style="list-style-type: none"> ▪ Identify revenue and debt management risks, ensure mitigation strategies are in place, and as appropriate, take action to minimise any actual or potential impact ▪ Ensure that Revenue Collection and Debt Management have an updated risk management framework and register in place linked to FRCS risk management strategies

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. Ensure health, safety and wellness initiatives are supported and that relevant policies are understood, followed and implemented by all employees.
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DELEGATIONS

Delegations are in accordance with Executive Leadership Team L2 powers as set out in the FRCS delegations framework.

Staff numbers: Direct reports – TBD

PERSON SPECIFICATION

ESSENTIAL

Bachelor degree 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 managing organisation wide development
 Experience of working across government and wider business 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 Chief Executive. You report quarterly to the Chief Executive on progress, and provide mitigation strategies and timelines where agreed criteria is at risk of non-achievement.
- **Leadership competencies** - you report quarterly to the Chief Executive 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

	<ul style="list-style-type: none"> ▪ 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 ▪ Can efficiently anticipate where roadblocks are likely to be and appropriately circumnavigate them
DELEGATION	<ul style="list-style-type: none"> ▪ Delegates 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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